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The world leader in serving science

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Prologue

In October of 2017 I started looking for a graduation internship, a company where I could start writing my Thesis. Because I am part of the international graduation team I needed to look for a company with an assignment that involves international or intercultural aspects.

I contacted Boris van Gurp and told him about my thesis and how I hoped to learn more about internal communication. After this conversation Thermo Fisher Scientific came up with the perfect assignment for me, working on the problem with their internal communication at the site Breda. Because Thermo Fisher Scientific is a multinational company they have an international and intercultural aspect.

My time at Thermo Fisher Scientific in Breda has taught me so much. Not only about internal communication but also about their field of expertise, company cultures and the globalization of their company. I have enjoyed every moment at this company and I am very thankful for this opportunity.

This strategic advice will be presented to the management team of the Thermo Fisher Scientific Breda site. Next to this management team there will be one employee from a different site in the Netherlands to see if this strategic advice can also be of use at their site.

I would not have been able to write this thesis like I did without the help of my mentor from Thermo Fisher Scientific and the new site leader of the Breda site, Boris van Gurp. Thank you for all the support and the fact that you were always there for me when I had questions or doubts.

Also a huge thanks to Lucienne Kleisen, my mentor from Fontys University of Applied Sciences. Thank you for all the feedback and weekly meetings. And thank you for helping me to think in a more strategic way, since this was still the hardest part for me.

Pleun Lenders,
Breda, 2018.

Management summary

In this advisory report you will find the insights and conclusion harvested from the research in the appendix document. The problem situation for this research was the internal communication at Thermo Fisher Scientific site Breda. The Employee Involvement Survey that was conducted in November of 2017 showed that the employee involvement at the Breda site was reduced by 8% compared to the previous year. Since one of the greatest declines according to the EIS were on some communication parts, that is how my research question was formed: *'How can the internal communication for Thermo Fisher Scientific, site Breda be improved to contribute to increase their employee involvement?'*

Most of the communication is arranged by the global corporate communication department. The 215 employees at Thermo Fisher Scientific site Breda are all represented in different divisions and groups. These groups and divisions all have their own platforms and tools as well. So the employees get a lot of messages in different ways. The Thermo Fisher Scientific site Breda has no communication department or someone responsible for the internal communication. So the plan needs to be executed by the facility manager and his team in addition to their own activities.

The target group for this research started out as: all 215 employees at the site Breda. Both the 167 of the Dutch and the 48 Belgian contracted employees. But after doing research into the different departments and interviews with some of the employees, I stated that there were actually two target groups. Namely the Dutch employees and the International employees.

Next to discovering that there are two different target groups within the Breda site, research also showed that there were two different company cultures *(de Caluwé, 1999)* within the site. Namely the green printed and the blue printed cultures. In order to change something at the site you need to look at the company cultures which approach works best for which color.

After discovering that there were two target groups and finding the company colors at the site, there was one insight that needed change in order to improve the internal communication. The silos formation at the Breda site. Because there are a lot of different departments working at the Breda site, the departments were not working together. In order to improve the internal communication within these silos, Thermo Fisher Scientific site Breda needs to create a bridge between the departments.

The strategy.
The strategy explained in this thesis is the 'bridging strategy'. This strategy is used to create 'bridges' between the different departments and therefore to improve the internal communication. In order to create these bridges I looked at intercultural communication and how this can help create these bridges. The reason I looked into intercultural communication is because of the different company cultures at the Breda site. In order to create a bridge between the departments we need to consider that the departments have created their own little cultures within the Breda site cultures over the years. The five steps to create intercultural communication are the foundation for the 4 step plan that Thermo Fisher Scientific site Breda needs to implement. This entire strategy is made for all 215 employees at the Breda site, so despite the fact that there are two target group with different needs, the advice is created to make bridges between all employees from all the different departments.

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Chapter 1 Introduction

Thermo Fisher Scientific Inc. is the world leader in serving science, with revenues of more than $20 billion and approximately 70,000 employees globally. The Breda site has 215 employees, both from the BV (Dutch contracted) and the BVBA (Belgian contracted) employees. In total there are 6 groups with 15 divisions below them.

The purpose for this thesis was to create a strategy that would benefit Thermo Fisher Scientifics site Breda. The issue for this site was that the employee involvement index *(measured via the EIS)* at Thermo Fisher Scientific site Breda in 2017, has been reduced by eight percent relative to the previous year. This meant that the employee involvement decreased within the Breda site.

The greatest declines in percentages on communication aspects from the EIS 2017 compared to the EIS in 2016 were:
-20% communication from the direct manager/ supervisor: about the reason for business decisions
-17% open communication: open and honest two way communication between employees and managers.

This lead to the **main goal** for this advice which is to improve the internal communication and consequently aim at contributing to increase the employee involvement. (In appendix 1 chapter 1.1 you can find more information about the connection of internal communication and involvement.)

This all led to the main question of this thesis: *'How can the internal communication for Thermo Fisher Scientific, site Breda be improved to contribute to increase their employee involvement?'*

This main question will be answered in this thesis by answering the four sub questions first:

1. Do the employees experience the current internal communication to match their information need?
2. What is the current company culture at Thermo Fisher Scientific, Breda site?
3. Does diversity and inclusion have an impact on the internal communication within Thermo Fisher Scientific site Breda?
4. Can working with company culture colors help improve the internal communication and therefore contribute to increase the involvement?

Vision for this thesis: the world is changing and everything is becoming more and more global. One of Thermo Fisher Scientifics' vision for 2030 statements is: *An incredibly talented global team that brings diverse perspectives, collaborative energy and passion to excel every day.* This strategy will contribute in working towards this vision. **Mission for this thesis**: in the future Thermo Fisher Scientific site Breda will be one team. They are not only working at the same office but also communicating with one another. This way all the employees at the site will feel more involved and the collaboration between the different departments will be improved.

This document contains the insights and conclusion obtained from the research (can be found in the appendix 1 chapter 2.1) and a strategic advice Thermo Fisher Scientific site Breda will benefit from. The answering of the sub questions can be found in the appendix document (appendix 1 chapter 2.4). The main question of this thesis will be answered in chapter 2.1 of this advisory document.

Chapter 2 Conclusions

This chapter will explain the most important insights and conclusions from the field research process as you can see in appendix 1 chapter 2. During the field research process I wanted to collect quantitative and qualitative data so I have held an internal survey and interviews amongst the employees. The data that came from this research can be found in appendix 7 and 8. Chapter 2.1 will answer the main question of this thesis.

2.1 Answering main question

Main question: *'How can the internal communication for Thermo Fisher Scientific, site Breda be improved to contribute to increase their employee involvement?'*

The internal communication at the Breda site can be improved by creating more organized and frequent communication. The internal communication needs to fill all the needs from the employees. Which means personnel and site related information next to communication in a language all the employees understand. The company culture colors *(de Caluwé, 1999)* at the Breda site are both blue and green printed. This means that they both need different ways of approaching. The bridging strategy (chapter 4.1) will help merge these different needs from the target groups and these company cultures *(de Caluwé, 1999)* to create internal communication that fits all the employees at the Breda site. This improvement of the internal communication will lead to more employee involvement because there will be more collaboration between the departments, the silos formation will reduce and the overall employee involvement will increase. With this strategy and 4 steps for implementation the needs from both target groups and company cultures will be improved.

To support the conclusions the literature from the desk research is used, this can be found in appendix 1 chapter 2.2. The most important literature and models used in this research are: 'The colors of change, de Caluwé (1999)' in combination with 'Communication Crossroads, van Ruler (1998) and Communication escalator from Quirke (1995). The influences of the theory will be further explained in chapter 2.3 of this advisory report.

2.2 Most important insights research.

The three most important insights from the field research (survey and interviews) are:

- No or little collaboration between the different departments at the Breda site.
- No optimal use of online tools
- Globalization of the Breda site.

2.2.1 No or little collaboration between different departments

Within the Breda site of Thermo Fisher Scientific there is a silos formation (appendix 1 chapter 2.1). This means that all the different departments work on their own and that there are not really communicating with each other. There is not a lot of collaboration between people from different departments, even the ones that overlap. And because of this, the people from different departments have no idea what their colleagues in the same building are daily working on. This leads to less involvement with the site. Not direct colleagues do not have the knowledge about the other

colleagues' work, which leads to less interest in the work of other colleagues and little collaboration between departments with overlap.

2.2.3 Online tools

Thermo Fisher Scientific provides a lot of (online) tools globally. These programs were introduced to the employees but never really explained. The employees are too busy with their daily work to explore these tools on their own. This is why there is a lot of resistance against the (online) tools.

iConnect by SharePoint is Thermo Fisher Scientific's global intranet. Next to iConnect they provide Yammer globally. A lot of the employees at the Breda site do not like to use iConnect and almost never use Yammer. Most of them are willing to use it more, when they can get more training with these programs.

2.2.4 Globalization

The biggest differences in communication needs where between Dutch and International employees. Since 2016 there has been a lot of change. Within the Breda site a lot of international employees have entered the last years. Within the Breda site the percentage of international employees lies between 5-10%. Next to that the Breda office is not only a Dutch office but also the Benelux office.

The Breda office went from a total Dutch office to a variety of cultures and languages. The most site related information is still sent in Dutch, therefore not all the employees understand all the information. The Town hall meeting (quarter meeting) is also in Dutch so a lot of international employees cannot attend this meeting. During the research part of this thesis I spoke with a variety of employees.

Dutch Employees	International employees
Would like to receive more information, most site and personnel related.	Would like to have the communication in English. Especially something as important (and mandatory) as the Town Hall meeting.
They are used to having personal contact with HR.	Site can be more international orientated. Personnel association communication is always in Dutch for example. They aren't really involved with the site.
A lot of them have no problem with the internal communication. Most of the time they communicate in their own teams and they are okay with that.	**Belgian employees:** have the feeling that Breda is a Dutch office instead of the Benelux office. They aren't really involved with the site.

This means that we have two different target groups within the target group 'employees'. The goal for this thesis is to merge them. See all the employees as the target group and let them all work together.

For this to work we need to look at the company culture of Thermo Fisher Scientific site Breda in order to see which way to change works best. More about the company culture and how this works for change in chapter 2.3 Theory.

2.3 Theory

The theory to support these conclusions are explained extensively in the research report. The first theory we are using for these problems are the colors of change from de Caluwé (1999). This model is used for changing company cultures. Because there are two different target groups we would like to change we need to look at the current company culture and what works best for this cultures to change.

Thermo Fisher Scientifics' site Breda are both Green and Blue printed. Green printed means that they want to stimulate the employees to learn and experiment. With training they can stimulate their employees. Blue printed uses classic parallel media, which Thermo Fisher provide with their tools. Below is explained how you can change the Blue and Green printed companies.

Colors	Blue print	Green print
What?	Project-based Top down solution-orientated expert power	Learning Colleagues Development-orientated team/coaches
Communication crossroad (v Ruler, 1998) *(figure 2.2.2)*	Information Knowledge leads to attitude and then behavior. So explain your goals well.	Dialogue and consensus creation Stimulate your employees to learn and experiment.
Ways to?	Kick-off, followed by classic parallel media	Training, discussions and feedback moments, knowledge sharing.

Figure 2.2.1 de Caluwé and Vermaak (1999, 2006)

With the escalator of Quirke (1995) Thermo Fisher can shift the communication from informing the employees to more dialogue within the company. For green they need to look at dialogue and consensus creation, so instead of only sending your information, they learn how to interact more with the employees.

And for the blue culture to change they need to send, but inform with the right information. These three models all work together in this advice. With the colors of change from de Caluwé (1999) you can see which direction you need to make this change work with the current company culture. The direction is shown on the communication crossroads from van Ruler (1998). And at last you can see what this direction can lead to in order of employee involvement on the communication escalator of Quirke (1995).
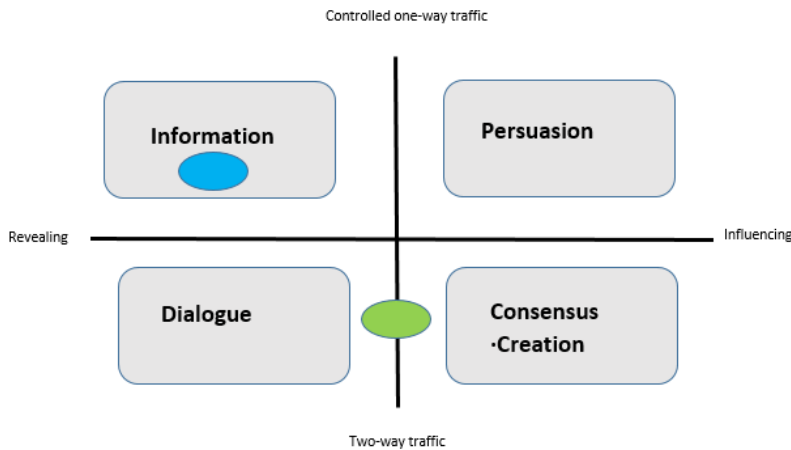
Figure 2.2.2 Communication crossroads of Betteke van Ruler (1998)
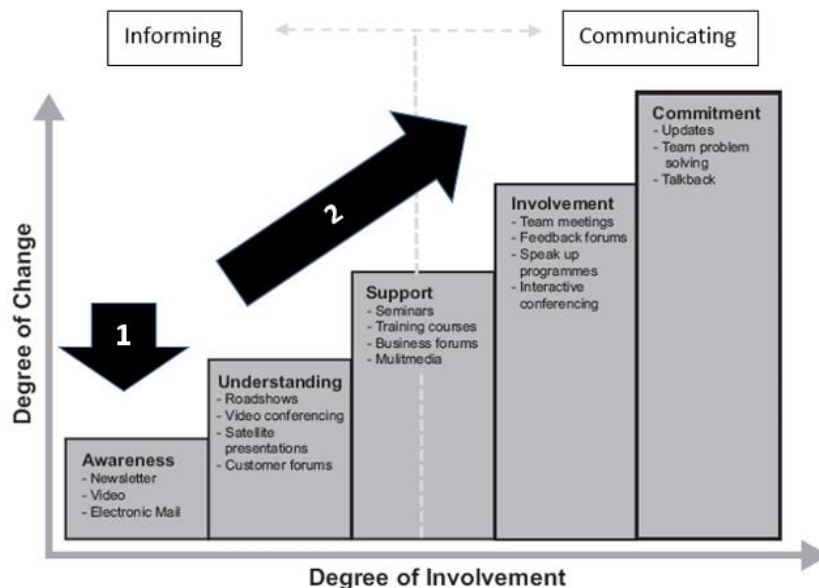
Figure 2.2.4 Communication escalator of Quirke (1995)

1= Current situation at the Breda site

2= Intended situation at the Breda site

Within the departments of Thermo Fisher Scientific site Breda the departments are standing on different steps on the escalator.

For example, some departments already have team meetings and feedback moments. But the situation sketched in figure 2.2.4 on the communication escalator of Quirke (1995) shows the current situation of the Breda site.

Colors of change, de Caluwé (1999)

As explained before, the Thermo Fisher Scientific site in Breda is both Blue and Green printed. To change these cultures we need to use informing and dialogue/consensus creation, like you can see in the communication crossroads, van Ruler (1995). For both colors we need several steps to change the company culture. The steps can be found in chapter 4.2

Thermo Fisher Scientific is a combination of a blue and green printed company. On the one hand Thermo Fisher is a company with a very clear hierarchy and rules, but on the other hand they are very green printed because of the managers stimulate their employees to grow within the company.

During my focus group I found that most employees at Thermo Fisher Scientific site Breda are blue printed and the MT is more green printed. This showed in the way the employees reacted on the possible changes I explained could happen for this thesis. Thermo Fisher Scientific supports their employees in growing and helps them to get promoted inside the company instead of outside the company.

If you want to change the company habits you need to understand what works best for which company culture color. So for this we are actually using two models, the colors of change from de Caluwé (1999) and the communication crossroads from van Ruler (1998) *(figure 2.2.2)*.

Informing, Blue printed culture:
Step 1: **Inform you employees.** Share knowledge with your employees on the level they would like to receive information. The employees would like to receive more personnel and site related information.
Step 2: **Knowledge leads to attitude.** When your employees receive more knowledge about information they want, they will create a positive attitude regarding the Breda Site. They feel heard.
Step 3: **Attitude leads to behavior.** When your employees get a positive attitude this will lead to a positive behavior, and therefor hopefully increase the employee involvement of the Breda site.

The inform- knowledge- attitude- behavior way is a bit outdated. In the trends you see the steps work more backwards or in between. But because the Thermo Fisher Scientific site Breda employees are very blue printed, and like to work with hierarchy I chose to go with the original steps. During my focus group meeting I learned that the employees do not really like change so for this advice to work, we need to take the original steps.

The reason for choosing informing to lead to involvement is because this is what the employees want. During all the interviews and surveys the employees mentioned that they would like to receive more site and personnel related information. So for changing the blue colored culture, this is the first step.

Dialogue/consensus creation, Green printed culture:
Step 1: **Stimulate your employees to learn and experiment.** By stimulating your employees to learn and experiment your employees will develop themselves more. In this way you give them room and opportunity to grow.
Step 2: **Ask for feedback.** When managers ask for feedback on site related issues, the employees feel like their opinion matters. In this way you can act on the employee needs.
Step 3: **Let your employees help with the decision-making.** When you let your employees help with some decision making you can hear feedback from a different view and give your employees the feeling like their voice is heard.

The green printed culture is more what the MT would like to see within the Breda site. They already stimulate the employees to learn and experiment but during the interviews a lot of employees gave me feedback about new trainings they would like to receive. And most important, that these trainings were given in person instead of being available on iConnect.

Next to informing for the blue printed culture, the MT needs to create dialogue with their employees. After the employees are rightly informed about site related information, you can ask about their opinion and see if there is useful feedback. This way you let all the steps work together and the employees will feel involved with these site related issues.

The Green and Blue colored company cultures *(de Caluwé, 1999)* both need different communication approaches as explained above. Some of the communication will not include both cultures. But not all the employees at the Breda site are one culture. In order to reach all your employees, no matter if they are green printed or blue printed, you need to communication approaches to work together. In order to merge your employees you need to merge your internal communication so it will fulfil all the employees' internal communication need.

Chapter 3 Communication goals

Communication achieve goals.

The biggest achievement we are aiming for is to improve the internal communication. The goal is that when the internal communication is improved, this will help increase the employee involvement at the Breda site of Thermo Fisher Scientific.

S: Create better organized and frequent internal communication to help improve the employee involvement at the Breda site of Thermo Fisher Scientific.

M: The annually EIS from Thermo Fisher Scientific needs to show an increase of at least 8% in 2019. 8% because that is the percentage of decrease that started this research.

A: This improvement is necessary to create more involvement and collaboration between the different departments at the Breda site. With better organized and frequent communication the collaboration within the departments will grow and this will lead to more overall involvement in the site. During the interviews the employees showed that this was one of their communication needs.

R: The four steps need to be taken to create better internal communication. These steps all need to be executed because all the steps together fulfill the needs of all the employees.

T: This strategy will be executed by the new site leader starting in September. The EIS that will be held in the end of 2019 needs to show an increase 8% in employee involvement. The implementation will need 3 months and it will take a year for the strategy to be fully used and ready to measure.

Communication process goals.

The communication process is explained in the previous chapter, the strategy. This strategy shows what we are aiming for and how to implement it. In the next chapter will be explained which steps to follow in order to implement this strategy within the Breda site. The process contains steps to create better organized and frequent communication. This communication needs to be streamlined in order to let all the tools and steps collaborate to create better communication. These steps in the process all fulfill different needs from the different 'target groups' within the employees. So both the international and Dutch employees' needs will be handled and the steps work for both the blue and green printed employees.

S: To create internal communication that will fulfil the needs of all the employees. When all the employees' communication needs are fulfilled the collaboration will increase. When the different departments are working together and communicate in the right way the employee involvement will increase.

M: Next to the annually EIS rate, you will see difference during meetings. When the involvement is increased the meetings between different departments or with the site will get more attention and the employees will participate in the Site related activities more, for example the town hall meeting.

A: These steps were created for the improvement needed for the internal communication is necessary to create more involvement and collaboration within the Breda site. During the interviews the employees showed that this was one of their communication needs.

R: The four steps need to work together to create better internal communication for all employees. The different steps fulfil the needs of different groups and therefor the four steps combined will fulfil the communication needs of all the employees.

T: This strategy will be executed by the new site leader starting in September. The EIS that will be held in the end of 2019 needs to show an increase in employee involvement.

Communication effect goals.
The communication effect we hope to create is that the internal communication will be improved. In order to improve the internal communication we need to make this communication more frequent and organized. Because of this improvement in communication the silos formation will reduce and the collaboration between the departments will grow. When the internal communication is improved the employee involvement at the Breda site will increase.

S: When the improvements in internal communication are ready, the involvement will increase. The employee involvement and the inclusion at the Thermo Fisher Scientific Breda site will be increased. You can see the site as one department or silos.
M: The involvement within the site is improved and this will lead to more collaboration within the site. This will show in workgroups and informal conversations between employees, more people from different departments will participate in the work groups.
A: When the employee involvement is increased the EIS rate will be higher. The employees will find their workdays more pleasant, because they feel heard.
R: The four steps need to work together to create better internal communication for all employees. The different steps fulfil the needs of different groups and therefor the four steps combined will fulfil the communication needs of all the employees.
T: This strategy will be executed by the new site leader starting in September. The EIS that will be held in the end of 2019 needs to show an increase of at least 8% in employee involvement.

Online communication goals.
The online communication goals are improving the online communication at the Breda site. The tools that are currently used by Thermo Fisher Scientific globally will also be part of this strategy. But the online tools will be used in a different way. Not all the tools were already in use at the Breda site and when the tools were used this was never organized or frequent. So the tools used in the advice are already in use within Thermo Fisher Scientific globally, but they will be used in a different, more effective way at the Breda site. In order to create good internal communication you need to collaborate the tools.

S: Create better online internal communication by collaborating the tools. Let them work together to create better online internal communication. (See step 4, chapter 4.2)
M: When your employees are using the online tools you will now you have achieved the goal.
A: Improvement in online communication tools is necessary to improve the overall internal communication.
R: Let all the tools work together, in order to create cross dimensional communication (chapter 4.2)
T: This strategy will be executed by the new site leader starting in September. So the new use of the tools will start in September.

Chapter 4 Strategic advice

4.1 Strategy

Bridging strategy.

I chose to work with the bridging strategy because the biggest problem at Thermo Fisher Scientific, Breda site at the moment is the silos formation between the different departments. Silos formation means that all the different departments are working on their own. The Breda site is one of the few sites that has a multi divisional team. Bridging capital is the ability to connect different groups *(Aarts, 2014).* Bridging is important for a company like Thermo Fisher Scientific because it prevents departments to work on their own while having no idea of what the other departments are working on. Enough bridging prevents departments to 'groupthink', this means that when a group feels threatened they withdraw within their group (department) and they are no longer open for what happens on the outside, in this case the site *(Janis,1982).* This can be a problem for Thermo Fisher Scientific Breda site because this leads to less involvement between the departments. Also, this can lead to focus on the wrong priorities when there is a decision to be made.

Bridging can be stimulated by:

- Recognizing and appreciating differences
- Organizing meetings between different departments
- Organizing 'safe' discussion meetings (focus groups)
- Organizing critical reflections on existing matters.
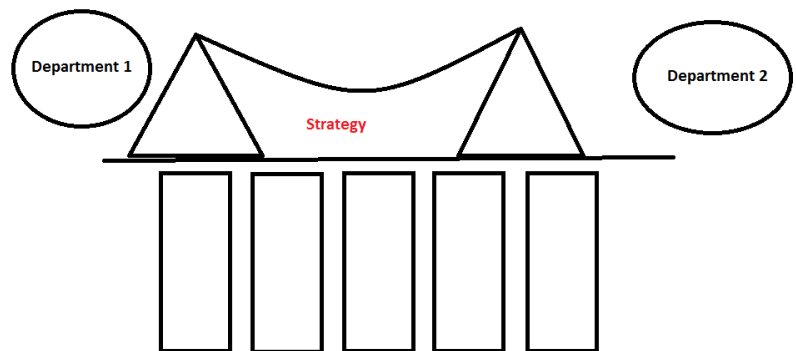
It is also very important to look at the social networks. Studies show that behavior and behavioral changes are contagious *(Earls, 2010).* People follow other people. Which means that if you want to create more bridges between the departments some people need to be excited about the idea in order to involve their colleagues into the process. This can be done by creating work groups with employees from different departments.

Network society.

We are living in a network society. Which means that our society consist of networks that overlap, are mutually exclusive and change all the time. The term network is used for the multitude and variety of the constantly changing social contacts *(Bax, 1977).* Networks are not enforced on us, we create them ourselves. By creating our own networks, we create different cultures within these networks. And that is what is happening at Thermo Fisher Scientific. Within the Breda site there are two different cultures as discussed in chapter 5.2 Theory, Colors of Change *(de Caluwé (1999).* This is the result of the silos formation and the networks that are created within the Breda site. In this case the networks are the departments.

Intercultural communication.

Because there are more company cultures within the Breda site *(de Caluwé, 1999)* we can take a look at intercultural communication. To create a bridge between the departments we can use this intercultural communication steps. The five steps to create effective intercultural communication according to Aarts (2014) are:

1. **Beyond the target group thinking: from influence to dialogue.**
   When we talk about intercultural communication, we do not talk about one specific target group. The term is outdated and you need to focus more on dialogue. Dialogue creates the starting point of new perspectives on problems as well as solutions. Involve your employees and create dialogue with them in order to create bridges.

2. **Be careful with undirected mass communication.**
   The 'social learning theory' *(Bandura, 1977)* shows that people do not only learn in formal situations but also learn from watching other people. This means that you do not only need to look at regular information sources. On platform like Yammer, employees can show their experiences to their other colleagues.

3. **Utilize informal networks.**
   People with different cultures, in this case the departments, are dependable on different social networks. This means that you do not only approach them as individuals but also as groups. Because these groups can learn from each other. They can learn from each other's experiences, and develop combined plans. For this communication plan we need to look at the informal groups and try to create more of them. This way you can use this informal networks to create conversations.

4. **Work with para professionals.**
   Because the site Breda has no communication specialist a para professional can be of use here. Someone from the MT or HR can work as this para professional. This person needs to be an outsider from the departments in order to not be prejudiced. An outsider in the work group can retain the overview.

5. **Eye for the context.**
   In order to help increase the involvement, you do not only need to look at the problem but more important is that you solve the problem. So you need structural changes to create a new culture within the Breda site. In order to create this, you need to listen to your employees. That is why all steps for implementing this strategy in chapter 4.2.2 are based on the insights and conclusion from survey and interviews with the employees (appendix 7 and 8)

4.2 Conditions advice

This strategy is created to improve the internal communication at the Breda site of Thermo Fisher Scientific. To create a bridge between the different departments with internal communication, we use the bridging strategy for the Breda site. This strategy contains four steps. These steps are the communication goals for this strategy. These four steps are created to improve the internal communication at the Breda site and are inspired by the five steps to create a bridge between the different departments by using intercultural communication as discussed above.

4.2.1 Steps for the Bridging strategy

Step 1: Inform your employees with the information they want.
During all the interviews the employees mentioned that they would like to receive more personal, personnel and site related information. An example of this information is: the birthdays and anniversary of their colleagues (personal), when something changes in the car policies (personnel) or more information about the other departments in Breda (site related).

Step 2: Create awareness about this information.
When you want to start informing your employees with the information they requested you need to create awareness first. The awareness about the information you will deliver is necessary to make sure all the employees receive the information they requested. Otherwise some people will be left out just because they were not aware of the information. For example, the q1 town hall meeting on May 16th has been presented completely in English, but the employees did not know that in advance. But when you create awareness about the information (in this case the English presentation) next time all the employees know about this change and can adapt their behavior.

Step 3: Create involvement for all your employees.
If you want to involve all your employees and give them the information they requested, you need to give them the right information. In order for all the employees to understand the information they receive, it needs to be delivered in a language all employees understand. Since 2016 more international employees joined the Breda site. At the moment this percentage is 5-10% of all employees and in the future this percentage will probably only grow. Thermo Fisher Scientific is an American multinational spread over a lot of countries all across the world. All the global communication is in English. That is why I recommend all internal communication to be in English.

This will be a change for a lot of the Dutch employees. But the first step was taken during the Town hall meeting on the 16th of May. This Town hall meeting was held in English entirely. This meant that the presentation and all the questions/responses from the employees were in English. Afterwards I have spoken to the employees that attended the Town hall meeting and most of the employees (12 out of 15 employees) were positive about the change into English. There responses were that most of them were already communication a lot in English because of their international jobs or that this way all their colleagues could also understand the presentation. The cons against the Town hall meeting in English were that some people understood less of the presentation and the threshold for asking question was a bit higher when done in English. This can be helped by the MT if they sent the presentation of the town hall meeting in Dutch or tell people it is okay to ask questions in Dutch.

When you look at the growth of expats in the Netherlands and the fact that diversity and Inclusion is very important for Thermo Fisher Scientific, I would strongly suggest for all the communication, same as global communication and the last Town hall meeting, to be in English so everyone at the site can understand it.

Step 4: Create tool collaboration to inform your employees better.
To inform your employees better you need frequent sending of your employee information. Make sure that your information flow is consistent and understandable for your employees. Also make all your tools work together. When the employees get information through different channels, they will more likely remember information. But to make sure you don't give them an information overload, adjust your tools to work together.

This part will explain which tools can support this strategy. All 4 steps need tools to make them work. These tools are designed in order to inform your employees or create awareness, involvement and tool collaboration. Because there is not a large budget and no communication department that will execute this strategy, we will just use the existing tools from Thermo Fisher Scientific Globally. There is no need for using other tools, but the existing tools need to be used in a different way to work correctly.

For the blue culture to change we need to inform the employees, and this will only work when there is frequent communication. To change the blue culture you need to have a good Kick-off of the new way of communicating. At the Town hall meeting you can introduce the new steps you will be taking in order to let inform your employees about the changes that will happen. After this kick-off you need to communicate with parallel media.

The internal survey has shown that 39.1% of the respondents would like to receive weekly communication on Yammer and 56.1% of the respondents answered that they would like to receive a monthly e-newsletter regarding site related information.

In order to change the green color you need stimulate your employees to learn and experiment and show them that you appreciate their opinion by asking feedback. Provide trainings in new tools, for both new and current employees. Also ask for feedback and let your employees help with the decision making. When you make workgroups with employees from different departments you will create collaboration. These workgroups will be created when there will be personnel or site related issues, for example the first workgroup will be about the newsletter. When you create these workgroups you do not only get different opinions from different people within the company, you also create collaboration and dialogue with your employees.

Informing, Blue culture	Dialogue/consensus creation, green culture
- Town hall meeting - Weekly Yammer - Monthly newsletter	- Training - Workgroups to stimulate collaboration

4.2.2 How to implement the steps:

Step 1: Inform your employees with the information they want.
To inform your employees with the information they want you need tools. For step one you need to use the following tools:

- **Monthly newsletter:** with a monthly newsletter you can provide your employees with the personnel and site related information they are missing at the moment. Departments can sent information if they want this to be shared. Things like: HR information, Birthdays and new faces will be included. Because there is no communication department this newsletter will be in the hands of the workgroup newsletter. Employees can volunteer to work on this monthly newsletter in this workgroup. This way people from different departments can be part of the team, which is good for collaboration between the departments.
- **Weekly Yammer:** By using yammer you can create an approachable platform for your employees. At this Yammer page employees from different departments can post about their activities (think about trade fairs, good deals or site related information). But it is also a good way to introduce new employees, talk about a site related problem or ask questions. This way you can reduce the gap between departments and lower the email overload. The site leader will be responsible for the content on the Yammer page, until this is implemented enough and the employees start posting on their own.

Step 2: Create awareness about this information.
To make sure that people know about the new information flow you need to create awareness. To create these bridges between the departments you need to make sure that your employees are aware of the changes that will happen when you implement this strategy. This works best with a good kick-off session. This kick-off session can be planned during a Town hall meeting.

- **Town hall meeting:** A town hall meeting can be the best place to have the kick-off session. At this kick-off session you can introduce the new internal communication "Bridging" strategy. The employees will know that there will be some changes and when and where they will happen. Introduce the new topics and tell them how the new tools will work.

Step 3: Create involvement for all your employees.
To create more involvement with your employees you need to make sure that all your employees understand your message. The Breda site is a very multicultural site and not all the employees speak the Dutch language. That is why all the internal communication needs to be in a language that all employees understand, so all internal communication in **English.** This step can create the most resistance from the employees. But as discussed in step 3 on the previous page, most employees are okay with the change to internal communication in English.

Step 4: Create tool collaboration to inform your employees better.
To make this strategy work all the tools need to work together to make sure the employees are informed in the right way. You need to see these tools as a way to build a bridge. Yammer, iConnect and E-mail will be the main tools or 'the pillars of the bridge'. All the information will be communicated on these platforms. An example of the collaboration of these tools can be found in appendix 11 and explained further in an infographic which can be found in appendix 12.

The newsletter and the Town hall meeting can be seen as the road that holds the pillars together. In order to use the tools Yammer, iConnect and E-mail you need the information tools to work together in order to communicate well.

- **Training:** In order to let all your employees work with these tools you can to provide trainings every 3 or 6 months (depends on the budget and people the site can provide). This way new employees can easily work with the programs and current employees that need some extra help can refresh their memories.

For some extra advices in addition to the strategic advice which is all internal communication related, see appendix 13.

The world leader in serving science

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Thesis document -
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Internal Communication

May 2018

Prologue

This appendix document was made in support of the Thesis document, from Pleun Lenders. In this report you can find all the research that has been done in order to create the strategic advice for Thermo Fisher Scientific, Breda site.

This appendix document contains 13 appendixes with more detailed explanations on the research that has been done for the strategic advice, explained in the Thesis document from Pleun Lenders.

Part 1 of this document contains the research document. This research needed to be done in order to create a strategic advice for Thermo Fisher Scientific site Breda. You will find all the necessary insights and documentation of the research. The research document contains desk and field research.

The desk research contains all the necessary literature. This literature was harvested in order to understand the main question about internal communication and to support the insights

In part 2 you will find all the research and extra information needed for the research document. This part contains the information needed to make the conclusions in the research document. So this part will contain things like the pre-research, research design, survey and interviews.

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Part 1

Appendix 1 Research

1.1   Research Plan

Motive

Company

For my thesis at Thermo Fisher Scientific, site Breda I have looked into their internal communication problem. At the moment all the communication at this site happens on corporate level. The site Breda has no internal communication specialist or communication department. Thermo Fisher Scientific has 70.000 employees globally and at the site Breda they have 215 employees. 167 of them have a Dutch contract and 48 have a Belgian contract. Out of these 215 employees, 5-10% of the employees are not Dutch speaking originally. All the employees are divided into different groups and divisions, Breda represents all 6 groups within Thermo Fisher and their divisions below.

Not all 215 employees are frequently working at the office in Breda. So the employees that work from home or the ones that are a lot on the road do not know what happens at the Breda office daily. HR used to write a newsletter for the Breda site, but a few years back they stopped doing this. Since this newsletter stopped a lot of people tend to miss it.

Thermo Fisher conducts an Employee involvement survey every year (more about the survey and the insights from the survey below). This year the involvement survey showed that the employee involvement has been reduced. More about involvement on the next page. This survey also showed that out of the four greatest declines from 2016, two of them were about communication.

Insights Employee Involvement Survey

Every year Thermo Fisher Scientific send off a survey to get insight in their employees. The most important insights from the EIS are:

- That 73% of the employees at the site Breda completed this survey. This means that 73% of the employees at Thermo Fisher Scientific at the Breda site care about their employee involvement to fill in the survey.
- The EIS shows that the Involvement rate in 2017 was 75%. This means a decrease of 8% compared to the involvement rate in 2016.
- iConnect as a collaboration tool is the least favorable tool amongst the employees (32%).

The greatest declines in percentages on communication aspects from the EIS 2017 compared to the EIS in 2016 were:

- ○ -20% communication from the direct manager/ supervisor: about the reason for business decisions
- ○ -17% open communication: open and honest two way communication between employees and managers.

So the most important insights from the EIS is that the employee involvement decreased with 8 percent and two out of four biggest declines were about communication in the period between 2016 and 2017. **This lead to the decision for Thermo Fisher site Breda to give me the assignment to research if improvement of the internal communication can contribute to increasing the employee involvement.**

Why involvement?

Involvement is one of the four I's in the 4i values from Thermo Fisher (Figure below). Thermo Fisher Scientific focuses on the involvement of their employees. 'Make connections to work as one global team, embracing unique perspectives and treating others with dignity and respect'.

Employee engagement has long been used to describe the connection between employees and the company's vision, goals and objectives. (Freeman, 2013) But nearly 70% of change programs are failing, this because this approach is passive and promotes a top down, prescriptive approach to communication.

The difference between engagement and involvement is that an **'engaged'** employee is the result of a passive acceptance of company values and objectives. It helps increase productivity, to a point. An **'involved'** employee is the active pursuit of these objectives.

'Engagement gets you in the game; involvement gets you to the top of your game'

'Involvement' from the 4i values from Thermo Fisher Scientific

Insights trends and developments

The insights from the trend and developments pre-research show that on general level there is a lot of evolvement in the internal communication branch. These insights show that there is a lot of potential for Thermo Fisher Scientific. The solutions from CEO's are based on interviews with CEO's of big global companies like Thermo Fisher. I only wrote down the insights from these articles that can be of great use in this research for Thermo Fisher. Thermo Fisher is a big global company like most of the companies from the CEO's that participate in this article. So their developments and tips can be applied at Thermo Fisher Scientific.

Most developments and tips from the CEO's are about **more personalized and two-way communication.** Instead of only sending your information try to get into **dialogue. Feedback and reviews** are more than welcome and companies need to be more **interactive.**

This trend analysis is based on: CMD Method cards, "Trend analysis" -- Library

The following list contains the insights from the trends and developments worldwide on internal communication for 2018, harvested from my pre research *(appendix 2.1)*. The insights that are listed below are the insights that are relevant for Thermo Fisher Scientific.

Communication tools
The most important trends whit communication tools are the amount of new tools for communication there are. Next to the amount of new communication tools there is the change in more mobile and technological environments. Smartphones and social networks are very important and this asks for mobile and technological environments. These developments at mobile environments ask for fast and interactive platforms.

Company problems
The most important company problems that also apply on Thermo Fisher Scientific are the top-down communication, different levels of management and the change of tools. Thermo Fisher Scientific has the global management established in the United States of America. This way all the global communication goes top-down and you have different levels of communication. This leads to less personal communication at the sites.

Employee communication:
The next insights were about employee communication. The trend for 2018 is more two-way communication. Creating more dialogue and involvement by giving the employees a voice. This way you can interact and build a relationship with the employees. Also frequently posting about company achievements and common goals of the employees is becoming more popular in large companies.

Solutions from CEO's:
The most related solutions about internal communication from CEO's of large companies are:
- Let the employees give feedback
- Employees responsible for the internal communication at every level
- Post regularly
- App/intranet → more mobile
- Make the mobile experience more personalized
- Common goals, people want to know they contribute to something
- Partnership with HR and IT

Problem definition

The purpose of this assignment is to research if internal communication can create more involvement with all the employees at the site Breda. Becoming one of the world's most admired companies is part of the vision of Thermo Fisher Scientific, (Thermo Fishers vision 2030, appendix 1 (pre research, appendix 2) so this assignment is consistent with this vision. In a period of 17 weeks, I will investigate how internal communication can contribute to this. In my research I will be focused on the site Breda and their 215 employees.

Most of the communication is arranged by the corporate communication department. The 215 employees at Thermo Fisher Scientific site Breda are all represented in different divisions and groups. These groups and divisions all have their own platforms and tools as well. So the employees get a lot of messages in different ways.

The client would like me to write a communication plan which the facility manager can implement after this research. Thermo Fisher Breda has no communication department or someone responsible for the internal communication. So the plan needs to be executed by the facility manager and his team in addition to their own activities.

The target group for this research are is: all 215 employees at the site Breda. Both the 167 of the Dutch and the 48 Belgian contracted employees.

Main and sub questions

Issue
The employee involvement index (measured via the EIS) at Thermo Fisher Scientific site Breda in 2017, has been reduced by eight percent relative to the previous year.

Goal
Improve the internal communication and consequently aim at contributing to increase the employee involvement. Earlier in this report you can find more information about the connection of internal communication and involvement.

Main question
How can the internal communication for Thermo Fisher Scientific, site Breda be improved to contribute to increase their employee involvement?

Sub questions

1. Do the employees experience the current internal communication to match their information need?
2. What is the current company culture at Thermo Fisher Scientific, Breda site?
3. Does diversity and inclusion have an impact on the internal communication within Thermo Fisher Scientific site Breda.
4. Can working with company culture colors help improve the internal communication and therefore contribute to increase the involvement?

1.2 Theory

This theory chapter is based on: CMD Method cards, "Literature study" -- Library

1.2.1 Vision on internal communication

"Effective internal communication deals with the exchange of information within an organization to create a shared understanding that drives the behaviors and actions needed to move the business forward" Shahida Kazmi (2011)

Vision on internal communication. Internal communication is mostly informing, motivating and coaching. *(Michels, 2014)* Employees that are good informed about (big) developments are more involved with the company. Poor internal communication ensures that the top of an organization has no idea what is happening on the work floor because little is communicated from the base upwards. Poor internal communication show in:

- Little interaction between the management and the work floor
- No willingness to change because the collective ambition is not clear
- Too much information because there is no selection
- Slow and opaque decision-making
- Countless inefficient meetings

Erik Reijnders tells about two different visions for internal communication in *interne communicatie voor de professional* (2011). These two different vision are called the action vision and the interaction vision.

Action vision:
The action vision emphasizes delivering the message to the target group. Management is clearly guiding and decisive. The main effect is achieved by repeating the core values and key messages. There is a lot attention to project-based communication. The key words for this vision are: telling, explaining, declaring and convincing.

Interaction vision:
With the interaction vision communication is more driven by strength than by power. You focus more on the dialogue. You listen more than that you are sending and the bottom-up approach is central. Communication is a process and not a product. Employees are not the target group but they are actors. The key words for this vision are: dialogue, discussion, and advice, facilitate, organize and coach.

At the moment Thermo Fisher Scientific, site Breda is using the action vision for their internal communication. They show this by only informing their employees. They are telling, explaining, declaring and convincing. Most communication comes from the management level and the management does not really try to dialogue with the employees at the site Breda.

1.2.2 Internal audience groups

Not every organization has the same layers but globally we dived them in 3 layers:

- Managing board
- Management
- Employees (National and International)

Beside these 3 layers you also have:

- OR (works council)
- Local Mangement Team

Thermo Fisher Scientific has more audience groups because the organization is divided into 6 different groups and all the divisions below. Breda is the only site in the Benelux that represents all the groups and divisions. So every group and division is an audience group on its own. The information required per division is different, but on site level all the employees are one target group.

1.2.3 Types of employees, diffusion of innovations

To work on the internal communication at the Breda site some things will need to change. At the moment there is no frequent internal communication, and Thermo Fisher Scientific would like to improve the internal communication. But before we change all the internal communication flow, we need to take in mind that employees need time to adapt to change. Not everybody like the change right away. With for example the use of iConnect, a new intranet platform, not all the employees are happy. You can distinguish these employees in 5 different categories *(Rogers, 1962).*

1. The *innovators*. They are the driving force with change. They launch the innovation in their environment.
2. The *early adaptors.* They are quickly convinced by the innovators and like to cooperate. Most of the time they are the opinion leaders of the organization.
3. The *early majority.* They like to see which way the wind blows before they do anything. But after that they are loyal contributors.
4. De *late majority.* They are sceptic against changes. They want to see it first before they cooperate (in the end).
5. De *laggards.* Are against change and only adapt when they no longer can resist it.
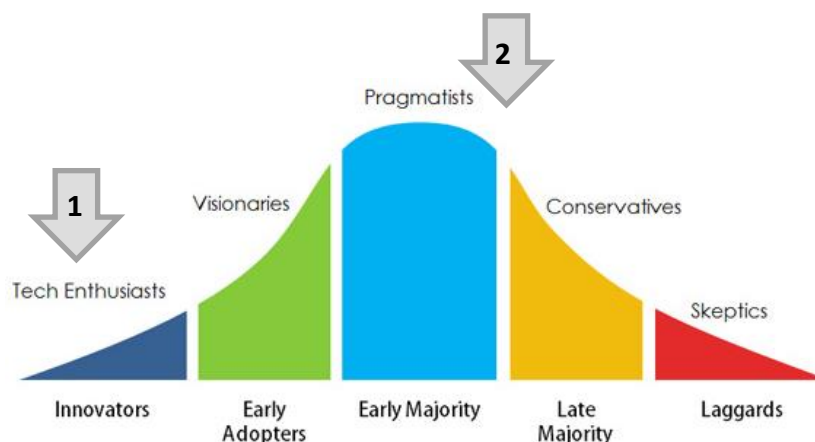
Figure 1.2.1 Diffusion of Innovations (Rogers, 1962)

1: The management team

2: most of the employees

1.2.4 Internal communication flows

In the past the most communication was sent from the managing board to the employees. Internal communication is more and more changing to both direction working. Intranet and email are making internal communication more interactive. And there is less top-down communication. In figure 1.2.2 you can see a communication flow chart for most big companies.
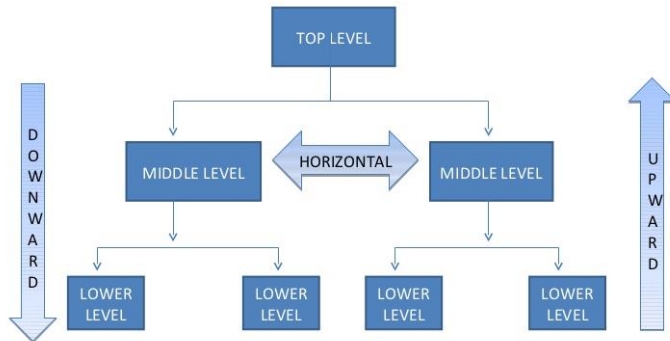
Figure 1.2.2 Communication flow chart

Vertical communication happens between employees with different positions in the organization. Depending on the direction you call this *top-down* or *bottom-up communication.*

Top-down communication. The goal with this vertical communication is to inform about measures, policy and giving instructions. Most of the time this means that the management team exchanges information with the first layer of managers and they share this information with their teams, mostly during work meetings.

Bottom-up communication. Initiative from the bottom-up. The goal is to inform the management with the wishes and action points from the employees. Opinions and suggestions need to be clear for the management team to do something about the issues.

Horizontal communication. When employees with the same position share information with each other. Think about meetings with team member or manager from different division that talk with each other. Tools to improve horizontal communication are: meetings, intranet and a 'heidag' with the teamleaders.

Diagonal communication. Communication between different levels and divisions. For example, someone from technical services that talks to someone from HR about improvement of the air conditioning.

Parallel communication. When the communication happens almost at the same time for all the employees. For parallel communication think about speeches, emails from the management of a newsletter.

The way of communicating at Thermo Fisher now is from corporate mostly top-down communication and within the site Breda you also have Horizontal communication. For example; every quarter the local management team organizes a town hall meeting for all the employees from the Breda site, where they discuss the progress from the last quarter and tell you what to focus on for the next quarter.

1.2.5 Types of information

In an organization you have different types of information (*figure 1.2.3*) that help employees function. Michels (2014) distinguishes these types:

- Task information: information about activities employees need to do. So for example; work schedules and safety instructions.
- Policy information: information about the organization strategy and future goals
- Personnel information: information about procedures, arrangements, facilities and terms of employment. This information is mostly provided by the HR department.
- Motivational information: information to make your employees enthusiastic. Working together is an important item.
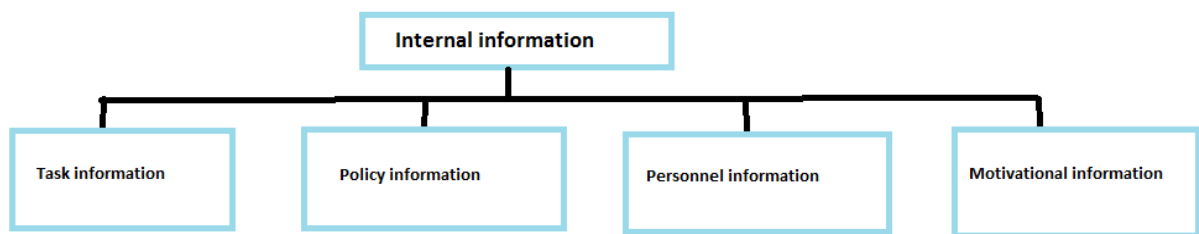
Figure 1.2.3 types of internal information

2.1   Field research

2.1.1 Survey

To collect quantitative data for this research I used an internal communication audit to create a survey. This survey was sent to all the employees from Thermo Fisher Scientific BV (the Dutch contracted employees) and Thermo Fisher Scientific BVBA (the Belgium contracted employees). Out of the 215 employees 139 of them need to respond to get a reliability percentage of 95%. *(https://nl.checkmarket.com/steekproefcalculator/)*

But according to Survey Monkey (2018) the reaction percentage lies between 20-30%. So that means I will more likely receive 64 responses. **86** employees have completed this survey. This means I have a reliability percentage of 40%. Almost 60% of the employees at Thermo Fisher Site Breda did not complete the survey about their internal communication needs.

The survey was sent out on Friday 16 march 2018 and will close on Saturday 31 march 2018. *Results of this survey can be found in appendix 7.*

Insights survey *(all the percentages are related to the*	*amount of responses)*
Largest group of employees between 30 and 59 years old. Most responses from the age 50-59 years old (31.8%). This is the largest represented group at Thermo Fisher Scientific site Breda.	Most employees that responded at the Thermo Fisher Scientific site Breda are male (70.0%)
There is a lot of variety in the amount of days the employees are working at the office. Some fulltime and some only a few days a month.	Most employees are working at the company for over 9 years (47.3%). Thermo Fisher Scientific provides great career and promotion prospects.
Most employees' highest education is Higher professional education (HBO) (40.0%)	Most work related information communication is via E-mail (42.1%) and colleagues from their own departments (40%)
Information about company policy is not often received. (Most employees voted 1-2 out of 6 in the survey).	39.1% of the employees would like to see yammer being used weekly to provide good internal communication.
56.1% of the employees would like to see a newsletter monthly about site and personnel related information.	Facebook page (57.6%) and an internal blog (41.1%) got the most never. The majority of the employees that responded did not favor this platforms to use for the internal communication.

2.1.2 Interviews

To collect qualitative data for this research I interviewed 14 employees from both Thermo Fisher Scientific BV and Thermo Fisher Scientific BVBA. The interviews were being held after the survey was closed, this way I could test some insights I got from the survey. Because not a lot of people have answered the survey (only 40% of the employees) I have adjusted my interview questions to create more validity with the interviews. I tested some of the results I harvested from the survey to see how the employees thought about that.

Because the 14 employees I interviewed were very different, I got a good view into the employee's state of mind regarding the internal communication. But still they are one target group, the employees from the Breda site. I chose the people to interview looking at the following things to create diversity in the interviews and to get a more representative image of the employee's experience:

- Where they work most (at the Breda office or at home)
- Different ages
- Different years of employment at Thermo Fisher Scientific
- Different native countries
- Different departments
- Different levels in the hierarchy in the company

To analyze the interviews I have looked at the resemblance of the answers the employees gave. I have also looked at the communication needs the employees have. The reason I have looked at the resemblance in answers is to get a clear vision on the communication needs of all the employees. Because the goal is to create better internal communication for all the employees at the Breda site. The insights are listed below.

The results of these interviews can be found in appendix 8.

The most important insights from the interviews are:

Island formation and not a lot of collaboration between departments
The most departments are really close, the internal communication within the most departments is okay. But the internal communication on site level does not score well. There has been an island formation between the departments and there is not a lot of collaboration, not even between the departments with overlap.

PV and OR are Dutch orientated
The PV and the OR are really Dutch orientated. They organize activities like going to plays or pub-quizzes in Dutch. This way the international employees who don't have a good command of Dutch cannot contribute to the activities and can feel left out.

Online tools and training
Almost all the employees commented that iConnect is not really user friendly. And that they did not get guidance in working with the program when it was introduced. Lot of the employees also commented that they are not interested in any social or online platforms, or at least want some guidance and training for using this platforms.

There is not one target group

The Dutch native employees and the international employees want both different things for the internal communication. In the table below you find the differences listed.

Dutch Employees	International employees
Would like to receive more information, most site and personnel related.	Would like to have the communication in English. Especially something as important (and mandatory) as the Town Hall meeting.
There used to be more personal contact with HR. HR was split into two departments around 2016, so the personal touch disappeared. The employees that have been with Thermo Fisher Scientific for a few years already tend to miss this personal touch.	More international orientated. PV is always in Dutch. They aren't really involved with the site and people outside their department.
A lot of them have no problem with the internal communication. Most of the time they communicate in their own teams and they are okay with that.	**Belgian employees:** have the feeling that Breda is a Dutch office instead of the Benelux office. They aren't really involved with the site.

In order to create better internal communication it is import to merge all the 'target groups' and to implement the strategy as the employees are one target group.

These insights resulted to the research into the company culture and how to change this. More about this company cultures in chapter 2.2 Desk research. These research methods answered sub question number 1: *Do the employees experience the current internal communication to match their information need?*

The answer is no, not all the employees think that the current internal communication matches their information need. But besides that the research shows that there are two different target groups with two different needs. The Dutch employees would like to receive more personnel and site related information, the internal communication to be more personal. And the international employees would like to be included in the internal communication, and the most important change in that is the communication to be in English.

2.2 Desk research

This theory chapter Desk research is based on: CMD Method cards, "Literature study" – Library

After gathering internal communication related information from the employees with a survey and interviews as told in Chapter 2.1, I did desk research to find literature to support these insights. In this chapter you will find 5 sub chapters about company culture, communication and interaction, the communication escalator of Quirke (1995), internal communication tools and diversity and inclusion that support the insights from the field research chapter.

2.2.1 Company culture

Conventional Corporate Culture aka "the traditionalist"
According to Paton (2016), 'traditional companies have clearly defined hierarchies and are still grappling with the learning curve for communicating through new mediums.' Interviews with several employees from the target group have shown that a lot of the employees are not active on social media in their personal lives and are not interested in more intranet or social accounts. According to the table below Thermo Fisher Scientific is a conventional company, also known as the traditionalist.

You may have a conventional culture if:
There are strict guidelines for most departments and roles
People in different departments generally don't interact
Major decisions are left up to the CEO
Your company corners the market

Language and the Fluency Gap

According to Neeley (2015) good communication among coworkers drives effective knowledge sharing, decision making, coordination, and, ultimately, performance results. But in global teams, varying levels of fluency with the chosen common language are inevitable—and likely to heighten social distance. The team members who can communicate best in the organization's lingua franca (usually English) often exert the most influence, while those who are less fluent often become inhibited and withdraw. Within Thermo Fisher Scientific Breda site, there are 5-10% non-Dutch speaking employees. The communication gap for these employees is the language, especially at meetings (for example the Town Hall) or with site related emails that are written in Dutch. And this means that these international employees can feel left out with receiving the site related communication.

Rules of Engagement for Team Meetings

All team members should be guided by these three rules to ensure that influence on decisions is not dictated by fluency in the company's lingua franca.

FLUENT SPEAKERS DIAL DOWN DOMINANCE	LESS FLUENT SPEAKERS DIAL UP ENGAGEMENT	TEAM LEADERS BALANCE FOR INCLUSION
• Slow down the pace and use familiar language (e.g., fewer idioms). • Refrain from dominating the conversation. • Ask: "Do you understand what I am saying?" • Listen actively.	• Resist withdrawal or other avoidance behaviors. • Refrain from reverting to your native language. • Ask: "Do you understand what I am saying?" • If you don't understand others, ask them to repeat or explain.	• Monitor participants and strive to balance their speaking and listening. • Actively draw contributions from all team members. • Solicit participation from less fluent speakers in particular. • Be prepared to define and interpret content.

SOURCE TSEDAL NEELEY
FROM "GLOBAL TEAMS THAT WORK," OCTOBER 2015

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Colors of change from de Caluwé (1999)

According to the colors of change from de Caluwé (1999) Thermo Fisher Scientific site Breda currently have the company cultures blue and green. The colors where discussed with the site leaders of the Breda site. Thermo Fisher Scientific is a combination of a blue and green printed company. On the one hand Thermo Fisher is a company with a very clear hierarchy and rules, but on the other hand they are very green printed. Thermo Fisher Scientific supports there employees in growing and help them to get promoted inside the company.

If you want to change the company habits you need to understand what works best for which company culture color. So for this we are actually using two models, the colors of change from de Caluwé (1999) and the communication crossroads from van Ruler (1998) *(figure 2.2.2)*.

In the figure below *(figure 2.2.1)* you can find the two colors from de Caluwé (1999) that apply for Thermo Fisher Scientific site Breda.

Colors	**Blue print**	**Green print**
What?	**Project-based** Top down solution-orientated expert power	**Learning** Colleagues Development-orientated team/coaches
Communication crossroad (v Ruler, 1998) *(figure 2.2.2)*	**Information** Knowledge leads to attitude and then behavior. So explain your goals well.	**Dialogue and consensus creation** Stimulate your employees to learn and experiment.
Ways to?	Kick-off, followed by classic parallel media	Training, discussions and feedback moments, knowledge sharing.

Figure 2.2.1 de Caluwé and Vermaak (1999, 2006)

This theory answered sub question number 2: *What is the current company culture at Thermo Fisher Scientific, Breda site?*

The current company colors at the Breda site are Blue and Green printed. The employees at Thermo Fisher Scientific site Breda are very blue printed, this means top down and not easy with changes. The management team at the Breda site is more Green printed, this means more learning and development orientated. This shows in the way they like their employees to grow and develop within the company.

2.2.2 Communication and interaction

Betteke van Ruler (1998) created the communication Crossroads *(figure 2.2.2)*. In this crossroad you find 4 different ways of communicating, Information - persuasion – dialogue and consensus creation. These 4 different ways of communicating lead to 4 different outcomes, namely combinations of: controlled one-way traffic – influencing – two-way traffic and revealing.

Information involves conveying the message. You carry knowledge over you inform a certain target group.
With **persuasion** you want to persuade certain target groups to do or think something.
With **dialogue** you choose to create a drawer bar. You often use interactive resources where multiple parties can provide input.
With **consensus creation** you want to achieve agreements or agreements, because there are many different interests. Making agreements together. *(Boer, 2012)*

Controlled one-way traffic

Revealing

| Information | Persuasion |

Influencing

| Dialogue | Consensus ·Creation |
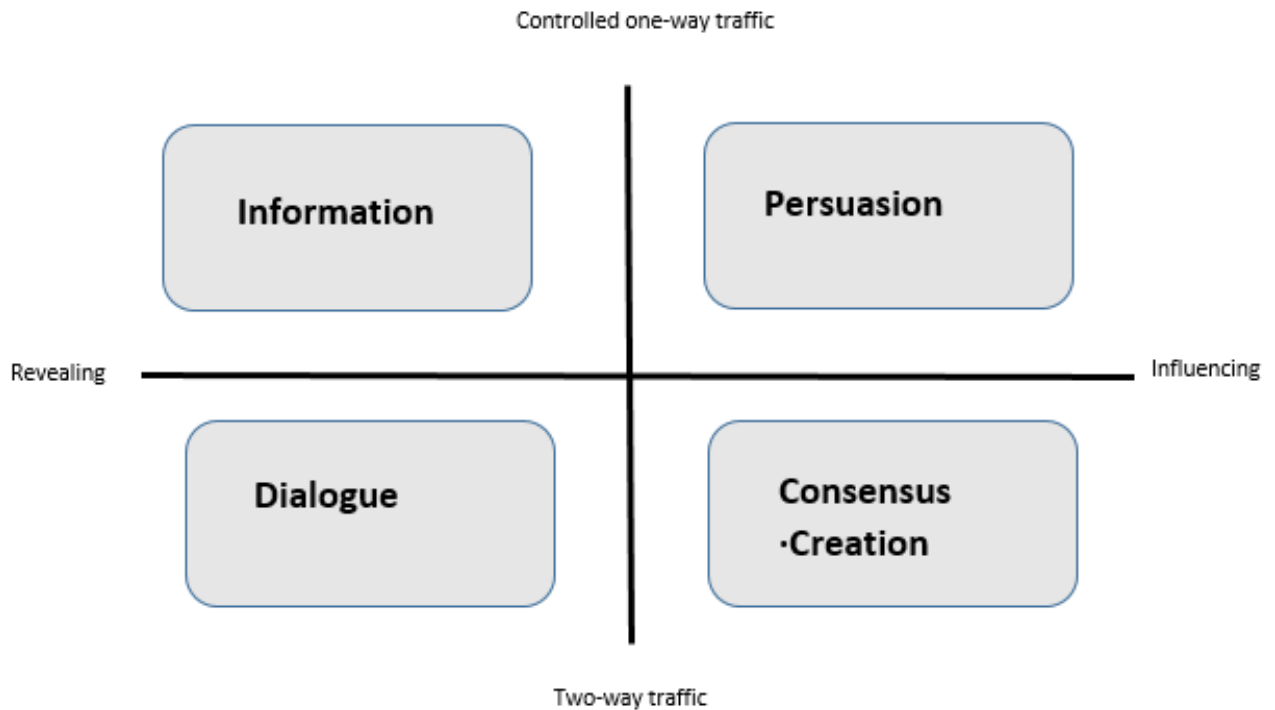
Two-way traffic

Figure 2.2.2 Communication crossroads of Betteke van Ruler (1998)

At the moment Thermo Fisher site Breda is mostly informing their employees (current communication explained later in chapter 2.2.4). With controlled one-way traffic you can inform and persuade your employees. One of the trends and developments in internal communication (chapter 1.1) is the emergence of the two-way traffic. If you look at the communication tools that Thermo Fisher is using at the moment and compare them with the colors of de Caluwé (1999) in figure 2.2.1 you can see that they are using the right tools (information and dialogue and consensus creation). But to get the right results they need to improve the current internal communication tools.

2.2.3 Communication escalator of Quirke (1995)

The internal communication goals are well represented in the communication escalator of Quirke (1995) *(figure 2.2.4).* On the vertical axis you see the ambition, the degree of change you need to do as an organization. And on the horizontal axis you see the involvement, the degree of interaction you need to have with your employees. The escalator shows you that if an organization wants to improve their involvement and engagement, you can not only use written means.

The nice thing about the escalator of Quirke (1995) is that with this model you can show the other partners in your organization very well what is needed and for what purpose. So for this research for Thermo Fisher Scientific the escalator of Quirke (1995) can be a useful tool to create more awareness for the different tools that can be used to create more involvement and commitment. *(Boer, 2012)*

At the moment, Thermo Fisher Scientific has a lot of different tools that are already represented on the escalator of Quirke. But because of the different divisions and groups they all differentiate in the tools they are using. For the Breda site the only tools that are been used are: email, the Town Hall meetings and OR emails *(Interviews and Survey Appendix 7 and 8)*. The problem with this communication is that most of this information (and especially the Town Hall meeting) are in Dutch. For the 5-10% international employees that are not native Dutch speakers, these meeting are impossible to attend. And since these meeting are one of the most important meetings regarding the Breda site, this does not increase the involvement.
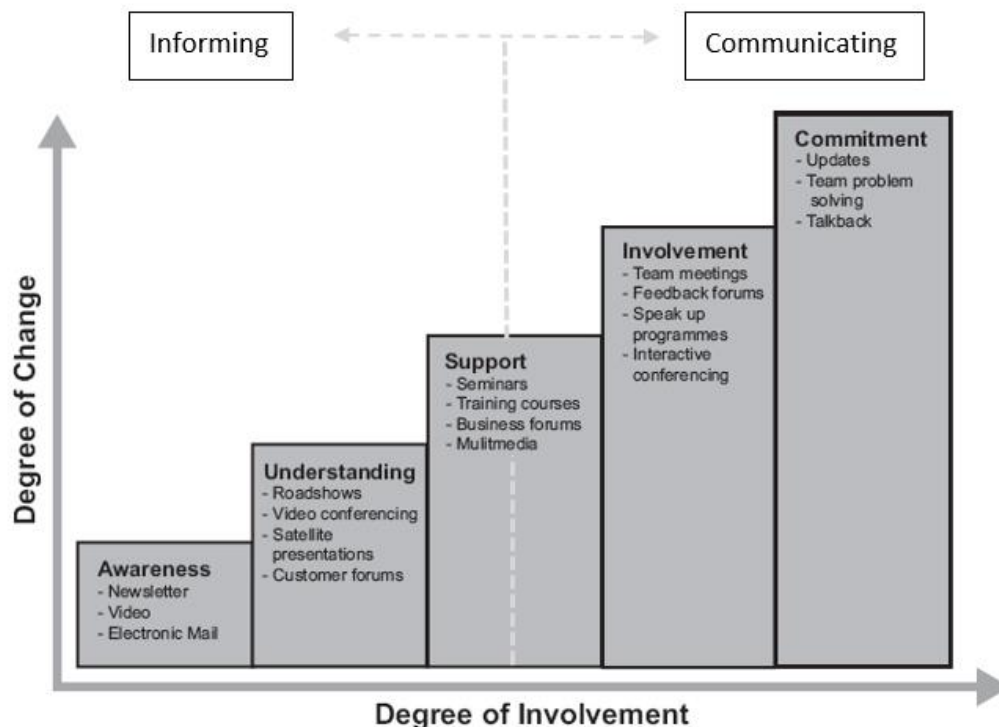
Figure 2.2.4 Communication escalator of Quirke (1995)

2.2.4 Internal communication tools

There are a lot of different types of internal communication. Michels (2014) distinguish: Oral internal communication, written offline communication, and online communication. In figure 2.2.5 you can see some examples of the different types. In the following chapters I will explain more about the types.

Oral	Written	Online
Work consultation	Staff magazine	E-mail
Department consultation	Management notice	Intranet
Staff meeting	Annual report	Yammer

Figure 2.2.5 examples internal communication tools

1 Oral internal communication

Research shows that employees find oral communication with their direct supervisor the most pleasant and effective way of communicating. No matter what kind of communication tools the organization has (made), the 'old school' conversation remains number one. Oral consultation mostly happen during work or department meetings at staff meetings. For Thermo Fisher Scientific the most important meeting for the Breda site is the Town Hall meeting, every quarter.

- Work or department meetings are meetings to provide your staff with task and policy information *(figure 1.2.3)*. These meetings also have motivational meaning, it creates positive working climate. **The employees can ask their questions and get direct feedback.**
- Staff meetings are important in an organization. **You do not want your different departments to be little islands of their own.** A general staff meeting, company internships, teambuilding days or a personnel party can be good events to connect. At the moment there is a lot of little island formation at the Breda site because of the different departments that only work with their own colleagues.
- **Celebrate your successes.** When you celebrate the successes the organization has, you will strengthen the togetherness, 'we achieved that together'.

(Cisco public, 2013)

Currently these bullet points are being handled at the Town Hall meetings, which is really good, but the Town Hall meeting is not accessible for all the employees from Thermo Fisher Scientific at the site Breda because it is being held in Dutch.

Managers can be coached by staff members from both the HR and communication department. This way they can give better presentations and their meetings will benefit from it. Personal staff meetings are important for the involvement of your team. *(Reijnders, 2011)*

2 Written offline internal communication

Understandable, current and relevant messages for the employees create a connection with the organization. If employees are well informed, they can be ambassadors for the organization. The problem is increasingly not the lack of information but the overload of it. So the real question is: '**how can you coordinate resources in such a way that everyone is informed correctly and adequately without creating an overkill of information?'** Written information is possible via for example; a staff magazine, information bulletin or management letter.

- A staff magazine is made for the internal audience groups. But the magazines can be expensive so most companies replace it for online news sites on for example the intranet.
- Introduction for new employees.

3 Online tools

Intranet is an online platform for employees to work from at the office or from home. Intranet gives a lot of possibilities. In Figure 2.2.6 you can find the pros and cons for intranet. The biggest pro is that the information is available for everybody and you do not have to send all the information. Thermo Fisher Scientific has a worldwide intranet for all their 70.000 employees called iConnect.

Pros intranet	Cons intranet
Quick, current and accessible	Danger of information overload
Interactive	Initiative lies with the employee
Knowledge management is possible	All employees need to be connected to the intranet
Horizontal and diagonal communication (chapter 1.3) can increase	High maintenance costs
Specific information for specific groups	

Figure 2.2.6 pros and cons intranet

Current tools at Thermo Fisher Scientific site Breda.
At the moment Thermo Fisher Scientific site Breda has a lot of tools they can use. Mart Doggen, the facility manager is most of the time responsible for the internal communication happening at the Breda site. There are both offline and online tools available.

Offline: For the offline tools there is a notice board near the cafeteria and a screen hanging in the cafeteria. On this screen Mart posts important things for the employees. For example: new employees or when there have been some events. But the only place you can see these slides is when you are at the cafeteria. They also have a "Klachtenbus" where employees can put their complains in and the works council will look at. *(Pictures below from the notice board, 'klachtenbus' and tv screens)*

Online: For online tools they use Outlook and iConnect. But the Breda site has no frequent communication. When something happens they will email it. Also during the interviews most employees told that they did not look on iConnect to find site related information.

*There used to be a HR Newsletter till 2016 and a lot of the employees refer back to this. This was something they experienced as very pleasant internal communication.
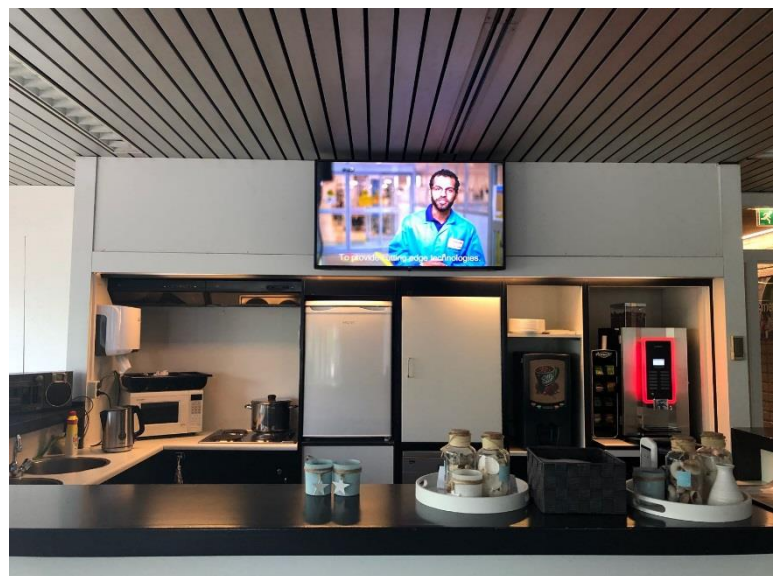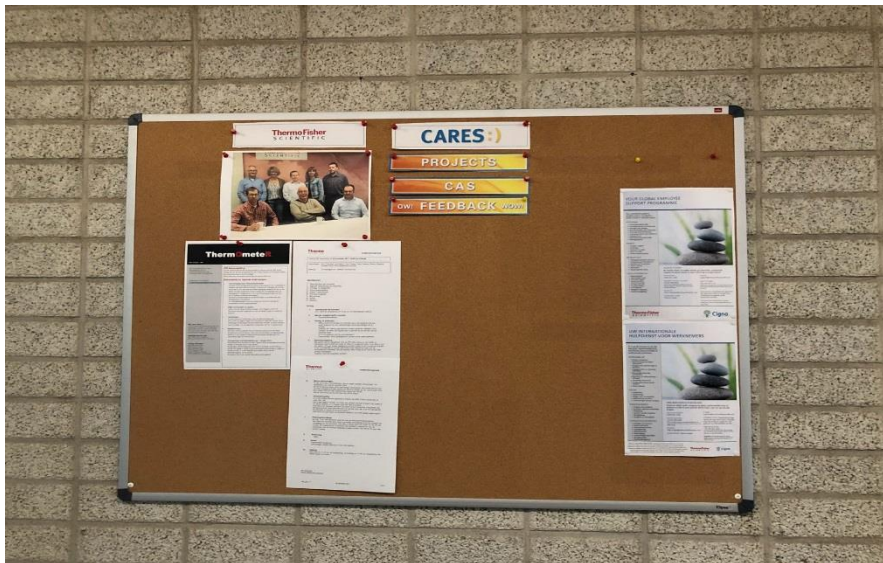
2.2.5 Diversity and inclusion

Diversity and inclusion is a phrase you hear a lot lately. Diversity means respecting and appreciating what makes your employees different, inclusion means that an organization puts in effort and practice to make employees who are very divers feel welcome and equally treated. Diversity and inclusion means diversity of style, backgrounds, thoughts, culture experiences and it's about embracing people and encourage them to be their self.

Thermo Fisher Scientific puts in a lot of effort to support diversity and inclusion. On the iConnect site they say: '*For our employees, D&I means creating a global environment that embraces and leverages the unique qualities and differences of every individual employee.'*

IBM's global study *(perception is reality, 2014)* shows that companies with a strong D&I climate, employees feel three times more confident in their performance for the company. Also the ability to collaborate was found to be twice as high comparing companies with a weak D&I climate. For a lot of businesses, diversity focuses on unlocking performance, driving involvement and valuing differences. *(EDIT development team, 2018)*

So for this research D&I need to be included since it drives involvement. To create more involvement within a company all the employees need to feel included, despite their diversity. At the Breda site still a lot of communication is in Dutch, even though 5-10% of the employees are not native Dutch speakers. This way some of the employees feel not included because they do not understand all the internal communication.

This part answered sub question 3: *Does diversity and inclusion have an impact on the internal communication within Thermo Fisher Scientific site Breda.*

The answer is yes. Diversity and inclusion is very important within Thermo Fisher Scientific globally. Because the amount of international employees at the Breda site has increased since 2016, diversity and inclusion has a big impact on the internal communication within the site. In order for all your employees to feel included and involved the internal communication need to be accessible for all the employees.

2.2.6 Lingua Franca

Thermo Fisher Scientific has no established Lingua Franca globally. All the corporate information and communication is in English and can be translated to the language of preference. The countries and the sites within these countries can choose a lingua franca of their own.

English has without doubt become the most dominant language in the international business world. In order to have a general understanding with the staff at all levels with all different cultures and native languages, it is a must to have one language that all the employees understand. That is why in most companies they choose to have English as a lingua franca.

2.3 Focus group

Test the concept version

On Wednesday 18th of April I tested my concept version with a focus group. This focus group consisted ten employees. These employees were carefully chosen for this focus group. Because we wanted a variety of employees to get the right indication of the employees attitude against internal communication.

During this focus group meeting I presented the insights from the research and a concept of the strategy. To check if the results matched the employees needs and to see if they could add something to my research or strategy.

The presentation was held in English because there was one person who did not speak Dutch. All the other employees agreed with continuing the presentation in English. My colleagues agreed with my findings and gave me some tips. Some of the colleagues came with some about the internal communication within the departments, which they are very happy about. But the employees would like to see improvement in the internal communication on site level.

I explained the company cultures to the employees and they agreed on the colors. They agreed with the blue and green colored cultures. But after explaining some examples of tools the employees could give their opinions. And they were very blue minded. This was showing when all the employees could talk about were the tools they used to have, and that they did not need new tools.

That showed that most of the employees in the focus group were blue minded. This means that they do not really like change and they need to be informed well to change.

Brainstorm from this Focus group can be found in appendix 10.

With this focus group I tested sub question number 4: *Can working with company culture colors help improve the internal communication and therefore contribute to increase the involvement?*

The answer is yes. Working with company cultures can help with looking how to change people. When you know the company culture of Thermo Fisher Scientific site Breda, you know how to change these employees. The employees are very blue printed, this means that they would like to get the information and know about things before they change. But also a part of the employees at the Breda site are green printed. This means that they would love to develop, and get more trainings.

2.4 The answers to the four sub questions

Sub question 1: Do the employees experience the current internal communication to match their information need? The answer is no, not all the employees think that the current internal communication matches their information need. But besides that, the research shows that there are two different target groups with two different needs. The Dutch employees would like to receive more personnel and site related information, the internal communication to be more personal. And the international employees would like to be included in the internal communication, and the most important change in that is the communication to be in English.

Sub question 2: What is the current company culture at Thermo Fisher Scientific, Breda site? The current company colors (de Caluwé, 1999) at the Breda site are Blue and Green printed. The employees at Thermo Fisher Scientific site Breda are very blue printed, this means top down and not easy with changes. The management team at the Breda site is more Green printed, this means more learning and development orientated. This shows in the way they like their employees to grow and develop within the company.

Sub question 3: Does diversity and inclusion have an impact on the internal communication within Thermo Fisher Scientific site Breda. The answer is yes. Diversity and inclusion is very important within Thermo Fisher Scientific globally. Because the amount of international employees at the Breda site has increased since 2016, diversity and inclusion has a big impact on the internal communication within the site. In order for all your employees to feel included and involved the internal communication need to be accessible for all the employees.

Sub question 4: Can working with company culture colors help improve the internal communication and therefore contribute to increase the involvement? The answer is yes. Working with company culture colors can help with looking how to change people. When you know the company culture color of Thermo Fisher Scientific site Breda, you know how to stimulate the change for these employees. The employees are very blue printed, this means that they would like to get the information and know about things before they change. But also a part of the employees at the Breda site are green printed. This means that they would love to develop, and get more trainings.

The main question will be answered in the strategic advice report. The answers of these 4 sub questions have resulted in the strategic advice for Thermo Fisher Scientific site Breda that can be found in the Thesis, strategic advice document.

3. Glossary

Blog: a regularly updated website or web page, typically one run by an individual or small group, which is written in an informal or conversational style.

Collaboration: the action of working with someone to produce something.

Diversity: "Diversity is any dimension that can be used to differentiate groups and people from one another. In a nutshell, it's about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin." *(Global diversity practice, 2018)*

EIS: Employee Involvement (Index) Survey. The annual survey from Thermo Fisher Scientific to measure the involvement compared to the previous year.

Engagement: the process of encouraging people to be interested in the work of an organization.

Inclusion: "Inclusion is an organizational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated. These differences could be self-evident, such as national origin, age, race and ethnicity, religion/belief, gender, marital status and socioeconomic status or they could be more inherent, such as educational background, training, sector experience, organizational tenure, even personality, such as introverts and extroverts." *(Global diversity practice, 2018)*

iConnect: The Thermo Fisher Scientifics' Intranet

Internal communication: the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization.

Intranet: a local or restricted communications network, especially a private network created using World Wide Web software.

Involvement: the act or process of taking part in something.

Lingua Franca: a language used for communication between groups of people who speak different languages

MT: Management Team of Thermo Fisher Scientific site Breda

Sharepoint: Thermo Fisher's program for iConnect. (see iConnect).

Vlog: a blog in which the postings are in video form.

Yammer: Yammer is a microblogging web service launched in September 2008. Users can post messages (post-updates), track post-updates of others, "tag" topics, etc. Yammer focuses on companies.

4. Resources

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Part 2

Appendix 2 - 13

Appendix 2 Pre research

Pre research Chapter 1: Organization

1.1 Company

Thermo Fisher Scientific Inc. is the world leader in serving science, with revenues of more than $20 billion and approximately 70,000 employees globally. Through their premier brands – Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific and Unity Lab Services – they offer an unmatched combination of innovative technologies, purchasing convenience and comprehensive services.

For my thesis I am focusing on the Site Breda only. At the Breda site they have 167 Dutch contracted employees and 48 Belgian contracted employees. Both with different contracts. The employees of Thermo Fisher Scientific are divided in different groups and divisions. In total there are 6 groups with 15 divisions below. In Breda they have commercial CMD, ULS, CAD , RSD, CDD, APD, LPG and LED. *(Appendix 5, Organizational Acronyms)*

1.2 Structure and leadership

Thermo Fisher's headquarters is located at 168 Third Avenue in Waltham, Massachusetts. CEO Marc Casper works together with his management team (appendix 4). This management team consist of 16 people with all their own specialty.

The structure of the company is from the management team down. All different division have more vertical cooperation than horizontal. At the site Breda all different groups and division are represented.

1.3 Mission and Vision

Thermo Fishers' mission is to enable their customers to make the world healthier, cleaner and safer. They help our customers accelerate life sciences research, solve complex analytical challenges, improve patient diagnostics, deliver medicines to market and increase laboratory productivity.

Thermo Fisher's 4i Values of Integrity (*appendix 3),* Intensity, Innovation and Involvement make up our culture and guide their employees' interactions – with the customers, suppliers and partners, and with each other. These four values are the very foundation of their culture, and are fundamental to the continued growth.

The companies' vision for 2030 is (*appendix 1*):
- The unrivaled leading in serving science, with revenues of $50 billion
- **One of the world's most admired companies**
- An incredibly talented global team that brings diverse perspectives, collaborative energy and passion to excel every day
- Customer-centric culture delivers a unique value proposition and sustained competitive advantage
- Their unwavering commitment to innovation and to leadership in digital science enables their customers to make the world healthier, cleaner and safer
- An exceptional track record of consistently delivering strong financial performance

1.4 Internal communication can promote the involvement and engagement of workers in the organization

75% of internal communication professionals say IC is now seen as a key driver of employee engagement by senior leaders. Senior leaders are key, only 21% of internal communication professionals believe that employees have a good understanding of why senior leaders make the decisions they do. *(H&H Agency, 2017)*

Research from Oswald, A. J., Proto, E. and Sgroi, D. (2014) shows that happy employees are 12% more productive and unhappy employees are 10% less productive than the average employees. The unhappy and disengaged employees take more sick days, their employee experience is not positive and they do not feel like their ideas and suggestions matter *(figure 1.4)*.
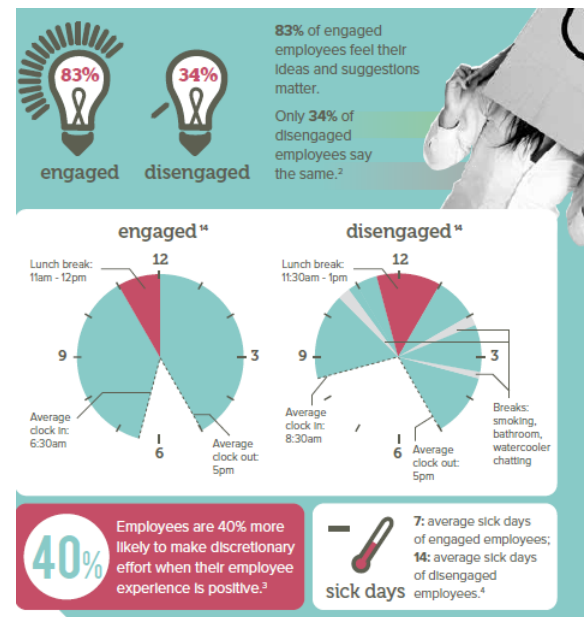
Figure 1.2.4 ideas and suggestions, H&H IC

Gallup data from **23,910** business units demonstrates that those units with engagement scores in the top quartile average **18%** higher productivity than those in the bottom quartile. *(Harter, James K., Schmidt, F. L., Killham, E. A. and Agrawal, S., 2012)*

So employee involvement is important for a company. The productivity is higher with involved Internal communication can contribute to this involvement. By informing your employees about all the different subjects can connect and engage your employees more.

To get people to adopt the desired working behavior, organizations try to respond to individual needs. The organization can try to avoid demotivating factors such as bad working conditions and provide incentives such as growth opportunities in work. *(Vos & Schoemaker, 2011)*

Pre research Chapter 2: Current Communication

2.1 Organization

Thermo Fisher has their own global communication department. Thermo Fisher Scientific's internal and external communications functions to enable consistent, effective two-way communications. Their goal is to engage with key stakeholders – ranging from employees, to the media, government officials and investors – to achieve our Vision for 2030 and become one of the world's most admired companies.

This team strives to be a valuable business partner that contributes to the company's growth by developing communications strategies to involve our colleagues and engage our customers. Their goal is to develop and deliver messages across our businesses and geographies that are aligned, highly impactful and dramatically increase the visibility of Thermo Fisher Scientific as the global industry leader.

2.2 Sub-functions

This team offers support and guidance with the following sub-functions:

Employee Communications
Connecting their colleagues to the Mission, businesses and each other through their intranet, newsletter, internal messages, stories and other communications vehicles.

Government Relations
Building relationships with government decision-makers and opinion leaders globally to strengthen the businesses and resolve issues.

Integrated Multimedia
Offering compelling and high-quality photos, videos and presentations to enhance internal and external company storytelling.

Intranet solutions
Providing strategic guidance and support for businesses, regions, and functions in fully leveraging all of their intranet tools.

Public Relations
Engaging with internal and external audiences to strengthen and protect the Thermo Fisher Scientific brand, communicate our Mission and demonstrate our commitment to accelerate Innovation and increase productivity for the customers.

2.3 Employee Communications services

The goal is to contribute to Thermo Fisher's efforts to become one of the world's most admired companies by creating 70,000 brand ambassadors with a passion to serve their customers, drive growth and achieve the Vision for 2030. How do they do this? By striving to connect employees to their Mission, businesses and each other through the intranet, newsletter, internal messages, stories and other communications vehicles.

Following is a brief overview of their services:

Internal News Stories

They collaborate with their global colleagues to share stories of how they are fulfilling the Mission, serving their customers, demonstrating the 4i Values and innovating new products and services.

This Week at Thermo Fisher

They help their global colleagues stay connected to important company news, programs and events through their weekly newsletter.

Employee Feature

"My Work is a Story" is a weekly feature that captures the powerful impact that their global colleagues have on their world through their contributions to Thermo Fisher Scientific.

Leadership Communications

Their team collaborates with business and functional leaders from across the company to develop and deliver key strategic messages, such as organizational and acquisition announcements.

Strategic Messaging

We develop strategic communications plans and messages to support change management, new programs and initiatives and other critical business processes.

Email Distribution

Their email specialists can help you launch important internal messages through SubscriberMail, their third-party email distribution service.

Per division: Also every division has their own communication tools and platforms. For example LPD has yammer, Pulse (a newsletter for this division) and Salesforce. All these different platforms have their own chat options.

Pre research Chapter 3: Market

As told before in chapter 1.1 there are 6 different groups with 15 divisions represented within Thermo Fisher. All these different divisions have their own target groups and markets.

3.1 Analytical Instruments Group (AIG)

They are made up of two divisions (Chemical Analysis and Chromatography & Mass Spectrometry) and various business units.

Chemical Analysis Division:

- Environmental & Process Monitoring
- Materials & Minerals
- Molecular Spectroscopy
- Portable Analytical Instruments (PAI)
- Radiation & Measurement Security Instruments

Chromatography & Mass Spectrometry Division (CMD)

- Informatics & Chromatography Software
- Inorganic Mass Spectrometry (IOMS)
- Ion Chromatography
- Life Sciences Mass Spectrometry (LSMS)
- Liquid Chromatography
- Trace Elemental Analysis (TEA)
- Chromatography Columns & Consumables
- Gas Chromatography

3.2 Customer Channels Group (CCG)

The Customer Channels (CCG) serves academic, pharmaceutical, biotech, government and industrial customers by providing them with products manufactured by their company as well as those sourced from other industry-leading suppliers around the world. In short, we represent a single source for virtually every laboratory need – from lab equipment and instruments, to consumables and chemicals, to life science products, safety supplies and science education products – so our customers can focus on their important work.

Represented by their **Fisher Scientific** brand, they deliver choice and convenience to their customers. We go-to-market through a team of more than 1,500 professional salespeople, a global network of resellers and distributors, digital and print catalogs and a state-of-the-art website that contains content about more than 700,000 products.

3.3 Laboratory Products Group (LPG)

The Laboratory Products Group (LPG) unites deep scientific expertise, a collaborative culture and rich resources to deliver the lab equipment, consumables and chemicals that their customers need to achieve their scientific goals – quickly, reliably and safely. Their smart lab solutions make it faster and easier for their customers to focus on what matters most – delivering answers and innovations that save and improve lives. We serve the pharmaceutical, biotechnology, clinical, academic, government, other research and industrial markets through their three key businesses: Laboratory Equipment, Laboratory Consumables, and Global Chemicals.

3.4 Life Sciences Solutions Group (LSG)

Their goal at Thermo Fisher Scientific is to improve customer productivity while accelerating their innovation. The Life Sciences Solutions Group (LSG) was created in 2014 when Thermo Fisher acquired Life Technologies. LSG is an important part of the company's total value proposition. With **an innovative and broad life sciences portfolio, a strong presence at bench, best-in-class web and e-commerce channels, industry-leading on-site supply center coverage and one of the most technically experienced sales and support teams,** LSG brings incredible core strength to the broader company.

LSG is made up of **six divisions** and a variety of **global functions**. The six divisions are:

Biosciences Division (BID): The division offers reagents, instruments, and consumables from across the division's six business units:

- Molecular Biology
- Protein and Cell Analysis
- Antibodies and Immunoassays
- Synthetic Biology
- Sample Preparation
- Cell Biology

Genetic Sciences Division (GSD): Their vision is to be the most relevant provider of high value genomic information to assist critical decisions in Research, Clinical and Applied markets. In support of this vision, they develop integrated solutions for analysis of gene structure, gene expression and gene regulation based on their flagship quantitative PCR (qCPR), Capillary Electrophoresis (CE) and Next Generation Sequencing (NGS) platforms. There are four business units in GSD:

- Platforms (qPCR, CE, Microarray)
- Content (Technical, Research, Applied)
- Verticals:
- Human Identification
- AgriBusiness
- Reproductive Health

Clinical Next-Generation Sequencing Division (CSD): their focus in CSD is on delivering simple, fast and cost-effective Next-Generation Sequencing (NGS) technology for a range of applications. CSD is specifically focused on the application of NGS in the clinical market, and is an enabling technology and service provider for other businesses within Thermo Fisher. CSD's business units are organized by function and include:

- Targeted Sequencing
- Clinical Oncology
- Companion Diagnostics

BioProduction Division (BPD): BPD provides customized solutions for bio-pharmaceutical manufacturers across every step of the bioprocess workflow. The division offers media, reagents, instruments, consumables and more from across the division's four business units.

- Cell Culture and Cell Therapy
- Single Use Technologies
- Purification and Pharma Analytics
- Production Chemicals
- Measurement and Control

Laboratory Products Division (LPD): LPD unites a deep scientific expertise, a collaborative culture and rish resources to deliver the lab equipment and consumables that their customers need to achieve their scientific goals - quickly, reliably and safetly. Their smart lab solutions make it faster and easier for the customers to focus on what matters most - delivering answers and innovations that save and improve lives. Their product categories include sample preparation and storage, liquid handling, and specialty plastics and services. We also manufacture a line of reusable plastic containers sold to the consumer market under the Nalgene brand name.There are three business units in LPD:

- Laboratory Equipment Technologies
- Laboratory Plastics Essentials
- Water & Lab Products

Laboratory Chemicals Division (LCD): LCD comprises a broad range of chemicals, solvents and reagents supporting virtually every laboratory application – from research to drug discovery and development and manufacturing. This portfolio includes organic chemicals used to synthesize new materials; essential laboratory chemicals used by scientists to purify, extract, separate, identify and manufacture products; high purity analytical reagents, bioreagents used in many different applications, from cell growth to detailed protein analysis; novel chemical building blocks, reactive intermediates and screening libraries used to accelerate drug discovery; and precious metals, salts and solutions used in a broad range of applications where highly specific reactions are desired. We provide bulk volumes of many products for scale-up from research to development and customized services for chemical procurement, processing, production, testing and packaging. There are three product lines in LCD:

- Fine Chemical Products
- Laboratory Analytical Reagents

3.5 Specialty Diagnostics Group (SDG)

The businesses in the Specialty Diagnostics Group offer a range of diagnostic test kits, reagents, culture media, instruments and associated products in order to serve customers in healthcare, clinical, pharmaceutical, industrial, and food safety laboratories.

The Group has six primary businesses:

- Immunodiagnostics
- Clinical Diagnostics
- Microbiology
- Anatomical Pathology
- Transplant Diagnostics
- Healthcare Market Division

3.6 Unity Lab Services (ULS)

Unity Lab Services provides a single source for integrated lab service, support and supply management. Their customized service offerings and world-class service experts have the flexibility and experience to uniquely address your business needs. Whether you are looking to arrange for service on one instrument, or are seeking resources to manage service and support for all your labs, there is a Unity Lab Services solution to meet your business needs.

To deliver service solutions without boundaries, programs are offered for all instruments, equipment and laboratory supplies, regardless of vendor. As a laboratory partner, Unity Lab Services provides researchers what they need, when they need it, to maximize their ability to focus on science and drive innovation. Let their expertise complement yours. Unity Lab Services Provides:

- Simple Access to Integrated Service Delivery: Unity Lab Services provides complete solution design and implementation for seamless laboratory service and support management with one partner.
- One Solution, Regardless of Vendor: Service and support programs for all instruments and supplies, regardless of manufacturer
- Proven Expertise, Tangible Results: Their SmartSystem program model leverages more than 50 years of service experience and features their proprietary Smart Trac metrics so you can closely monitor your program results

Pre research Chapter 4: Trends and developments
Why internal communication is more important than ever in 2018
Insights trends and developments

The following lists contains the insights from the trends and developments on internal communication for 2018, harvested for my pre research. The contains insights that are related to companies with the size of Thermo Fisher Scientific inc. or that have the same internal communication problems. The headings are created to show the themes the trends and developments are listed in.

Communication tools
- Change of number of tools
- More mobile and technological environment
- Smartphones and social networks
- You need to be faster than the change
- Platforms need to be fast and interactive

Company problems
- Top-down communication
- Different levels of management
- Change of tools, lots of new modern tools

Employee communication:
- Two-way communication
- Feedback is important
- Reaching the people who need it
- Common goals, give people the idea they contribute to something
- Frequently posting about the achievements of the company
- Interact and build relationships
- The employees can have a voice
- Create dialogue and engagement

Solutions from CEO's:
- Let the employees give feedback
- Employees responsible for the internal communication at every level
- Post regularly
- App/intranet → more mobile
- Make the mobile experience more personalized
- Common goals, people want to know they contribute to something
- Partnership with HR and IT

Pre research Appendix
Appendix 1, Vision 2030

Our Vision for 2030

- The unrivaled leader in serving science, with revenues of $50 billion

- One of the world's most admired companies

- An incredibly talented global team that brings diverse perspectives, collaborative energy and a passion to excel every day

- Our customer-centric culture delivers a unique value proposition and sustained competitive advantage

- Our unwavering commitment to innovation and to leadership in digital science enables our customers to make the world healthier, cleaner and safer

- An exceptional track record of consistently delivering strong financial performance

Appendix 2: Company goal tree 2018

2018 Company Goal Tree

Deliver on our commitments to all stakeholders and advance our position as the world leader in serving science

Focus Areas for 2018:

Customers: Use our industry-leading value proposition to enable our customers and gain market share
- Relentlessly focus on our customers to improve order fulfillment and increase our CAS score
- Leverage our digital capabilities to strengthen our customer value proposition
- Use our PPI Business System to make meaningful improvements in quality and exceed customer and regulatory requirements

Colleagues and Culture: Ensure that our talent and culture create competitive advantage
- Increase our Employee Involvement Survey results by focusing on high-impact initiatives
- Connect colleagues more closely to our Mission by increasing awareness of how we enable our customers' work
- Continue to strengthen our inclusive work environment and make meaningful progress in enhancing diversity
- Take personal ownership of our 4i Values, PPI Business System and cybersecurity

Revenue: Meet or exceed our growth commitment
- Improve commercial execution and leverage our value proposition to exceed our organic growth target
- Accelerate growth in APAC and emerging markets
- Increase the impact of Corporate Accounts
- Achieve new product introduction commitments and increase product vitality

Profitability and Cash Flow: Own and deliver our commitments
- Increase the impact of our PPI Business System to improve productivity and working capital
- Enhance productivity by leveraging our eBusiness, shared services and procurement initiatives
- Continue to strengthen our company by successfully integrating strategic acquisitions

1   *Proprietary & Confidential*

ThermoFisher
SCIENTIFIC

4i Values

Integrity — Honor commitments, communicate openly and demonstrate the highest ethical standards

Intensity — Be determined to deliver results with speed, excellence and a passion to succeed

Innovation — Create value by transforming knowledge and ideas into differentiated products and services for our customers

Involvement — Make connections to work as one global team, embracing unique perspectives and treating others with dignity and respect

Thermo Fisher
SCIENTIFIC

Appendix 4, Management structure

Marc Casper
President and CEO

Mark Stevenson
Executive Vice President
and Chief Operating Officer

Stephen Williamson
Finance

Patrick Durbin
Specialty Diagnostics Group

Greg Herrema
Customer Channels Group

Syed Jafry
Regions

Michel Lagarde
Pharma Services Group

Fred Lowery
Life Sciences Solutions Group

Peter Silvester
Life Sciences Solutions Group

Dan Shine
Analytical Instruments Group

Andy Thomson
Europe, Middle East
and Africa (EMEA)

Joe Beery
Information Technology

Michael Boxer
Legal, Risk Management and
Compliance

Lisa Britt
Human Resources

Seth Hoogasian
Legal, Risk Management and
Compliance

Shiraz Ladiwala
Strategy and
Corporate Development

Richard Spoor
Global Business Services

Tom Grover
Finance

Karen Kirkwood
Corporate Communications

Thermo Fisher Scientific Organizational Structure

Marc Casper
President &
Chief Executive
Officer

Mechelle Werner
Sr. Executive Assistant

Mark Stevenson
EVP & President
Life Sciences
Solutions Group

Dan Shine
SVP & President
Analytical Instruments
Group

Patrick Durbin
SVP & President
Specialty Diagnostics
Group

Greg Herrema
SVP & President
Customer Channels
Group

Tom Loewald
SVP &
Chief Commercial
Officer

Syed Jafry
SVP & President
Asia Pacific
& Emerging Markets

Stephen Williamson
SVP &
Chief Financial
Officer

Fred Lowery
Sr. Oper. Officer LSG /
SVP & President
Lab. Products Group

Peter Silvester
President
Biosciences
Division

Jakob Gudbrand
President
Chromatography & Mass
Spectrometry Division

Lonnie Shoff
President
Clinical Diagnostics
Division

Alex Stachtiaris
SVP, Sr. Operating
Officer
Customer Channel Group

Andy Thomson
SVP & President
EMEA

Gianluca Pettiti
President
China

Richard Spoor
SVP
Global Business
Services

Eric Roman
President
Laboratory Products
Division

Mark Smedley
President
Genetic Sciences
Division

Marc Tremblay
President
Chemical Analysis
Division

Stefan Wolf
President
ImmunoDiagnostics
Division

Lisa Witte
President
Research & Safety
Market Division, N.A.

John Sos
President
BioPharma Services
Division

Joe Beery
SVP &
Chief Information
Officer

Verner Anderson
VP/GM
Laboratory Chemicals
Products

Joydeep Goswami
President
Clinical Next-Gen
Sequencing Division

Michael Shafer
President
Materials & Structural
Analysis Division

Claude Dartiguelongue
President
Microbiology
Division

Monica Manotas
President
Research & Safety
Market Division, Europe

Rodney Smith
President
Unity Lab Services

Lisa Britt
SVP &
Chief Human
Resources Officer

Alan Sachs
Thermo Fisher
Chief Scientific
Officer

Cory Stevenson
President
BioProduction
Division

David Bespalko
President
Anatomical Pathology
Division

Seth Hoogasian
SVP &
General Counsel

David Bespalko
President
Healthcare Market
Division

Karen Kirkwood
VP
Corporate
Communications

Parisa Khosropour
President
Transplant
Diagnostics

Shiraz Ladiwala
SVP
Strategy & Corporate
Development

Proprietary & Confidential

April 2017

ThermoFisher
S C I E N T I F I C

Appendix 5, Organizational Acronyms

APAC & EM: Asia Pacific and Emerging Markets

APD: Anatomical Pathology Division

AIG: Analytical Instruments Group

BID: Biosciences Division

BPD: BioProduction Division

CAD: Chemical Analysis Division

CCG: Customer Channels Group

CDD: Clinical Diagnostics Division

CTD: Clinical Trials Division (formerly BioPharma Services Division)

CMD: Chromatography and Mass Spectrometry Division

CSD: Clinical Next-Generation Sequencing Division

GSD: Genetic Sciences Division

HMD: Healthcare Market Division

IDD: ImmunoDiagnostics Division

LCD: Laboratory Chemicals Division

LPD: Laboratory Products Division

LSG: Life Sciences Solutions Group

MBD: Microbiology Division

MSD: Materials and Structural Analysis Division

PSG: Pharma Services Group

RSD: Research and Safety Market Division

SDG: Specialty Diagnostics Group

ULS: Unity Lab Services

Resources pre research:

- Grover, R. (2018). 8 Reasons Why Internal Communication Is More Important Than Ever in 2018. Accessed on February 8, 2018, from: https://insights.staffbase.com/blog/8-reasons-why-internal-communication-is-more-important-than-ever-in-2018
- https://thermofisher.sharepoint.com/Pages/Home.aspx)https://thermofisher.sharepoint.com/Pages/Home.aspx
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- Vaughan, T. (2017,19 December). 9 Top hopes and trends for Internal Communications in 2018. Accessed on February 8, 2018, from: https://www.poppulo.com/blog/9-top-hopes-and-trends-for-internal-communications-in-2018/

Appendix 3 Research design

Step 1: Desk research

- **'Literature study' -- Library**

Finding contextual information, guidance and best practices. To gather more information about internal communication and how it is working in companies I am going to do desk research and read a lot of literature about internal communication. The reason I am working with this card is because things like comparison are not possible since Thermo Fisher Scientific site Breda is one of the only sites that are this cross divisional.

- **Look into the current involvement survey**

Thermo Fisher Scientific holds an employee survey every year. One of the topics in this survey is the employee involvement. I got the results from 2017 and will analyze the information on this survey. I will put the insight on paper.

Step 2: Field research

- **Survey**

I will use a survey to gather quantitative data. A communication audit will be done to determine how employees currently think about the current internal communication.

- **'Laddering' and 'interviewing' – Field**

During interviews you can get to know the target group. Interviews allow you to understand the employees better by gathering their opinions, behaviors, goals, attitudes and experiences. Laddering is an interview technique that enables you to acquire knowledge of your respondent at several levels. It is possible with this technique to find underlying needs and product loyalty to a particular product category. That is why I combine these two cards together. I will do this interview technique to get qualitative data and get more insights in what the employees really think about the internal communication.

'Empathy map' and 'Customer journey' – Stepping stones

To summarize and synthetize the findings from observations and interviews in a structured way I will make an empathy map. By doing this I will put down my findings in a structured way and can find the insights from the interviews. Make a customer journey of when the employees come in touch with internal communication at this moment. By making a customer journey I can see what kind of internal communication tools Thermo Fisher is using at the moment.

Step 3: Discussing with employees

- **'Focus group' – Field**

After I analyzed the interviews I will put a group of employees together to discuss the findings with them, and if necessary gain more information about the insights.

- **'Inspiration wall' and 'Mood board' – Stepping stones**

During the focus group I will save and organize the ideas from the employees on an inspiration wall and a mood board. On the mood board the employees can put down their mood and feel about internal communication and on the inspiration wall their creative ideas for the internal communication in the future.

- **'Ideation' – Workshop**

To fill the inspiration wall and mood board, we will start by have a group discussion. The employees can discuss their ideas about internal communication. By using 'how-to' questions I will help them to come up with new ideas.

Appendix 4 MDC method cards

Stepping stones

Mood Board

Why?
Before you start to make a design, a mood board can help describe the 'mood' or the 'feel' of the envisioned product.
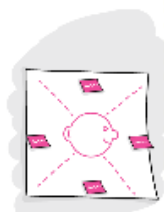
How?
Make a physical or digital collage of images, typography and a colour scheme to describe 'fluffy' stuff such as the 'mood', 'feel', or other core design concepts you want your product to have. The images are often gathered from magazines or visual discovery tools like Pinterest.

Ingredients
- Paper, magazines, glue or digital equivalents.
- A willingness to work intuitively, to collect and decide.
- A sense of beauty and emotion.

In practice
Mood boards are an essential part of many aesthetic design projects, in particular for communication across stakeholders.

Empathy Map

Why?
Summarize and synthetize findings from observations and interviews in a structured way. Empathy maps can offer valuable and unexpected insights in the user.

How?
Write down your insights and inferred conclusions about your user on a sheet of paper. Try to describe a typical user, by describing what users say, do, hear, think and feel. Often goals and attitudes (pains & gains) are also included to create a richer description.

Ingredients
- A large sheet of paper with an empty empathy map template.
- Insights and empathy gained from previous user research.
- A feel for the details that characterize the user.

In practice
Empathy maps can be particularly useful in projects in which the user is very different from the designer in many respects; social design projects for example.

Customer Journey

Why?
Visualize the user experience of a service over time and across the different interaction moments (touch points) within the service.
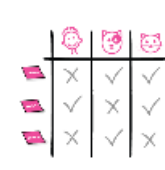
How?
Divide the service into touch points; all points in which the user comes in contact with the company or service in any way. Visualize in a creative way how the user travels across the service, going through a 'dramatic arc' of positive and less positive experiences.

Ingredients
- A persona with a goal.
- Representations of all touch points.
- A blank customer journey map.
- Creativity in creating a visually interesting version of the Customer Journey that fits a project.

In practice
Customer journeys are one of the basic stepping stones in any service design project.

Comparison Chart

Why?
A comparison chart, or comparison table, describes and compares attributes and characteristics of existing products or tools in order to determine the best option for your project.
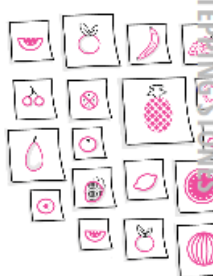
How?
Use desk research to find or compose a table containing information that compares a number of products or tools. Be sure to determine the priority of the characteristics when making a choice.

Ingredients
- A list of attributes and characteristics that is important in the context of your project.
- A list of products to compare, and information on these products.
- A way to determine which attributes and characteristics are most important.

In practice
Comparison charts are often used in comparing and deciding on alternatives when buying (or subscribing to) software used for prototyping or development.

Inspiration Wall

Why?
Save and organize creative ideas during a project, or even permanently, in order to have access to them very quickly and let ideas 'simmer' for a while.

How?
Reserve a large physical space on a wall where you collect all the inspirational ideas for everyone to see and elaborate on. Try to find a place where lots of people pass, for example near the coffee machine. A digital inspiration wall is also possible with tools like Pinterest where you can invite people to share ideas on public as well as private pin boards.

Ingredients
- A wall that can easily be pinned, sticked and written upon.
- Masking tape, pins, pens, post it notes, brown paper, etc.
- Digital pin boards like Pinterest.
- Ideas, ideas, ideas...

In practice
Most designers keep their own (private) inspiration walls (analogue or digital). Many high end design firms like IDEO reserve flexible wall space to collect the inspiration related to a project.

Field

Interview

Why?

It is hard to design for users you do not fully understand. Interviews allow you to understand users better by gathering their opinions, behaviours, goals, attitudes and experiences.

How?

Invite representative participants, make them feel comfortable and ask questions about your topic of interest, for example product usage.

Ingredients

- Typically 5 to 10 users.
- An interview guide with topics or questions.
- Active listening skills.
- Be able to improvise and ask 'why' a lot.

In practice

Interviews are widely used throughout design projects, but most often in the early stages of design.

inspiration ▬▬▬●▬▬ data

rigor ▬▬▬▬▬● relevance

overview ▬●▬▬▬ certainty
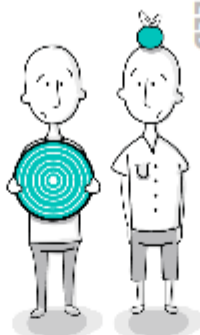
Focus group

Why?

When the topic asks for it, or for efficiency reasons, opinions and experiences can also be gathered through group discussions called focus groups.

How?

A group of five to ten people is invited for a 45 to 90 minutes discussion, which could be centred around a question, topic or a prototype.

Ingredients

- A focus group plan with detailed time schedule, questions and topics.
- Video recording equipment to film and later analyse the results.
- Drinks and snacks for your participants.
- Group management skills. Making people feel comfortable, reminding them regularly that everyone's opinion matters, ensuring and managing diversity of participants and so on.

In practice

Focus groups are a popular technique in marketing and for the front-end of design when it is still unclear what the requirements for a product are.

inspiration ▬▬▬●▬▬ data

rigor ▬▬▬●▬▬ relevance

overview ▬▬●▬▬ certainty

Card sorting

Why?

Find out what information organisation structures are considered intuitive by users.

How?

Make labels for the main bits of information on your website. Invite users to the workplace and have them organise the labels in a way they find appropriate and have them explain why. Make sure you understand the underlying reasons for their choice.

Ingredients

- A small group of representative users.
- Cards with information that appears on your website.
- Video or photo equipment to record the results.
- A willingness to remind users to think out loud or to ask many questions about the reasons users have for a certain structure.

In practice

Card sorting is used regularly to decide on the information architecture of big websites or apps.

inspiration ▬▬▬●▬▬ data

rigor ▬▬▬●▬▬ relevance

overview ▬▬▬●▬▬ certainty

Library

Best, good & bad practices — LIBRARY

Why?

Why invent the wheel again? Incorporating what others have learned is an important practice.

How?

Depending on your topic many best, good and bad practices may be available.

Ingredients

- A willingness to investigate what others have done.
- A sense of scope: which reported practices are important to you, which are not.
- A critical sense of success factors: do the ones identified by others really apply to you?

In practice

Internally good practices tend to be repeated, but few companies have processes to identify and incorporate best practices described by others. There is a real opportunity to improve here.

inspiration ●——— data

rigor ———● relevance

overview ——● certainty

Benchmark creation — LIBRARY

Why?

Existing products in your niche can be a valuable reference and source of inspiration.

How?

Scout for products that are somehow related to your design goal. These could be products that solve the same problem or adopt a similar solution strategy. Create a structured overview of these products for example by clustering them into meaningful categories; creating a landscape of alternatives. Benchmarking may serve as a more extensive and neutral alternative to competitive analysis.

Ingredients

- A collector's attitude.
- An ability to focus out of your niche.
- The patience to create multiple clusters and give meaning to them.

In practice

When designing an app that gives users personalised advice about new music artists, a benchmark shows information from similar websites or apps. The benchmark also compares solutions that give personalised advice about other topics, like books or travelling for example that could be inspiring.

inspiration ——● data

rigor ———● relevance

overview ●——— certainty

Literature Study — LIBRARY

Why?

Find contextual information, guidance and best practices.

How?

Make a 'search plan'; identify relevant keywords. Find and judge your sources. Be sure to determine the relevance and reliability of a source by examining the publication date, the author's background and whether the author has a commercial interest. Look at the sources of the book or article you found. Within the selected sources, trace references that are interesting, and repeat the search process with keywords you found in the selected texts.

Ingredients

- A willingness to read.
- Your local library, a database, Google scholar, Google books or another search engine.
- An ability to select what is really important for your case; and to leave the rest unread.
- Identify the 'gatekeepers'.
- Knowing 'when to stop'.

In practice

A company focusing on UX in the medical domain applies a literature study to identify best practices when informing patients about health issues.

inspiration ——● data

rigor ●——— relevance

overview ●——— certainty

Trend analysis — LIBRARY

Why?

Catch up with novel developments before your competitors do.

How?

You can make use of reports of trend watchers who summarize major trends in almost any area. Some trends may be short term (a hype), while others are much more stable over time. Make sense of trends based on their underlying data, for example: consumer behaviour, demographics, technological developments. Relate these trends to your own design challenge.

Ingredients

- Understanding & bookmarking Gartner's hype cycle.
- Making Kickstarter your homepage.
- A sense of how things change over time, depending on their underlying causes.
- An ability to separate hypes from structural changes.

In practice

A trend analysis is oftentimes used to convince clients of the novelty and timeliness of a design. Some companies employ trend spotters who get time to bring in new developments as a form of strategic company planning.

inspiration ——● data

rigor ———● relevance

overview ——● certainty

Workshop

Ideation

WORKSHOP

Why?

Generate and develop new ideas.

How?

Bring people together in a workshop in order to spark creativity and use a creative technique to help set a creative mind set among the participants of the workshop. Many different creative techniques exist to help generate and develop new ideas. You can find these techniques in books and card sets about ideation, like the ones from Thinker Toys or IDEO.

Ingredients

- When done in a group, a shared problem statement and rules.
- A specific ideation technique.
- A willingness and ability to use intermediate ideas as stepping stone for new ones, even if they do not solve the problem.
- Avoiding idea killers, like early criticism.

In practice

Ideation sessions, individual or in groups are part of most design processes. Examples of common techniques are: using analogies and metaphors to find inspiration, organizing a brainstorm, or using "how to" questions to come up with ideas.

inspiration ⬤━━━━━━━ data

rigor ━━━━⬤━━━ relevance

overview ━━━⬤━━ certainty

Appendix 5 Time path

All these tasks mentioned need to be done by the last workday of the week.

When	What
Week 1	Writing pre research and research plan
Week 2	Writing pre research and plan of approach
Week 3	Writing pre research and plan of approach
Week 4	Desk research (theory)
Week 5	Desk research (theory)
Week 6	Execution field research
Week 7	Execution field research
Week 8	Execution field research
Week 9	Results of main research => insights and strategy formation
Week 10	Results of main research => insights and strategy formation, formative approval develop strategic advice and implementation thereof
Week 11	Development of strategic advice
Week 12	Development of strategic advice
Week 13	Development of implementation of strategic advice
Week 14	Development of implementation of strategic advice
Week 15	Development of implementation of strategic advice
Week 16	Concept version graduation thesis
Week 17	Handing in graduation thesis

Appendix 6 Guidance

My supervisor from Thermo Fisher Scientific is: Boris van Gurp
My supervisor from Fontys University of Applied Scienes is: Lucienne Kleisen

For any questions at the office at Thermo Fisher itself, I can always go to Mart Doggen.

Legend:

Lucienne	Boris
Meeting in person	Phone call or Email
Feedback via Email	Meeting in Person

When	What	Who	What	Who
Week 1 (07-02) (08-02)	Meeting in person (Discussing the first impressions.)	Lucienne	Phone call, discussing first week	Boris
Week 2 (**) (15-02)	-	Lucienne	Meeting Boris Breda	Boris
Week 3 (22-02) (21-02)	Checking pre research and plan of approach (sent mail)	Lucienne	Meeting Boris, Breda	Boris
Week 4 (02-03) (02-03)	Meeting in person (discussing desk research)	Lucienne	Meeting Boris, Valkenswaard	Boris
Week 5 (**) (07-03)	*possible emailing for questions	Lucienne	Meetin Boris	Boris
Week 6 (12-03) (15-03)	Meeting in person (discussing execution field research)	Lucienne	Meeting Boris, Laborama	Boris
Week 7 (**) (**)	*possible emailing for questions	Lucienne		Boris
Week 8 (26-03) (**)	Meeting in person (discussing field research)	Lucienne		Boris

Week 9 (06-04) (**)	PP conversation	Lucienne		Boris
Week 10 (09-04) (**)	Meeting in person (discussing research results)	Lucienne		Boris
Week 11 (**)	Review main research results on paper (sent email)	Lucienne		Boris
Week 12 (**) (**)	Meeting in person (discussing strategic advice and how to implement it) **(Needs to be scheduled, period 2. No dates yet)**	Lucienne		Boris
Week 13 (--) (**)	• **Meivakantie Lucienne**	Lucienne		Boris
Week 14 (**) (--)	Review implementation strategic advice (sent mail)	Lucienne	• **Vakantie Boris**	Boris
Week 15 (**) (--)	Meeting in person (discussing last feedback) **(Needs to be scheduled, period 2. No dates yet)**	Lucienne	• **Vakantie Boris**	Boris
Week 16	Review concept thesis, feedback for my last improvements	Lucienne		Boris

Appendix 7 IC survey

Questions:

1 Personal information

What is your age?
a)   Below 20
b)   21-29 years old
c)   30-39 years old
d)   40-49 years old
e)   50-59 years old
f)   60+

What is your gender?
a)   Male
b)   Female

In which department/division are you currently working?
Answer:………

How many days a month are you working at the office in Breda (Takkebijsters 1)?
Answer:…….

How long have you been working in your current position?
a)   Less than a year
b)   1-4 years
c)   5-8 years
d)   9 years or longer

How long have you been working for Thermo Fisher Scientific?
a)   Less than a year
b)   1-4 years
c)   5-8 years
d)   9 years or longer

What is your highest level of education?
a)   Elementary school
b)   High school
c)   Intermediate vocational education (MBO)
d)   Higher professional education (HBO) Bachelor
e)   Higher professional education (HBO) Master
f)   University Bachelor
g)   University Master
h)   Other(s):….

2 Information related to your own work

How often do you receive information about your work activities via the following people or tools? Please rate with a number on the scale. 1 is never and 6 is very often.

1. Colleagues from my own department
2. Colleagues from other departments
3. My team leader
4. Other team leaders
5. Work meetings
6. The management team
7. Works Council (OR)
8. Intranet (iConnect)
9. Yammer
10. E-mail
11. Newsletters
12. Other(s): ….

How satisfied are you overall with this information flow?

Do you have any suggestions for improving this information flow?

3 Information about company policy

How often do you receive information about company policy regarding the Breda site via the following people or tools? Please rate with a number on the scale. 1 is never and 6 is very often.

- Colleagues from my own department
- Colleagues from other departments
- My team leader
- Other team leaders
- Work meetings
- The management team
- Works Council (OR)
- Intranet (iConnect)
- Yammer
- E-mail
- Newsletters
- Other(s): ….

How satisfied are you overall with this information flow?

Do you have any suggestions for improving this information flow?

4   Information need and information exchange

What subjects would you like to receive more information about? This question is related to the Breda site only. Please rate them with a number on the scale. 1 is no need and 6 is yes please.

- My own work activities
- Results from my department
- Results from the Breda site
- Customers' satisfaction
- Developments on the market
- Our competition
- New products and services
- Current policy issues
- Management vision
- Personnel changes / vacancies
- Training opportunities
- Personnel matters
- News from the Works Council (OR)
- Work activities from the different departments
- Other(s): …..

Please rate how well the information is exchanged, on the scale. 1 is 'they can work on this' and 6 is really good. The information exchange between:

- Colleagues among themselves
- Me and my direct supervisor
- The departments among each other
- The management and other co-workers

Do you have any suggestions for improving this information exchange?

Can you communicate about your ideas regarding the Breda site and will these ideas be heard?

Explain: ……..

Satisfaction with the internal communication tools

Are you satisfied with the different communication tools that Thermo Fisher, Breda site is using currently? Please rate the following tools on the scale. 1 is really unsatisfied and 6 is really satisfied.

- E-mail
- Intranet (iConnect)
- Television screens in the cafeteria
- Other(s): ….

Would you like to see other communication tools been used in the future? Which tools would you like to see and how often would you like to receive information from the following tools?

- Yammer
- FB Page
- E-newsletter
- Video
- Internal blog
- Other(s): ….

Results survey:

1. What is your age?
(Respondents could only choose a **single** response)

Response	20%	40%	60%	80%	100%	Frequency	Count
Below 20						0.0%	0
21-29 years old						4.5%	6
30-39 years old						23.5%	31
40-49 years old						31.1%	41
50-59 years old						31.8%	42
60+						9.1%	12
Not Answered							5
					Mean	4.174
					Standard Deviation	1.037
					Valid Responses	132
					Total Responses	137
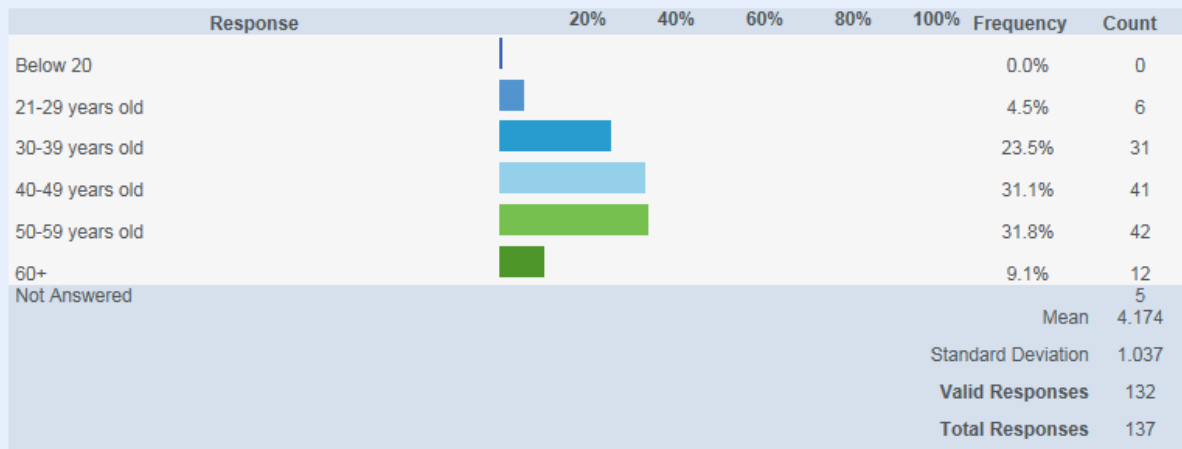
2. What is your gender?
(Respondents could only choose a **single** response)

Response	20%	40%	60%	80%	100%	Frequency	Count
Male						70.0%	91
Female						30.0%	39
Not Answered							7
					Mean	1.300
					Standard Deviation	0.460
					Valid Responses	130
					Total Responses	137
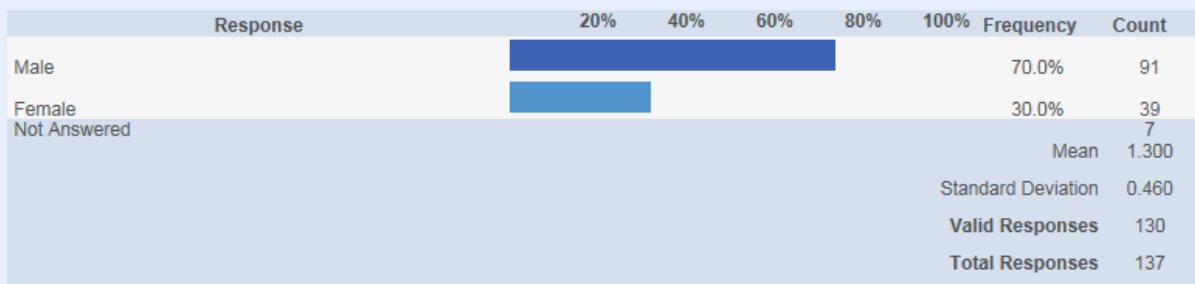
3. In which department / division are you currently working?
(Respondents were limited to **brief** text responses)

Response	20%	40%	60%	80%	100%	Frequency	Count
APD						4.7%	6
CMD						21.7%	28
CMD / ULS						1.6%	2
Corporate						1.6%	2
Digital Science						3.9%	5
Finance						6.2%	8
IES						3.9%	5
LPD						5.4%	7
MSD						3.1%	4
RSD						2.3%	3
SDG						1.6%	2
ULS						4.7%	6
UNITY LAB SERVICES						3.1%	4
Other Responses						36.4%	47
					Valid Responses	129
					Total Responses	137
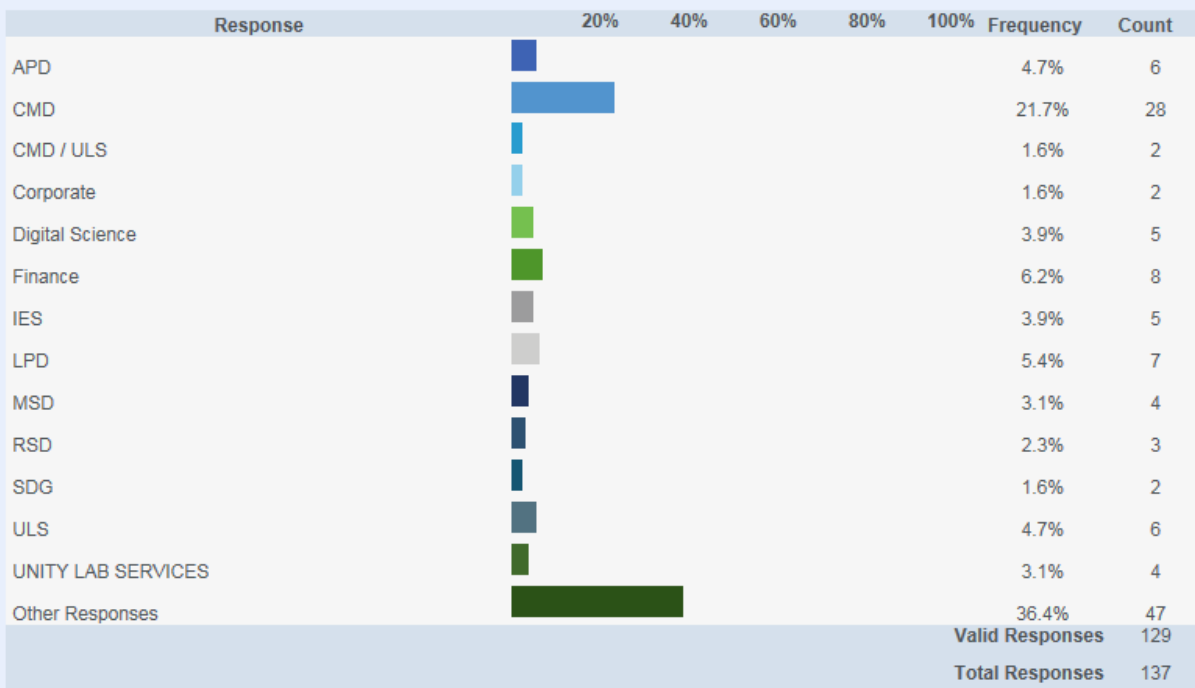
4. How many days a month are you working at the office in Breda (Takkebijsters 1)?
(Respondents were limited to **brief** text responses)

Response	20%	40%	60%	80%	100%	Frequency	Count
+/- 20						1.5%	2
0						13.1%	17
1						5.4%	7
12						2.3%	3
14						1.5%	2
16						3.8%	5
18						1.5%	2
20						7.7%	10
21						2.3%	3
22						5.4%	7
23						1.5%	2
3						3.1%	4
4						6.9%	9
5						4.6%	6
5 Days						1.5%	2
6						1.5%	2
Fulltime						2.3%	3
Fulltime (40 hours a week)						1.5%	2
Whole Month						1.5%	2
Other Responses						30.8%	40
					Valid Responses		130
					Total Responses		137
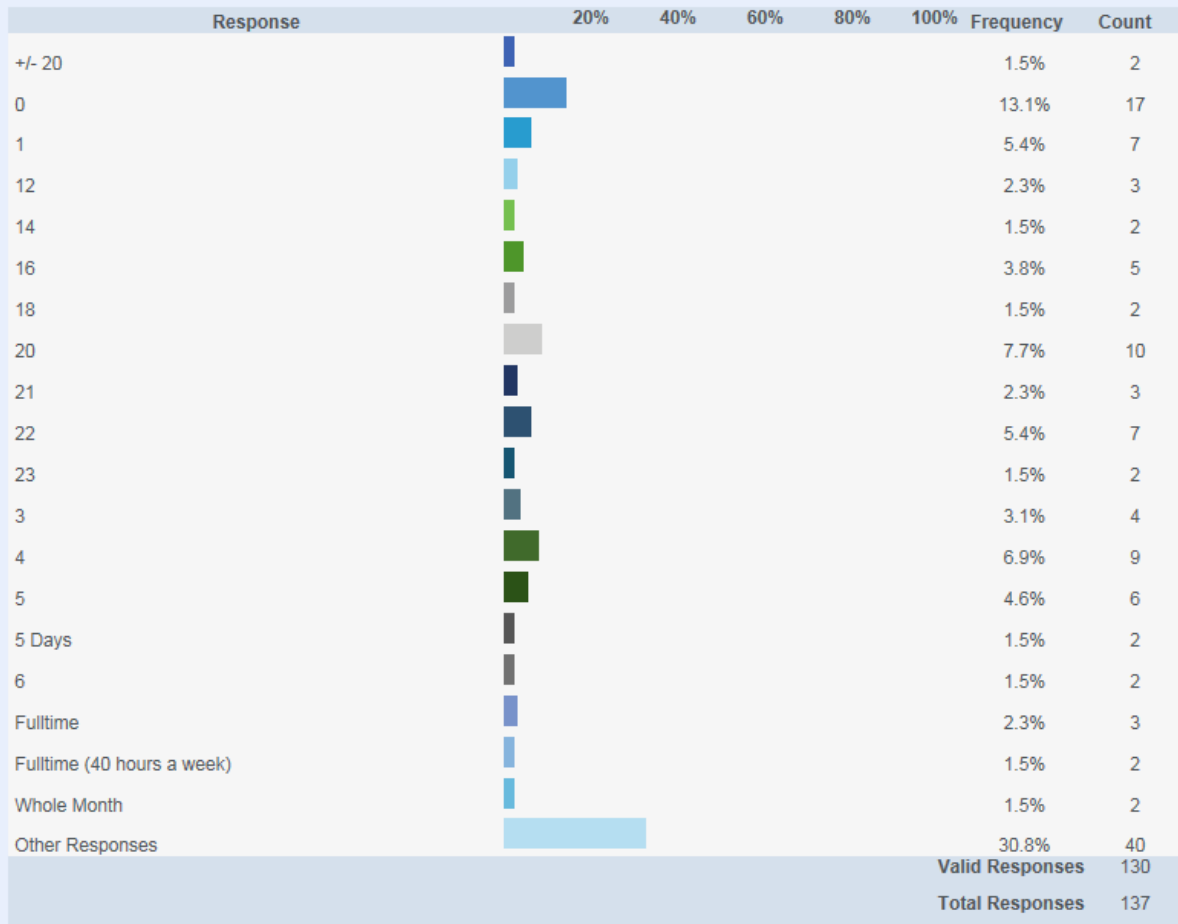
5. How long have you been working in your current position?
(Respondents could only choose a **single** response)
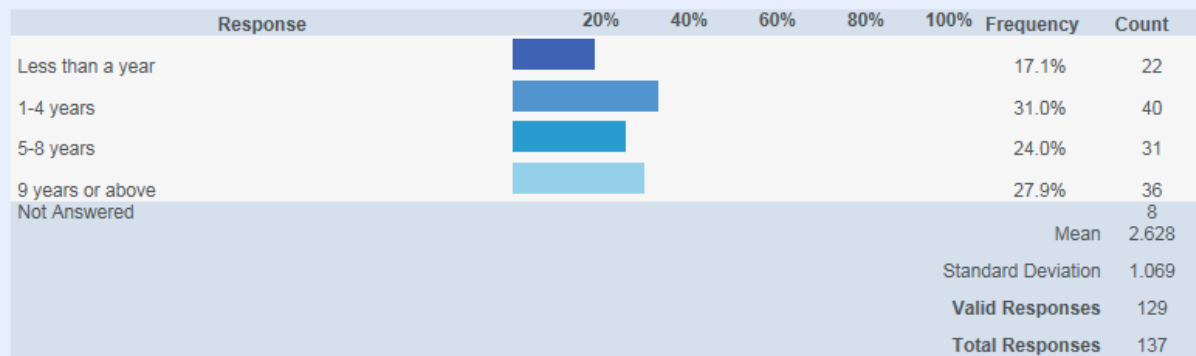
Response	20%	40%	60%	80%	100%	Frequency	Count
Less than a year						17.1%	22
1-4 years						31.0%	40
5-8 years						24.0%	31
9 years or above						27.9%	36
Not Answered							8
					Mean		2.628
					Standard Deviation		1.069
					Valid Responses		129
					Total Responses		137

6. How long have you been working for Thermo Fisher Scienfitic?
(Respondents could only choose a **single** response)

Response	20%	40%	60%	80%	100%	Frequency	Count
Less than a year						12.4%	16
1-4 years						24.0%	31
5-8 years						16.3%	21
9 years or above						47.3%	61
Not Answered							8
					Mean		2.984
					Standard Deviation		1.104
					Valid Responses		129
					Total Responses		137
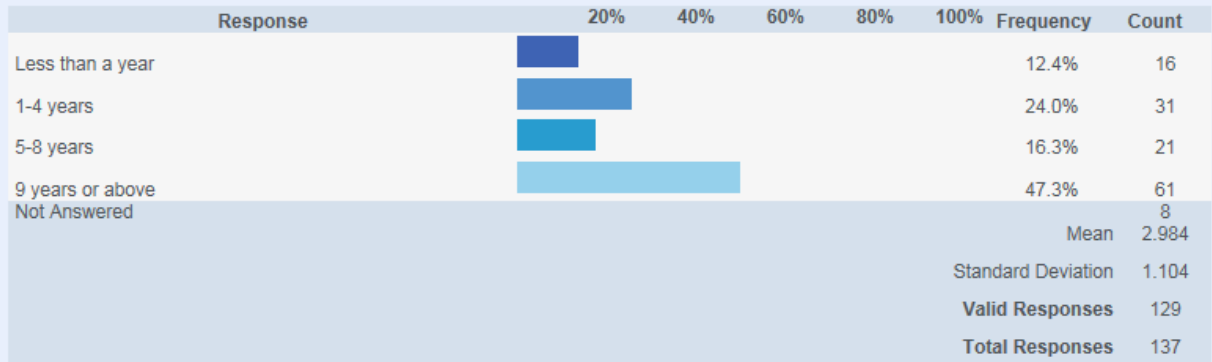
7. What is your highest level of education?
(Respondents could only choose a **single** response)

Response	20%	40%	60%	80%	100%	Frequency	Count
Elementary school						2.3%	3
High school						1.5%	2
Intermediate vocational education (MBO)						25.4%	33
Higher professional education (HBO) Bachelor						40.0%	52
Higher professional education (HBO) Master						10.8%	14
University Bachelor						1.5%	2
University Master						10.0%	13
Ph.D./Doctorate						4.6%	6
Other(s)						3.8%	5
Not Answered							7
					Mean		4.462
					Standard Deviation		1.762
					Valid Responses		130
					Total Responses		137

1. How often do you receive information related to your work via the following people or tools? Please rate with a number on the scale. 1 is never and 6 is very often

(Respondents could only choose a **single** response for each topic)

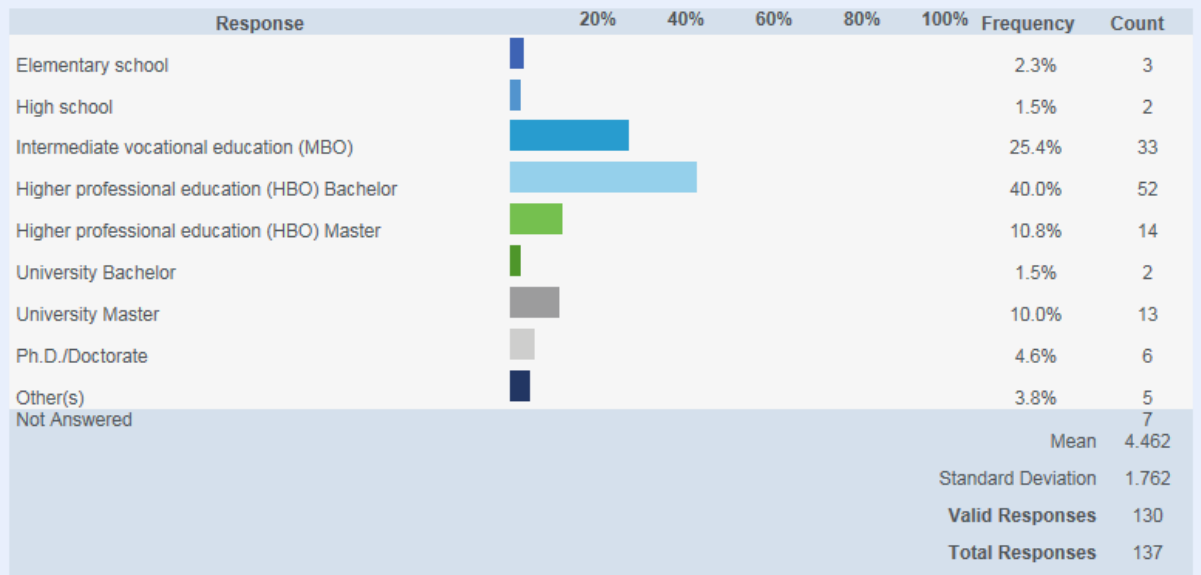|		1	2	3	4	5	6	Total	Mean	Std Dev
Colleagues from my own department	Count	6	3	14	14	34	**40**	111	4.685	1.421
	% by Row	5.4%	2.7%	12.6%	12.6%	30.6%	**36.0%**	100.0%		
Colleagues from other departments	Count	17	**27**	25	25	7	9	110	3.045	1.449
	% by Row	15.5%	**24.5%**	22.7%	22.7%	6.4%	8.2%	100.0%		
My team leader	Count	10	6	18	**24**	22	18	98	3.980	1.526
	% by Row	10.2%	6.1%	18.4%	**24.5%**	22.4%	18.4%	100.0%		
Other team leaders	Count	18	29	**31**	13	7	1	99	2.646	1.189
	% by Row	18.2%	29.3%	**31.3%**	13.1%	7.1%	1.0%	100.0%		
Work meetings	Count	16	**30**	22	19	12	5	104	2.962	1.414
	% by Row	15.4%	**28.8%**	21.2%	18.3%	11.5%	4.8%	100.0%		
The management team	Count	25	**38**	21	11	6	5	106	2.528	1.361
	% by Row	23.6%	**35.8%**	19.8%	10.4%	5.7%	4.7%	100.0%		
Works Council (OR)	Count	**43**	28	11	9	4	3	98	2.102	1.335
	% by Row	**43.9%**	28.6%	11.2%	9.2%	4.1%	3.1%	100.0%		
Intranet (iConnect)	Count	**32**	25	27	10	6	6	106	2.538	1.442
	% by Row	**30.2%**	23.6%	25.5%	9.4%	5.7%	5.7%	100.0%		
Yammer	Count	**34**	12	17	15	8	11	97	2.835	1.742
	% by Row	**35.1%**	12.4%	17.5%	15.5%	8.2%	11.3%	100.0%		
E-mail	Count	8	10	9	13	22	**45**	107	4.551	1.655
	% by Row	7.5%	9.3%	8.4%	12.1%	20.6%	**42.1%**	100.0%		
Newsletters	Count	**30**	27	17	14	8	2	98	2.480	1.379
	% by Row	**30.6%**	27.6%	17.3%	14.3%	8.2%	2.0%	100.0%		
Other(s)	Count	**23**	3	16	3	2	4	51	2.412	1.577
	% by Row	**45.1%**	5.9%	31.4%	5.9%	3.9%	7.8%	100.0%		
Total	Count	262	238	228	170	138	149	1185	N/A	N/A
	% by Row	22.1%	20.1%	19.2%	14.3%	11.6%	12.6%	100.0%		

3. How satisfied are you overall with this information flow? 1 is very dissatisfied and 6 is very satisfied

(Respondents could only choose a **single** response for each topic)

		1	2	3	4	5	6	Total	Mean	Std Dev
1 is very dissatisfied and 6 is very satisfied	Count	5	12	27	**44**	18	4	110	3.636	1.131
	% by Row	4.5%	10.9%	24.5%	40.0%	16.4%	3.6%	100.0%		
Total	Count	5	12	27	44	18	4	110	N/A	N/A
	% by Row	4.5%	10.9%	24.5%	40.0%	16.4%	3.6%	100.0%		

1. How often do you receive information about company policy regarding the Breda site via the following people or tools? Please rate with a number on the scale. 1 is never and 6 is very often

(Respondents could only choose a **single** response for each topic)

		1	2	3	4	5	6	Total	Mean	Std Dev
Colleagues from my own department	Count	25	**27**	11	15	6	4	88	2.568	1.461
	% by Row	28.4%	30.7%	12.5%	17.0%	6.8%	4.5%	100.0%		
Colleagues from other departments	Count	**35**	24	13	10	5	1	88	2.193	1.294
	% by Row	39.8%	27.3%	14.8%	11.4%	5.7%	1.1%	100.0%		
My team leader	Count	17	**21**	14	17	7	5	81	2.889	1.492
	% by Row	21.0%	25.9%	17.3%	21.0%	8.6%	6.2%	100.0%		
Other team leaders	Count	**36**	22	13	7	3	0	81	2.000	1.140
	% by Row	44.4%	27.2%	16.0%	8.6%	3.7%	0.0%	100.0%		
Work meetings	Count	**31**	18	14	11	7	2	83	2.410	1.440
	% by Row	37.3%	21.7%	16.9%	13.3%	8.4%	2.4%	100.0%		
The management team	Count	18	**33**	21	10	5	2	89	2.517	1.226
	% by Row	20.2%	37.1%	23.6%	11.2%	5.6%	2.2%	100.0%		
Works Council (OR)	Count	**30**	29	13	6	1	4	83	2.169	1.296
	% by Row	36.1%	34.9%	15.7%	7.2%	1.2%	4.8%	100.0%		
Intranet (iConnect)	Count	**30**	**30**	9	11	2	0	82	2.085	1.113
	% by Row	36.6%	36.6%	11.0%	13.4%	2.4%	0.0%	100.0%		
Yammer	Count	**42**	14	6	5	2	5	74	2.000	1.508
	% by Row	56.8%	18.9%	8.1%	6.8%	2.7%	6.8%	100.0%		
E-mail	Count	8	**21**	17	16	16	9	87	3.437	1.515
	% by Row	9.2%	24.1%	19.5%	18.4%	18.4%	10.3%	100.0%		
Newsletters	Count	**33**	20	14	9	5	1	82	2.220	1.315
	% by Row	40.2%	24.4%	17.1%	11.0%	6.1%	1.2%	100.0%		
Other(s)	Count	**18**	5	5	1	1	0	30	1.733	1.081
	% by Row	60.0%	16.7%	16.7%	3.3%	3.3%	0.0%	100.0%		
Total	Count	323	264	150	118	60	33	948	N/A	N/A
	% by Row	34.1%	27.8%	15.8%	12.4%	6.3%	3.5%	100.0%		

24. How satisfied are you overall with the information flow regarding company policy.

(Respondents could only choose a **single** response for each topic)

		1	2	3	4	5	6	Total	Mean	Std Dev
1 is very dissatisfied and 6 is very satisfied	Count	6	13	**29**	24	13	4	89	3.416	1.232
	% by Row	6.7%	14.6%	32.6%	27.0%	14.6%	4.5%	100.0%		
Total	Count	6	13	29	24	13	4	89	N/A	N/A
	% by Row	6.7%	14.6%	32.6%	27.0%	14.6%	4.5%	100.0%		

1. What subjects would you like to receive more information about? This question is related to the Breda site only. Please rate them with a number on the scale. 1 is no need and 6 is yes please

(Respondents could only choose a **single** response for each topic)

		1	2	3	4	5	6	Total	Mean	Std Dev
Subject regarding my own work	Count	10	8	17	15	11	16	77	3.740	1.658
	% by Row	13.0%	10.4%	22.1%	19.5%	14.3%	20.8%	100.0%		
Results from my department	Count	16	6	16	19	9	12	78	3.449	1.680
	% by Row	20.5%	7.7%	20.5%	24.4%	11.5%	15.4%	100.0%		
Results from the Breda site	Count	13	10	19	19	13	8	82	3.402	1.538
	% by Row	15.9%	12.2%	23.2%	23.2%	15.9%	9.8%	100.0%		
Customers' satisfaction	Count	13	4	13	18	21	12	81	3.815	1.629
	% by Row	16.0%	4.9%	16.0%	22.2%	25.9%	14.8%	100.0%		
Developments on the market	Count	5	5	28	16	18	10	82	3.817	1.353
	% by Row	6.1%	6.1%	34.1%	19.5%	22.0%	12.2%	100.0%		
Our competition	Count	8	6	17	23	18	11	83	3.843	1.452
	% by Row	9.6%	7.2%	20.5%	27.7%	21.7%	13.3%	100.0%		
New products and services	Count	1	8	20	23	13	16	81	4.074	1.311
	% by Row	1.2%	9.9%	24.7%	28.4%	16.0%	19.8%	100.0%		
Current policy issues	Count	8	9	24	14	18	10	83	3.663	1.484
	% by Row	9.6%	10.8%	28.9%	16.9%	21.7%	12.0%	100.0%		
Management vision	Count	5	9	22	18	19	10	83	3.807	1.392
	% by Row	6.0%	10.8%	26.5%	21.7%	22.9%	12.0%	100.0%		
Personnel changes / vacancies	Count	8	12	21	12	16	13	82	3.671	1.572
	% by Row	9.8%	14.6%	25.6%	14.6%	19.5%	15.9%	100.0%		
Training oppurtunities	Count	2	7	14	24	19	16	82	4.207	1.312
	% by Row	2.4%	8.5%	17.1%	29.3%	23.2%	19.5%	100.0%		
Personnel matters	Count	6	14	18	19	16	8	81	3.605	1.429
	% by Row	7.4%	17.3%	22.2%	23.5%	19.8%	9.9%	100.0%		
News from the Works Council (OR)	Count	9	10	24	18	15	6	82	3.463	1.407
	% by Row	11.0%	12.2%	29.3%	22.0%	18.3%	7.3%	100.0%		
Work related news from other departments	Count	11	13	23	15	10	5	77	3.195	1.424
	% by Row	14.3%	16.9%	29.9%	19.5%	13.0%	6.5%	100.0%		
Other(s)	Count	13	4	4	4	1	0	26	2.077	1.294
	% by Row	50.0%	15.4%	15.4%	15.4%	3.8%	0.0%	100.0%		
Total	Count	128	125	280	257	217	153	1160	N/A	N/A
	% by Row	11.0%	10.8%	24.1%	22.2%	18.7%	13.2%	100.0%		

3. Please rate on the scale how well the information is exchanged between: (1 is 'they can work on this' and 6 is really good)

(Respondents could only choose a **single** response for each topic)

		1	2	3	4	5	6	Total	Mean	Std Dev
Colleagues among themselves	Count	5	10	20	24	14	2	75	3.507	1.212
	% by Row	6.7%	13.3%	26.7%	32.0%	18.7%	2.7%	100.0%		
Me and my direct supervisor	Count	0	3	9	9	11	8	40	4.300	1.244
	% by Row	0.0%	7.5%	22.5%	22.5%	27.5%	20.0%	100.0%		
The departments among each other	Count	1	8	16	5	5	1	36	3.222	1.124
	% by Row	2.8%	22.2%	44.4%	13.9%	13.9%	2.8%	100.0%		
The management and other co-workers	Count	2	7	10	11	4	4	38	3.526	1.350
	% by Row	5.3%	18.4%	26.3%	28.9%	10.5%	10.5%	100.0%		
Total	Count	8	28	55	49	34	15	189	N/A	N/A
	% by Row	4.2%	14.8%	29.1%	25.9%	18.0%	7.9%	100.0%		

3. Would you like to see other communication tools being used in the future? Rate the following tools by how often you would like to receive information from these tools.

(Respondents could only choose a **single** response for each topic)

		Never	Daily	Weekly	Monthly	Every quarter	Annually	Total	Mean	Std Dev
Yammer	Count	21	5	27	14	2	0	69	2.580	1.205
	% by Row	30.4%	7.2%	39.1%	20.3%	2.9%	0.0%	100.0%		
Facebook page	Count	34	6	10	6	3	0	59	1.949	1.279
	% by Row	57.6%	10.2%	16.9%	10.2%	5.1%	0.0%	100.0%		
E-newsletter	Count	3	3	18	32	1	0	57	3.439	0.846
	% by Row	5.3%	5.3%	31.6%	56.1%	1.8%	0.0%	100.0%		
Video	Count	16	1	7	19	13	2	58	3.310	1.614
	% by Row	27.6%	1.7%	12.1%	32.8%	22.4%	3.4%	100.0%		
Internal blog	Count	23	4	15	8	6	0	56	2.464	1.427
	% by Row	41.1%	7.1%	26.8%	14.3%	10.7%	0.0%	100.0%		
Other(s)	Count	26	1	4	6	5	1	43	2.209	1.641
	% by Row	60.5%	2.3%	9.3%	14.0%	11.6%	2.3%	100.0%		
Total	Count	123	20	81	85	30	3	342	N/A	N/A
	% by Row	36.0%	5.8%	23.7%	24.9%	8.8%	0.9%	100.0%		

Appendix 8 Employee interviews

Laborama (trade fair):

Employee 1

This employee is male

Op welke afdeling werk je op dit moment?
LPD

Wat is je functie op deze afdeling?
Channel manager Fisher Scientific en ICP.

Hoe oud ben je?
52 jaar oud

Hoe lang werk je al bij Thermo?
17 jaar

Welke nationaliteit heb je?
Ik ben Nederlands

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Uhm bij interne communicatie denk ik aan de Townhall, het or, de pv, de site leader en de mailtjes die we krijgen vanuit Breda.

Hoe ervaar je deze communicatie?
Ik vind de communicatie prima. Ik kom niet heel veel in Breda maar krijg genoeg mee. Ik vind de communicatie gewoon goed.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?
Oh ik vind de overload wel meevallen. De communicatie is vrij eenzijdig en dat vind ik eigenlijk wel prima zo. iConnect gebruik ik eigenlijk niet zoveel, veel te ingewikkeld.

Meerdere mensen geven aan iConnect niet te begrijpen maar er ook geen tijd voor hebben om dit verder uit te zoeken. Zou je openstaan voor extra training of uitleg over dit platform?
Ja zeker, ik denk dat dat handig was geweest toen het geïntroduceerd werd. Dus ik zou er zeker wel voor openstaan. Maar verder hoeven al die social media achtige dingen niet per se. Ik heb zelf ook geen facebook dus op het werk hoeft dat ook niet echt.

Waar zie je ruimte voor verbetering?
Ik zou het soms wel fijn vinden om wat meer te horen van personeelszaken. Zeg maar het fysieke van HR1 zoals dat vroeger was. Dat mis ik een beetje. Je hoort heel weinig van HR en het persoonlijke is er een beetje vanaf. Ik vind het erg onpersoonlijk.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?

De betrokkenheid is laag, maar ik vind niet per se dat dit verhoogt hoeft te worden. Ik ben erg weinig in Breda en denk niet dat ik meer betrokken hoef te worden. Ik vind het wel belangrijk om bij de personeelsvereniging te zitten, op deze manier blijf je betrokken bij de collega's. Alles hierover gaat via de mail.

Employee 2

This employee is female.

Op welke afdeling werk je op dit moment?
CMD

Wat is je functie op deze afdeling?
Applicatie specialist

Hoe oud ben je?
45 jaar oud

Hoe lang werk je al bij Thermo?
Ik werk al 23 jaar bij Thermo, ik heb stage gelopen hier net als jij en ben toen gebleven.

Welke nationaliteit heb je?
Nederlands

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site.

Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Wij hebben een salemeeting een keer per maand met alle applicatie en sales mensen. Daarnaast heb ik met service en sales veel telefonisch contact. We kregen eerst altijd een HR newsletter. Ik weet eigenlijk niet of we die nog krijgen. **Nee daar zijn ze 2 jaar geleden ongeveer mee gestopt.** Oh ja die vond ik wel altijd fijn om te krijgen. Maar verder hebben we nog de town hall meeting en krijgen we updates vanuit het OR en de PV.

Hoe ervaar je deze communicatie?
De communicatie met mijn directe collega's is prima. Verder heb ik niet veel contact met de rest van de collega's in Breda.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?
iConnect is niet echt het eerste waar ik gebruik van maak. Ik maak dan bijvoorbeeld eerder gebruik van Yammer ofzo.

Waar zie je ruimte voor verbetering?
Ik zou het fijn vinden als ze weer wat meer aandacht besteden aan nieuwe mensen. Je ziet zoveel nieuwe gezichten en het zou fijn zijn als daar iets mee gedaan wordt. Bijvoorbeeld een tekstje en een foto zodat je een gezicht al eens gezien hebt. **Op dit moment doen ze dat al met de schermen in de**

kantine, daar staat een slideshow op met foto's en een stukje tekst van nieuwe collega's. Oh maar ik kom eigenlijk nooit in de kantine, ik lunch altijd aan mijn bureau. Ik heb het veel te druk om naar de kantine te gaan.

Verder is de communicatie en betrokkenheid binnen ons team erg goed. Ik heb leuk contact met iedereen maar er is niet echt tijd om iets meer met ze te doen. Met de rest van Breda heb ik dus niet echt contact

Employee 3

This employee is Female.

Op welke afdeling werk je op dit moment?
LPD

Wat is je functie op deze afdeling?
Channelmanager Benelux voor VWR + Fisher en Lac specialist

Hoe oud ben je?
54 jaar oud

Hoe lang werk je al bij Thermo?
6 jaar

Welke nationaliteit heb je?
Komt uit België (Is Franstalig maar kan ook Nederlands)

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Je hebt wat emails en de townhall meeting natuurlijk. Maar Breda is Nederlands en er komt weinig info voor de mensen van België. Wij krijgen echt amper info voor de BVBA terwijl sommige wetten anders zijn. Merelbeek, kantoor waar veel Belgen zitten. Benelux meetings zijn altijd in Breda. Waarom niet eens in België, zijn 3 kantoren in Brussel.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?
Voelt zich niet erg betrokken bij de site Breda. Alles gebeurd in het Nederlands en ze doen geen moeite om dat in een andere taal te doen. Zeker voor de Franstalige in België moet je in de taal van de medewerker communiceren. Als ik HR mail in het Frans krijg ik vaak in het Engels of Nederlands reactie terug, dat vind ik gewoon slecht. (HR voor België is apart, maar dat weten de Belgen blijkbaar niet!)

Breda betekend voor haar dat ze naar de Townhall gaat of meetings met collega's, verder nooit op kantoor. Breda is officieel het Benelux kantoor en niet alleen Nederland, maar alles is in het Nederlands. Daarnaast zijn alle townhalls altijd in Breda en is alles in het Nederlands. 'Ik kan wel Nederlands maar krijg niet altijd alles mee als het te snel gaat of als er dingen worden gezegd die ik niet ken. Ik heb persoonlijk niet veel aan de townhall en wat er verteld word maar ik ga om mijn collega's nog eens te zien.'

Zou jij graag verbetering willen zien?
Ik zou graag eens zien dat er ook iets in Belgie gedaan wordt. Wij moeten altijd naar Breda komen, de townhalls, activiteiten van het pv ofzo is altijd in Nederland. In Belgie hebben we dus ook 3 kantoors, dan zou de townhall ook eens in Belgie kunnen zijn.

Hoe denk je dat dit verbeterd kan worden?
Ik denk dat er verbetering zit in de taal en het betrekken van de niet Nederlanders. Ze zouden moeten communiceren in onze taal en misschien dus wat vaker dingen in Belgie. Ik zit niet te wachten op social media achtige dingen, daar vind ik mezelf te oud voor om dat nog uit te moeten zoeken.

Employee 4

This employee is Female

Op welke afdeling werk je op dit moment?
CMD- CAD

Wat is je functie op deze afdeling?
Sales support

Hoe oud ben je?
51 jaar oud

Hoe lang werk je al bij Thermo?
20 jaar bij Thermo

Welke nationaliteit heb je? België (Nederlandstalig)

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?

Hoe ervaar je deze communicatie? Er wordt veel gecommuniceerd binnen Breda maar wel alleen voor de Nederlanders. Vroeger was het vaker in het Engels maar nu meer in het Nederlands. Zat zelf altijd in Belgie op kantoor en nu in Breda, dus nu krijgt ze meer mee van alles op het kantoor.

Waar zie je ruimte voor verbetering? Nieuwe medewerkers beter uitgelicht worden

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda? Binnen haar afdeling wel goed betrokken bij iedereen, maar de site is te groot geworden om persoonlijk te blijven. Zij kent veel mensen omdat ze er al lang zit.

Zou jij graag verbetering willen zien en hoe zou je deze verandering willen zien dan? Vroeger was er een smoelenboek, met foto en titel. HR newsletter was handig met personeelszaken

Employee 5

This employee is Female

Op welke afdeling werk je op dit moment?
LPD

Wat is je functie op deze afdeling?
Accountmanager + product specialist

Hoe oud ben je?
47 jaar oud

Hoe lang werk je al bij Thermo?
7 jaar binnen Thermo

Welke nationaliteit heb je?
België (Nederlands talig)

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Uhm email en Webex is denk ik wel de communicatie wij het meeste gebruiken.

En hoe ervaar je deze communicatie?
Als je allemaal in een call bent is het ooit wel heel moeilijk om te moeten reageren. Je zit natuurlijk met zoveel man in zon Webex, dan is het lastig om te weten wanneer je kunt praten. En ik snap natuurlijk wel dat het fijner is om een call te doen in plaats van de hele tijd te moeten afspreken maar toch mis ik de persoonlijke touch. Ik werk met zoveel man in een team dat de persoonlijke touch gewoon fijner is.

En als je naar het Breda kantoor kijkt, hoe ervaar je daar de interne communicactie?
In Breda kom ik eigenlijk maar heel weinig en ik hoor er alleen over via de email. Als ik nog eens op kantoor ben dan voel ik me wel altijd gewoon thuis en zeker welkom. Maar ik zou het niet perse betrokken noemen. Ik word altijd uitgenodigd voor de kerstborrels enzo maar dat is altijd in Nederland en voor mij niet altijd handig om naar toe te gaan. En bijvoorbeeld de townhall is super op Nederlanders gericht. Alles is in het Nederlands en altijd in Breda. Ook de CSR en Sinterklaas actie etc is alleen op NL gericht. Weet je wel laatst met het goede doel, dan gaan ze naar een Nederlands centrum om dat te helpen, dat kan ook eens een Belgisch goed doel zijn denk ik dan.

Employee 6

This employee is male

Op welke afdeling werk je op dit moment?
LPD

Wat is je functie op deze afdeling?
Accountmanager Brussel, Wallonië, Vlaams Brabant en Luxemburg.

Hoe oud ben je?
50 jaar oud

Hoe lang werk je al bij Thermo?
7 jaar

Welke nationaliteit heb je?
Belgisch (Franstalig)

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Vooral email, de townhall en face to face. Maar dit persoonlijk contact mag veel meer. Ik vind het persoonlijk altijd fijner om wat meer persoonlijk contact te hebben, maar ik ben ook wel wat ouder haha. Maar het is voornamelijk online tegenwoordig en dat vind ik wel jammer.

Hoe ervaar je deze communicatie?
Zoals ik al zei vaak is alles online en dat is niet zo mijn ding. Van mij zo het een stuk meer persoonlijk mogen worden.

Waar zie je ruimte voor verbetering?
Dingen mogen van mij meer in het Frans, ik vind dat Breda erg op Nederland gericht is. Ik snap dat het in Nederland zit maar het is eigenlijk wel het Benelux kantoor. Dus van mij mag de communicatie wat meer gemengd worden of een taal die we allemaal spreken. Maar ik spreek maar een beetje Nederlands, dus tijdens een townhall krijg ik de helft niet mee omdat het te snel gaat.

En daarnaast heb ik liever mail of persoonlijk, niet yammer of iConnect. Dat snap ik niet echt en het persoonlijke gaat ervan af.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?
Ik voel me niet echt bij de site betrokken maar dat hoeft voor mij ook niet. Ik zou het gewoon fijner vinden als dingen wat minder in het Nederlands zou kunnen en meer persoonlijk contact.

Op kantoor

Employee 7

This employee is male

Op welke afdeling werk je op dit moment?
Zit in het management team en is legal voor de Benelux. Zit bij een site in Frankrijk.

Wat is je functie op deze afdeling?
Jurist Benelux

Hoe oud ben je?
35 jaar

Hoe lang werk je al bij Thermo?
2 jaar binnen Thermo

Welke nationaliteit heb je?

Is een Nederlander maar woont in Frankrijk.

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?

Dit vind ik een beetje lastig om te beantwoorden want ik woon dus in Frankrijk en sta ook op contract daar. Maar ik krijg wel veel emails en dergelijke mee en die lees ik meestal ook wel als ze relevant zijn. Ik krijg deze mails vaak via mijn manager. Maar verder krijg ik niet zo veel mee eigenlijk.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?

iConnect is vrij lastig te navigeren. Het hoort een hele handige site te zijn, met veel informatie maar het is niet makkelijk in gebruik.

Yammer daarentegen is meer verticaal (zenden). Dit zou heel handig kunnen zijn voor Breda als je dingen bekend wil maken.

Waar zie je ruimte voor verbetering? iConnect is makkelijk als website voor de site, maar moet makkelijker worden. Het is niet gebruiksvriendelijk en niet veel mensen weten hoe het werkt.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?

Ja hier kan ik dus niet zo over mee praten aangezien ik bijna alleen in Breda ben voor management vergaderingen, dus ik voel me niet heel erg betrokken maar dat hoeft ook niet. Aangezien ik mijn contract niet heb bij deze site.

Zou jij graag verbetering willen zien?

Ik vind dat er wel meer site gerelateerde dingen gecommuniceerd mogen worden. Een beetje dingen als werknemer relevante informatie zoals pensioenen, wie in en uit dienst en dat soort dingen. Ik vind dat soort informatie wel interessant om te lezen.

Hoe denk je dat dit verbeterd kan worden? iConnect moet makkelijker toegankelijker zodat je er makkelijker iets op kunt vinden. Video oid is wel heel interessant, maar de mensen in Breda zijn wat ouder dus ik weet niet of dat aan zou slaan. .

Employee 8

This employee is male

Op welke afdeling werk je op dit moment?
CMD

Wat is je functie op deze afdeling?
Order processing

Hoe oud ben je?
40 jaar

Hoe lang werk je al bij Thermo?
11 jaar bij Thermo

Welke nationaliteit heb je?
Nederlands

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Ik denk dat de meeste communicatie die we krijgen is via de email van mensen binnen Breda site en de Townhall meeting.

Hoe ervaar je deze communicatie? We krijgen heel erg veel mails op een dag, maar ik lees ze allemaal wel. Hierdoor weet ik vaak wel wat ik aan de hand is, maar ze zijn meestal niet echt nuttig voor mij.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?
Ik heb eigenlijk nog niet echt de tijd gehad om in iConnect dingen te zoeken. Maar ik zeg ook eerlijk dat ik er geen tijd in gestoken heb. Maar dat komt ook wel omdat het imago van iConnect heel laag is. Omdat anderen er zo slecht over praten heb ik niet zo de behoefte om er iets in te gaan zoeken. En daarnaast gebruik ik zelf geen social media dus hoeft dat niet echt op kantoor.

Waar zie je ruimte voor verbetering?
Het zou een idee kunnen zijn om als je op iConnect inlogt dat je meteen op de page van breda kunt komen. Op die manier hoef je niet zoveel te zoeken in iConnect.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?
Ik voel me op zich wel betrokken bij de site. Vooral met ons team zijn we wel close en hebben we goede communicatie. Ik ga meestal wel naar de activiteiten van het pv enzo maar verder heb ik niet heel erg veel met de site.

Zou jij graag verbetering willen zien? Het zou allemaal wat persoonlijker mogen van mij.

Hoe denk je dat dit verbeterd kan worden? De HR nieuwsbrief van een paar jaar geleden was handig. Dan kreeg je gewoon iedere maand een nieuwsbrief waar dan alles in stond. Dat vond ik altijd wel leuk om te lezen.

Employee 9

This employee is male

Op welke afdeling werk je op dit moment?
CMD

Wat is je functie op deze afdeling?
Order processing

Hoe oud ben je?
52 jaar oud

Hoe lang werk je al bij Thermo?
10 jaar bij Thermo

Welke nationaliteit heb je?
Nederlander (woont in Belgie)

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt? We krijgen vaak email over de site.

Hoe ervaar je deze communicatie? We krijgen erg veel info waar je niets aan hebt via de mail. Maar als er veranderingen zijn dan krijgen we daar juist weinig info over. Als iets nieuws is krijgen we amper introductie, zo ging het bijvoorbeeld bij iConnect.

Fijn dat je iConnect noemt, uit de survey en andere gesprekken blijkt namelijk dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?
Ja ik snap de email overload wel, we krijgen heel veel emails die niet perse voor ons bedoeld zijn. En ja iConnect, ik ga daar niet echt dingen op zoeken ofzo. Ik heb er niet echt tijd voor en omdat we weinig introductie hebben gehad snap ik dat programma niet. Dus ben ik veel tijd kwijt met alles uitzoeken.

Ik hoor veel over de newsletter die er een paar jaar geleden was. Mis jij deze newsletter?
Nee die newsletter mis ik niet echt. Ik heb toch liever gewoon belangrijke informatie in de mail dan dat ik dat op zon platform krijg.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?
Ja wel prima denk ik. Mij hoor je niet echt klagen over de betrokkenheid of de communicatie.

Zou jij graag verbetering willen zien? Ik zou eigenlijk niet zo goed weten waarom de betrokkenheid gedaald is, ik ben er niet echt mee bezig. Ons hele team heeft die enquête niet eens ingevuld, dus ik denk niet dat dit allemaal echt van toepassing is op ons.

Hoe denk je dat dit verbeterd kan worden? We horen heel weinig van HR. Vroeger hoorde we veel meer van HR en was het contact ook echt een stuk persoonlijker. Maar tegenwoordig ken ik de mensen van HR niet eens en is het ook gesplitst.

Employee 10

This employee is male

Op welke afdeling werk je op dit moment? CMD

Wat is je functie op deze afdeling? IES EU import/export specialist

Hoe oud ben je? 44 jaar oud

Hoe lang werk je al bij Thermo? 4 jaar binnen Thermo

Welke nationaliteit heb je? Nederlands

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als

interne communicatie die vanuit de site komt?

Ik krijg eigenlijk alleen emails. Ik ben wel altijd bij alle Townhalls aanwezig, dat vind ik gewoon belangrijk. Ik denk dat ze belangrijk zijn voor de bonding met je collega's. Verder vind ik ze ook altijd wel interessant, ze hebben vaak goede lezingen, info over de site, gegevens etc.

Hoe ervaar je deze communicatie?

Ik vind dat er te weinig info overall is. HR mailt op zich wel goed en Mart mailt geregeld. Dat is al wel een verbetering met daarvoor. Maar nog steeds denk ik dat er meer site en personeel gerelateerde informatie gestuurd mag worden.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover? iConnect kijk ik eigenlijk echt nooit op. iConnect moet beheersbaar zijn en dat is het op dit moment totaal niet. Het is eigenlijk niet echt user friendly. Ik snap er niet zoveel van dus dan ga ik er eigenlijk ook niets op zoeken.

Waar zie je ruimte voor verbetering?

Dat er onderling meer gecommuniceerd wordt. Info van veranderingen in divisies die overlapping hebben op sommige gebieden met andere divisies wordt slecht gecommuniceerd. Ik krijg vaak pas dingen te horen als ik ergens zelf achter gekomen ben. Als mensen iets veranderen met de import of export dan kom ik daar vaak pas achter als er al iets besteld wordt. Dan moet ik zelf na vraag gaan doen. Hierin moet de communicatie echt wel beter.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda? Oh ik voel me wel betrokken. Maar ik denk dat dat ook aan mezelf ligt. Ik ga vaak wel een praatje maken met mensen enzo.

Zou jij graag verbetering willen zien?

Laat me even mee brainstormen, ik denk dat ik zeker nog wel wat ideeën heb.

- LinkedIn kan miss een platform zijn?
- Trainingen over schrijven zou interessant zijn
- iConnect (van de breda site) als startpagina maken standaard als mensen inloggen.
- Workday (allemaal op 1 lijn) evt workshop (les) in geven. → werkt verschrikkelijk
- Veranderingen binnen Thermo (het is een multinational, mensen moeten minder persoonlijkheid verwachten)
- Workplace innovation, de werkplekken anders inrichten
- Favorieten (pagina's) Symbaloo

Employee 11

This employee is female

Which department are you currently working?
APD

What is your job within this department?
Service administration

How old are you?
33 years oud

How long have you been working with Thermo Fisher
1 month

Where are your from?
Belgium, **So are you Dutch or French?** French, I don't speak Dutch

Okay for my research I am going to ask some questions about the internal communication. Afterwords I will ask you something about the involvement and how you experience that within the Breda site. What do you experience as internal communication at the Breda site?
Uhm I think emails, from Mart for example and training. **What kind of training?** Uhm I am new in this company so I still have the introduction training.

The survey and other interviews show that not a lot of employees like to use iConnect and they experience an email overload, what is your opinion about that?
I do not really use iConnect. It is not user friendly at all and I don't really have the time at the moment to look into it. Some people say it is exactly very handy, but I don't really experience it like that.

Do you feel involved within the Breda site?
No, haha not at all. **Why not?** Well not a lot of the Dutch people talk to me and I am not invited for the PV. So that is a bit strange. Maybe because I am an uitzendkracht but still a bit strange.

So you see a lot of room for improvement?
Well yeah. Ofcourse I get that it is a Dutch company and all but some of us do not speak Dutch and most of the communication is in Dutch. So for me the biggest improvement would be if they could do some communication in English so I would get it to.

Employee 12

This employee is female

What department are you working at?
APD

What is your job within this department?
Senior Service support

How old are you?
30 jaar oud

How long have you been working for Thermo Fisher?
7 months

Where are you from?
France

Okay for my research I am going to ask some questions about the internal communication. Afterwords I will ask you something about the involvement and how you experience that within the Breda site. What do you experience as internal communication at the Breda site?
I think mostly emails. Oh and the screens at the canteen. I like that a lot, it tells who is new and they punt introductions on that.

The survey and other interviews show that not a lot of employees like to use iConnect and they experience an email overload, what is your opinion about that?

I think we got the right amount of emails. I do not really see an overload or anything. But not all the emails are in English. Mart always puts his emails in English though. So that is good. **But what do you do when the emails are not in English?** I put them in google translate and then I understand it most of the time. But I don't think that is normal. I think all communication should at least also be in English.

Where do you see room for improvement on the internal communication?

The town hall for sure, because this is all in Dutch so I don't go because I won't follow. But it is mandatory so that does not make sense. I need to go but they do it in Dutch so a lot of the international people at the office can't go.

Do you feel involved within the Breda site?

Not really.

So you see a lot of room for improvement?

Well the PV is also always in Dutch, things like pubquiz or something like that. I can't go then. Or a theatre something like that. So I would like to see something more in English or something.

Oh and maybe they can do an introduction welcome package or something. With contact information and everything. Because when I started here it was a bit a mess. My pc wasn't even here yet and I had no idea who to contact for things. Because I didn't have a manager. So I really think that could be improved.

Employee 13

This employee is female

Hoi, op welke afdeling werk je op dit moment?

IES

Wat is je functie op deze afdeling?

EU sales and service specialist

Hoe oud ben je?

36 jaar oud

Hoe lang werk je al bij Thermo?

4 jaar bij thermo

Welke nationaliteit heb je?

Nederlands

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?

Oeh laat me even denken. Het mailcontact van Or, facilitair dus Mart en de MT communicatie. Dat is denk ik wat ik zie als interne communicatie hier.

En hoe ervaar je deze communicatie dan?

Oh die vind ik eigenlijk wel prima.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?
Ik kijk eigenlijk echt amper op iConnect. Sommige van mijn collega's gebruiken dat wel, maar ik vind dat niet echt fijn. Heb het eigenlijk ook niet echt nodig voor mijn werkzaamheden dus dat scheelt. En ja ik ga nou niet echt in mijn vrije tijd zitten kijken hoe dat werkt. En ja tijdens mijn werktijden heb ik er gewoon geen tijd voor eigenlijk.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?
Oh heel erg eigenlijk hoor, Ik ken iedereen eigenlijk wel. En ja als je iedereen op kantoor wel kent dan heb je meestal ook wel goed contact met iedereen. Daarnaast zit ik ook in de PV dus dan leer je mensen al sneller kennen. Maar ik geef wel toe, dat is allemaal wel op eigen initiatief natuurlijk.

Zou jij graag verbetering willen zien? Er is een heel erge eilandjes cultuur hier op kantoor. Iedereen doet dingen met hun eigen afdeling en er is onderling echt amper contact eigenlijk. Er mag meer mengeling komen zeker bij de divisies die wel meer aansluiting hebben. Ik denk dat dat al heel veel kan verbeteren aan de betrokkenheid.

Hoe denk je dat dit verbeterd kan worden? Er is ooit een werkgroep onderling contact geweest, door Frits de Jong. (het 'wij' gevoel versterken). Ik denk dat ze daar nog eens naar zouden moeten kijken.

Employee 14

This employee is male

Op welke afdeling werk je op dit moment?
Pacus

Wat is je functie op deze afdeling?
French and Belgium market

Hoe oud ben je?
39 jaar oud

Hoe lang werk je al bij Thermo?
3,5 jaar bij thermo

Welke nationaliteit heb je?
Burundi (Afrika), maar ik kan wel een beetje Nederlands

Oke, voor mijn onderzoek ga ik nu wat vragen stellen over de interne communicatie. En daarna ga ik vragen stellen over de betrokkenheid die je ervaart bij de site. Wat ervaar je op dit moment als interne communicatie die vanuit de site komt?
Uhm not a lot of things are happening with internal communication I think. Mart is really trying and he sends out emails and everything.

Uit de survey en andere gesprekken blijkt dat veel mensen iConnect niet echt fijn vinden en een email overload ervaren. Wat is jouw mening hierover?

iConnect is the best place to find things. I work a lot with iConnect but it is hard to find time to explore iConnect. And it is not really user-friendly when you don't know the program.

Waar zie je ruimte voor verbetering?
Most things are in Dutch. Town hall in Dutch. There needs to be more international communication. For me it doesn't really matter because I can speak Dutch now because I have lived here longer. But some people at my department can't speak Dutch and for them it is hard.

Oke dan nu de vragen over betrokkenheid. Hoe betrokken voel jij je bij het bedrijf en dan vooral de site Breda?
I feel involved but I would get if people who don't speak Dutch don't feel that involved. The cultures are also different. In the beginning it was hard for me to feel at home. Because something in the communication are very different from Africa. But now I feel really at home in this office.

Also I think it is good that we are so free to work on our own things, we have our own responsibilities. I like that a lot.

Resemblances in answers from the employees:

Employee 1
- Communicatie is vrij eenzeidig en dat is prima zo
- Meer horen van persooneelszaken, het fysieke + HR1
- Je hoort hier weinig van en het is onpersoonlijk
- Zou open staan voor een workshop over yammer of iConnect maar zit niet te wachten op te veel 'Social media' (te oud)

Employee 2

- iConnect → niet eerste wat ze gebruikt, yammer meer.
- Nieuwe gezichten kan beter. Foto's + tekstje
- ja, HR is voor iedereen van belang. Weinig idee van wat HR bijv doet terwijl dit wel van belang is bij de medewerkers.

Employee 3

- Voelt zich niet erg betrokken bij de site Breda. Zeker de Franstalige in België moet je in de taal van de medewerker communiceren. HR voor België is apart, maar dat weten de Belgen blijkbaar niet!!!
- Breda is Benelux en niet Nederland, maar alles is in het Nederlands.
- Zit niet te wachten op social media (te oud)

Employee 4

- Er wordt veel <mark>gecommuniceerd binnen Breda maar wel alleen voor de Nederlanders</mark>. Vroeger was het vaker in het Engels maar nu meer in het Nederlands. Zat zelf altijd in Belgie op kantoor en nu in Breda, dus nu krijgt ze meer mee van alles op het kantoor.
- <mark>Nieuwe medewerkers beter uitgelicht worden</mark>
- <mark>HR newsletter was handig met personeelszaken</mark>

Employee 5

- <mark>In Breda komt ze heel weinig en hoort er alleen over via de mail. Via iConnect de newsletter werkt niet.</mark>
- <mark>Townhall is super op Nederlanders gericht. Ook de CSR en Sinterklaas actie etc is alleen op NL gericht.</mark>

Employee 6

1. <mark>Vaak alles online, mag meer persoonlijk.</mark>
2. Dingen mogen meer in het Frans, <mark>erg op Nederland gericht.</mark>
3. <mark>Liever mail of persoonlijk, niet yammer of iConnect.</mark>

Employee 7

- <mark>iConnect is vrij lastig te navigeren</mark>. Emails en brieven door relevante mensen, leest hij allemaal wel. Via zijn manager.
- <mark>Yammer → is meer verticaal (zenden)</mark>
- Breda → <mark>site gerelateerde dingen mogen</mark> meer
- <mark>Werknemer relevante</mark> informatie (pensioenen, wie in en uit dienst etc)
- <mark>Makkelijker toegankelijker,</mark> video oid is wel heel interessant, maar de mensen in Breda zijn wat ouder.
- <mark>iConnect is makkelijk als website voor de site, maar moet makkelijker worden.</mark>

Employee 8

- <mark>iConnect niet aan toe gekomen</mark> om in te zoeken, geen tijd in gestoken
- <mark>hr nieuwsbrief was handig</mark>
- <mark>Het mag allemaal wat persoonlijker</mark>
- <mark>Imago van iConnect is laag</mark>
- <mark>Hij maakt geen gebruik van Social media</mark>

Employee 9

- Veel info waar je niets aan hebt, veranderingen krijg je juist weinig info over. <mark>Als iets nieuws is amper introductie,</mark> (bijv iConnect)
- <mark>iConnect → hij gaat er nooit op zoeken.</mark> Geen tijd en weinig introductie gehad
- <mark>Liever info in de mail dan op een platform</mark>
- <mark>Hoort weinig van HR, vroeger meer (ook meer persoonlijk).</mark>

Employee 10

- <mark>Te weinig info overall</mark>. HR goed, Mart mailt geregeld.
- <mark>iConnect kijkt hij eigenlijk nooit op.</mark>
- <mark>Veranderingen binnen Thermo (het is een multinational, mensen moeten minder persoonlijkheid verwachten)</mark>

Employee 11

- <mark>iConnect is not really user friendly</mark>
- <mark>No time</mark> to learn how to use iConnect

Employee 12

- <mark>Townhall is in Dutch</mark>, this is a very important meeting and they can't understand it.
- <mark>Not all the emails are in English</mark>
- <mark>PV is in dutch all the time (pubquiz etc)</mark>

Employee 13

1. <mark>Kijkt amper op iConnect</mark>
2. Er is een heel erge <mark>eilandjes cultuur</mark>. Eigen divisie. Er mag meer mengeling komen zeker bij de divisies die wel meer aansluiting hebben.
   Employee 14

- Most things are in Dutch. Towhnhall in Dutch. There needs to be <mark>more international communication.</mark>
- iConnect is the best place to find things. <mark>But it is hard to find time to explore iConnect</mark>
- More internationally orientated communication. <mark>Would get if people who don't speak Dutch don't feel that involved.</mark>

Appendix 9 Theoretical framework

1. Communication Crossroads (van Ruler, 1998). The communication Crossroads shows you four different communication strategies to use. I will use this model to show the client which communication strategies there are and how they can apply these strategies. Depending on the company cultures (the Caluwé, 1999) they can use different techniques. They will combine the steps on the crossroad to merge the both cultures.
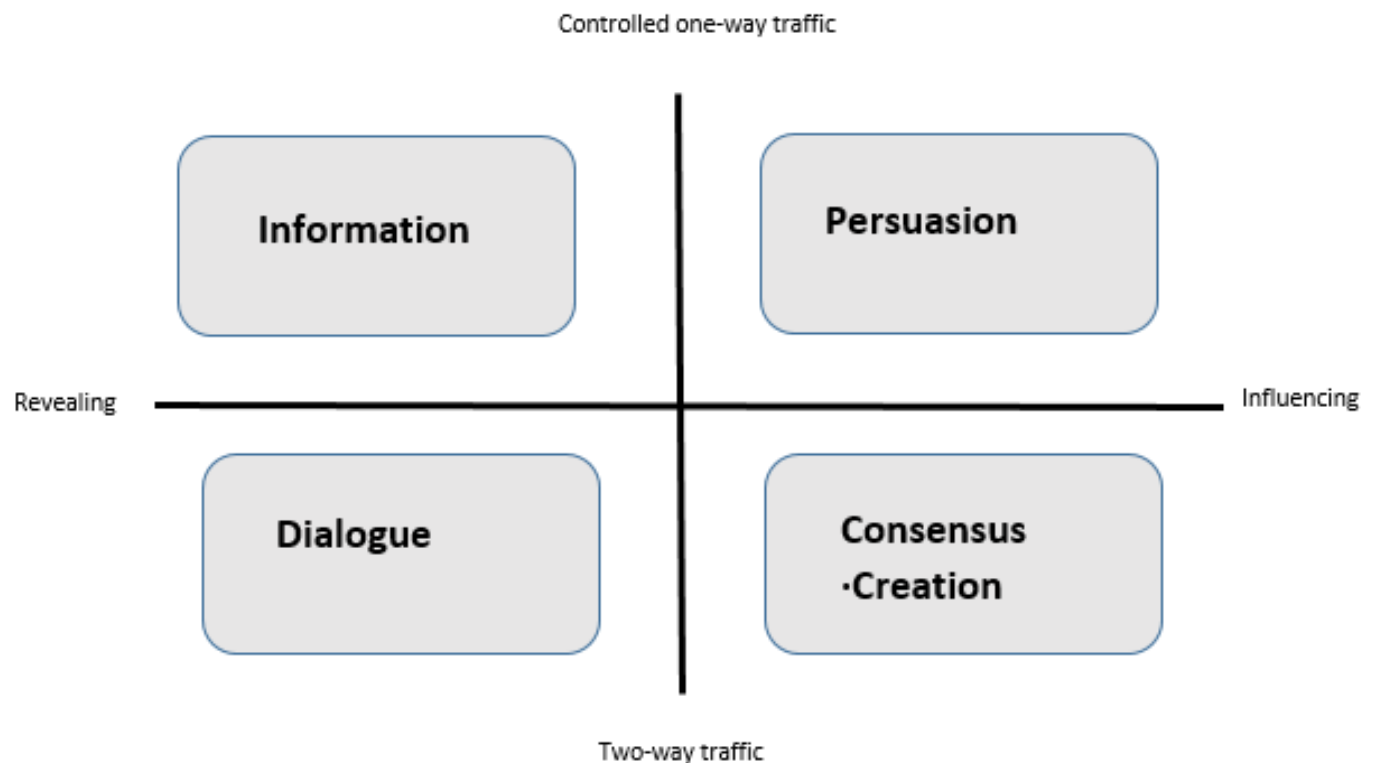
Controlled one-way traffic

Information
Persuasion

Revealing ———————————————— Influencing

Dialogue
Consensus ·Creation

Two-way traffic

Figure 2.2.2 Communication crossroads of Betteke van Ruler (1998)

2. **Communication escalator of Quirke (1995).** With the escalator you can measure the internal communication goals. I will use this model for my research to show Thermo Fisher Scientific on what level they are communicating now and where they can go with their internal communication. If they want to get more involvement they need to shift more from informing to communicating. The escalator will be used to show the level of communication at the Breda site specifically.
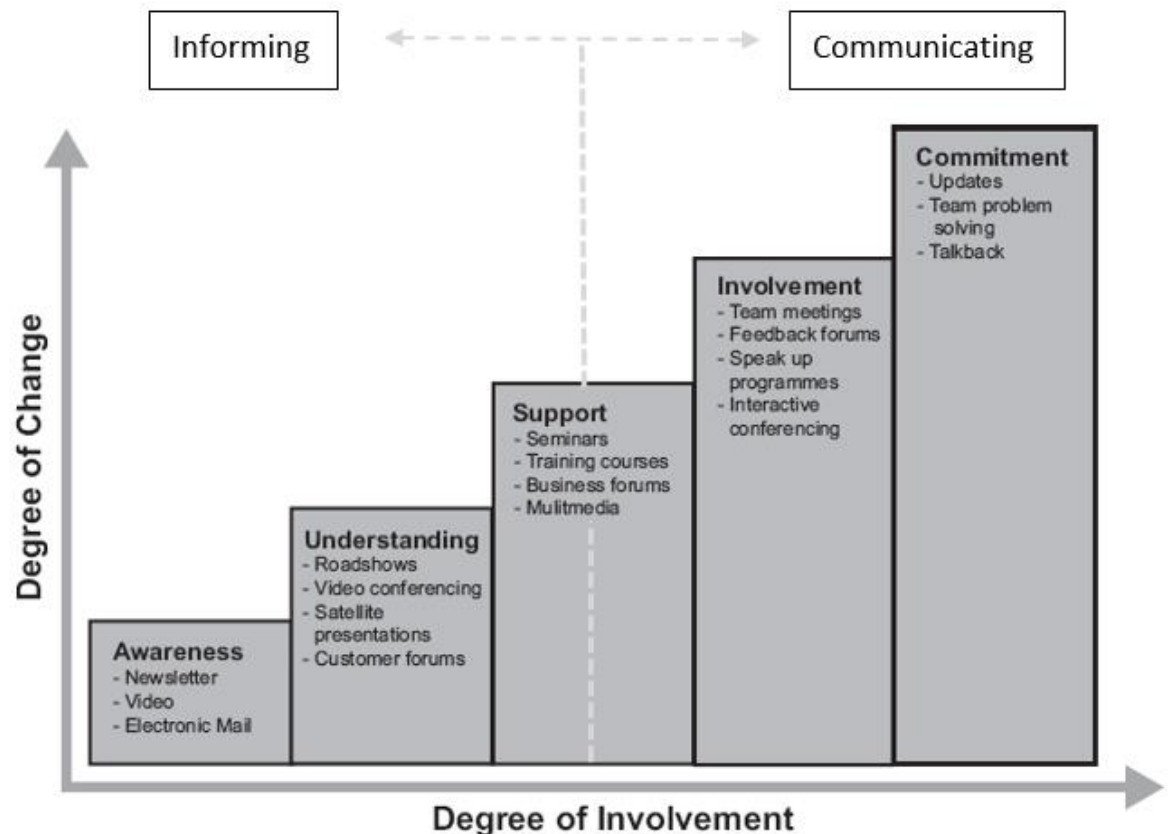

Figure 2.2.4 Communication escalator of Quirke (1995)
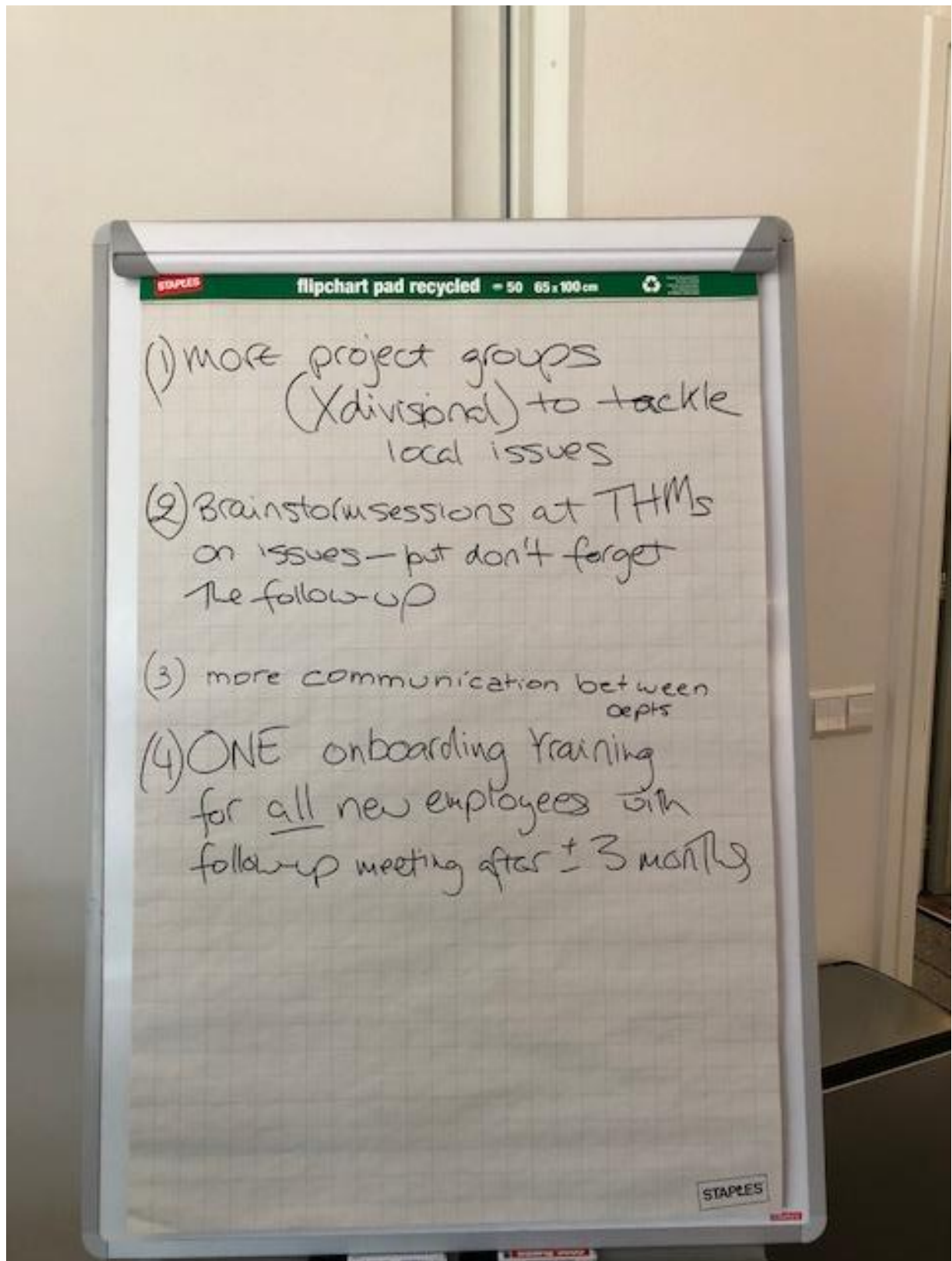
3. Colors of change, de Caluwé (1999)

   The colors of change from de Caluwé (1999) are used in this report to find out what the current company culture is within Thermo Fisher Scientific Breda site. The current culture colors at the Breda site are Blue printed and Green printed.

Colors	Blue print	Green print
What?	Project-based Top down solution-orientated expert power	Learning Colleagues Development-orientated team/coaches
Communication crossroad (v Ruler, 1998) *(figure 2.2.2)*	Information Knowledge leads to attitude and then behavior. So explain your goals well.	Dialogue and consensus creation Stimulate your employees to learn and experiment.
Ways to?	Kick-off, followed by classic parallel media	Training, discussions and feedback moments, knowledge sharing.

Figure 2.2.1 de Caluwé and Vermaak (1999, 2006)

Appendix 10
focus group brainstorm

The flipchart reads:

(1) more project groups (X divisional) to tackle local issues

(2) Brainstorm sessions at THMs on issues — but don't forget the follow-up

(3) more communication between depts

(4) ONE onboarding training for all new employees with follow-up meeting after ± 3 months

Appendix 11
Example of the tool collaboration
(Step 4)

Yammer. On the yammer page will be posted:

The June newsletter is out. In this month's issue information about the new privacy laws, an interview with the new site leader and the 6 months dinner. Want to read the June newsletter? Click on the link: http://thermofisher.sharepoint.com/bredanewsletter *(this link is not real)*

Outlook. Via email all the employees will receive a message saying that the new newsletter will be online. The new issues will be presented, just like on the Yammer page. But it will be presented like the Thermo Fisher Scientific global newsletter. This means with little text about the issues. For the entire newsletter click on the link:
http://thermofisher.sharepoint.com/bredanewsletter *(this link is not real)*

SharePoint. On the iConnect site all the newsletters can be found. This can be handy for new employees or when someone would like to see the old newsletter again. All the other tools will link back to the iConnect site.

This way all the tools are working together and linked to one another. For a visualization of these steps see the infographic on the next page.

Appendix 12
Infographic strategic advice steps

Strategic
Advice

ThermoFisher
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The world leader in serving science

Steps

Tool
Collaboration

Step 1: inform
your employees
with the
information
they want

Monthly Newsletter and
weekly Yammer

Yammer

Step 2: Create
awareness
about this
information

Town hall meeting

Outlook

Step 3: Create
involvement
for all
employees

All communication in English

Sharepoint

Step 4: create
tool
collaboration
to inform your
employees
better

Training

Appendix 13 Extra advice

In addition to the strategic advice, which is all internal communication related, this chapter contains extra suggestions for the MT that could help increase the involvement. These extra advices are based on information the employees gave during the interviews.

Welcome basket:
When new employees enter the Thermo Fisher Scientific Breda site they could receive a 'Welcome basket'. This 'Welcome basket' will contain: All the necessary paper work (who to call, important email-addresses, important data etc.) and Thermo Fisher Scientific merchandise. This way, new employees of the Breda site would know who to contact when they need something and feel more at home their first day.

Training:
Next to the tool trainings for iConnect and Yammer, you can offer more (optional) trainings. For example; trainings for new employees when they enter the company. In this training you could explain about the activities of all the divisions and departments. You could also try to create dialogue with you employees to see what kind of trainings the employees would like to have. This can be done online with a survey or via meetings with the managers.

Years ago the new employees got a presentation about all the divisions and what the company really looked like. During the interviews and Focus group, some of the recently hired employees told that they missed this when they entered the company. It depended on the department they were working at, but there needs to be drawn a line so the communication and trainings for new employees is the same anywhere. Because there is no proper introduction program for (all) new employees.

Informal meetings:
Informal networks can be of good use for intercultural communication (advice report chapter 4.1). An example of an informal meeting can be a lunch before the Town hall meeting instead of the drinks after the Town hall meeting. So you can organize an employee lunch. During this informal lunch you can give the employees a chance to socialize with one another.

After every town hall meeting there is a drink for the employees, but because most of the time these start around 5 o'clock not all the employees want to attend this because of the traffic jam around that hour in the Netherlands.

This way the employees only stay for the formal part and do not get time to socialize with their colleagues. By organizing an informal lunch before the Town hall meeting you can reach your employees in a different way. When employees have spoken to each other on this informal lunch, the next time when there departments need to collaborate or when they work together in a workgroup the teamwork will be better.