

Interview Transcripts

Social tools in the workplace

Bachelor Thesis



Rabobank

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R: Rabobank.

D: Hello? Is this Rachel Li?

R: Yes, yes, yes this is Rachel.

D: Hello how are you?

R: Hi I am good, thanks, and you?

D: Yes I am fine thank you.

D: I am supposed to call you for the interview, can you remember?

R: Yes, yes, yes, yes, sure.

D: Ok. Well, I will introduce myself first.

R: Ok.

D: I am Dide Hamans and I am an intern at Rabobank International Communications, and for my graduation internship I am doing research for Rabobank International.

R: Ok.

D: I am trying to find out how we can encourage our employees to more actively use the social media tools on the new intranet. The new intranet Meeting Point, are you familiar with it?

R: Ehhhhhh I kind of heart about it but I don't really use it very often.

D: Ok, haha.

R: Hahah.

D: Well, yeah, ehh..with the social media tools I am actually talking about ChatR, communities, and the profiles and liking, commenting, those kind of things.

R: Uhu.

D: And I want to find out how we can improve this intranet, and what should be changed and in which way.

R: Alright.

D: therefore I would like to ask you some questions.

R: Ok, yeah sure.

D: Yes, first about the intranet itself. Because you said you are familiar with it, but you don't use it often, right?

R: Uhh.. no.. cause it is just like, it is quite new right? It has been introduced some point earlier last year, isn't it?

D: Yes, November the 4th

R: Yeah, yeah, yeah.. so it has been quite new and for that I don't think many of us here in Hong Kong Branch actually use the function like of the intranet.

D: Most of you don't use it there?

R: Uhh..not that I know.

D: And why do you think they are not using it?

R: Uhh I think one of the main reasons is that it is quite new, lots of us are not really familiar about what it is and I think one of the main reasons is that well everyone has his work right, I think it is not really directly work-related. So people are not sort of really interested in it.

D: So because of your daily work you don't really need it?

R: Yeah.. true, true, it is not really like very useful to work with because I already have these uhhh...messenger thing that we use in the office called Lync or something?

D: Yeah.

R: where you can chat with colleagues so that one we use it more often but not really the intranet.

D: So what did you say you use more often is it the messenger tool?

R: Yeah, yeah, yeah, yeah,.. that one we use it quite often.

R: Yes that instant messenger thing.

D: Yeah, alright.

D: And so you don't think it is actually valuable for your work, to help you with your..

R: Ehh... not at this moment.. maybe when the present is like helped a little bit ... well I don't know.

D: Hahah ok.

D: And how do you usually communicate with your colleagues?

R: Yeah like email or like instant messenger, yeah most by email though.

D: Yeah, ok.

D: When this new intranet was launched, in November, how did you launch this in HongKong?

R: Sorry?

D: In November we launched this new intranet..

R: Uhh.. yeah, yeah.

D: How was this launched in Hongkong?

R: How was it launched ehh.. just an email.

D: Just an email?

R: Well yeah we received an email saying there is a new intranet and then ehh BOOM the next day we have a new intranet haha.

D: Ok so there were no internal marketing activities which let you know there was a new intranet coming.

R: yeahh.. just email.

D: Ok, just email.

R: Uhuh.

D: And did your manager also tell you that there was a new intranet coming?

R: Ehhh yeah we all know it through email.

D: Ok.

R: So we kind of like knew about it at the same time.

D: Ok, so not even before?

R: Ehh yeah no..not really.

D: And how were the reactions towards this? In Hong Kong, in your office.

R: It was alright, I mean not really shocked or anything. We were just trying to use it, trying to get familiar with it.

D: Yeah, but what were the reactions? Positive or more negative?

R: I think it is neutral.

D: Ok so for you there were no big changes or anything that is ummm..

R: I think it is kind of just like before, what we had, before. Now it is just more consolidated, like everything is there, what is the sector like, it just takes time to get familiar, where to find all the information.

D: Yeah ok, but do you think if there were other things, like more instructions about how to use all the tools, you think that would have been better?

R: Ehh... what do you mean?

D: Well, you said you just got an email with there is a new intranet..

R: Yeah..

D: Well do you think that if there were some videos or anything which tell you how to use the new intranet, which tools it has.. and some more information.. would that have been better?

R: Ehh... haha.. no I don't think that would increase the usage, I think the most important was like how we knew more about it was like for example corporate communications so our managers who show acceptance to use it .. so making a video or doesn't really help that often.

D: Ok, if there was more corporate communication, if your manager had promoted it more, it would have helped.

R: Yeah, yeah I think so.

D: So do you also think that if the manager uses the tools more, you are also using the tools more?

R: Oh yeah for sure.

D: Ok, and do you think that if.. Because I am doing research to those social media tools in the intranet.. because that is actually which is most new, the old intranet also already had news articles and those kind of things..

R: Uhu..

D: But ehm.. the social media tools, which make it a social intranet, those are new. Do you think that if people would get rewarded for using the tools actively, do you think that the people in Hong Kong would use it more?

R: Ehhh.. can you like kind of explain by what kind of function or application this thing is, because I am not really familiar with it.

D: Hahah ok. Are you familiar with Twitter?

R: With what?

D: Twitter?

R: Oh yeah, yeah, yeah.

D: Well, there is a tool in this intranet, it is called ChatR, and this is kind of like Twitter, so you can post something and do kind of 'tweets'..

R: Oh, okay..

R: And is it only like ehh for people in my region or like the whole Rabobank..

D: Yes it is the whole of Rabobank which has this new intranet... well it was actually planned to become a global intranet..

R: Oh okay..

D: So all the regions would be using the same platform.. but by now it is only Asia and Europe who is already using it but is still on the agenda to also expand this to the other regions..

R: Ok..

D: But because those social intranet tools are not used actively, we want to know what is wrong with it and how we can get the employees to use it more actively.. and before we actually launch this new intranet in the other regions as well.

R: Oh okay.. I see it a bit clearer now haha, it didn't know the function before haha.

D: Yeah, ok, well.. those new tools, is thus ChatR, which is this Twitter-like tool, and we also have communities, and we have profiles where you can set up your own profile, your experiences, etc.

And we have the possibility to like and comment on articles as well.

R: Oh okay.. so it is kind of like an internal Rabobank Twitter.

D: Yes exactly.

R: Oh okay.

D: But do you think that if the manager would reward you when you use it more actively, do you think that would help in Hong Kong?

R: I am kind of like conservative about it.. because if you knew that if like commenting and posting and stuff like that... would be meaning that you are not really like working.. do you get what I am saying?

D: Ehhmm sorry.. could you say that again?

R: Yeah ok, because I am not very sure about it because if you do like update your message like all the time.. first of all I am not sure if people would actually read it, because this gives people the feeling that like during working hours is not really doing your work.. is that..?

D: Yeah..well uhm.. It would be for work.. but I mean that if you would use it more actively you would be rewarded for this, do you think that it works, if your manager would reward you if you would use it more actively.

R: Ehhh... what kind of reward are you talking about?

D: Ehhhhm for example bonuses or an extra payment or.. ehhh..

R: Well.. I mean yeah.. if you would do it that way then of course you would use it more, because it would become one of your like uh your job, one of your responsibilities, so yeah I guess so..

D: Ok. Do you also think your colleagues in Hong Kong would think about like this?

R: Yeah maybe, I think so.

D: Ok.

D: Well, then I have some questions about uhm..because In order to align the improvements to everyone worldwide, we have also been thinking about cultural differences.

D: So ehmm.. how is social media used in your country or culture? In general social media.

R: You mean by general the whole country?

D: Yeah, exactly.

R: Well.. it is very popular.

D: Ok so..

R: Yeah I would say everyone uses it like generally.

D: Which social media do you think is most popular in Hong Kong?

R: Ehhh like Facebook I guess..

D: Ok..

D: So you think the thoughts about social media tools also in an intranet for work would also have positive reactions then?

R: Uhu...

D: Ok..

D: Because in the western culture, we are quite different in communicating.. how do you communicate in your culture..are you open, direct, formal, informal?

R: Ehhh... it really depends..like..I guess Asian culture is not like as direct as is Dutch.

D: Yeah..

R: But it really depends on ehh.. like the audience.. of course in like company culture.. then often you may be more formal and more cautious about what you are saying or what we write down..but with friends you are more socializing and like relax.

D: Okay, and at work..how do you communicate with your colleagues?

R: Ehhh.. in a polite way..

D: In a polite way?

R: Yeahh.. like a formal written professional way I guess.

D: Yeah.. but if this also different if you communicate with you manager or with your other colleagues?

R: Yeah... I mean we just make sure that we use the appropriate words or like tone when we are communicating..yeah.

D: Ok..but is there a difference when you are communicating with your manager or you other colleagues or is there no difference?

R: Ehh.. the same I guess.. yeah I think not much difference.

D: Okay...

D: Do you think that there is a big difference in the use of social media tools internal, between the western culture and your own culture?

R: Ehhh.. I am not sure how we apply our culture regarded by or in terms of internal social media ehh I really don't know how active or how you guys are using that to be very honest..

D: Yeah, yeah ok.. but you think there wouldn't be any differences with regard to culture?

R: Yeah..yeah not sure about what how actively we would use it internally it depends on what to say and what to write and if you have an opinion you really want to share with someone and ehh..you are sure that anyone would see that than you would be more open in order to express your opinion but if it is not like popular I mean like right now I am not sure if anybody would actually use it.

D: Yeah that is because there wouldn't be any reaction on it you think?

R: Uhu..yeah true, so if it is maybe like popular or like front page or everyone you are really sure that everyone gets to see your posts right, and then you have an opinion you want to share you want to express then of course people would be more willing and will be more actively using it within like if it is not like everyone knows about like what it is but is not here is no way of like people would be using it.

D: yeah..but do you think people in Hong Kong would be open and willing to share their

knowledge or their reactions or do you think they will also be scared to say something wrong?

R: Well it depends, it depends on the subject. If it sensitive then of course everyone would be more cautious but in general, eh I guess everyone would be quite open.

D: Ok, And do you think that the language would be a barrier? Because there might be people not speaking English very well?

R: No.. no I don't think so.. here everyone speaks English just fine.

D: Oh okay. So the barrier wouldn't be the language?

R: Uhh.. no, no not at all.

D: And then I have a question about internal marketing, which is almost the last question I will ask you.

R: Uhu.

D: How is the internal marketing used in Hong Kong?

D: How do you do internal marketing there?

R: Ehhh.. like in which aspect?

D: Well, is there internal marketing in your office in Hong Kong?

R: No I think we convey corporate communication which is like Claire Worp she is basically responsible for the communication in Hong Kong.. when there are events and stuff she would be the one to write emails, having conferences around.. think it is most like emails or on like Meeting point, the intranet.

D: So actually only Claire sends you emails and then you all know about it there are not more internal marketing activities than just emails and conferences by Claire?

R: Ehhh no it is mainly by our ehh.. corporate communication.

D: Ok.

D: So there are no other tools used than emails and conferences?

R: Ehhhh not that I know of.

D: Ok.

R: Or...like sometimes they like sent instant messages. But if there are activities or events then it is mainly by email or the intranet.

D: So you think that if we would like to reach you, the best way would be to do this via Claire?

R: Yeah.. everyone checks his emails so email is actually quite effective I would say?

D: Ok.. well, thank you very much for your time.

R: If there is anything else just let me know via email or just give me a call.

D: Thank you very much.

R: You are very welcome.

D: Good luck with your project.

D: Thank you.

R: No problem.

D: Bye.

R: Bye, bye.

Wang, LW (Shirley)
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S: Hello?

D: Hi, is this Shirley?

S: Yes, it is me, hi.

D: Hi this is Dide, I am calling for the interview..

S: yeah, sure.

D: Ok, yeah, first of all..what do you do, what's you work?

S: Oh yeah I will give you a short introduction, I work as the communication manager here so in Rabobank China, I am in charge of internal and external communication..So ehh for external communication it is mainly marketing and media relations, for internal includes news publication on Meeting point, so I am the owner, editor, authorized editor of Meeting point for China part.

D: Ah ok. Ok, so you also know the social tools from meeting point like ChatR, communities and profiles.. etc?

S: I know the profiles, and uhm I have never used ChatR actually. Haha.

D: Haha ok. And do you know communities and that you can comment on an article or like the article?

S: I have seen that but I have never done it.

D: Ok.

D: Ok well, the aim of the social tools is to encourage the employees to share knowledge and information to communicate faster and to collaborate more and to connect worldwide.

S: Yes.

D: And what I am doing is to find a way to improve the intranet and what should be changed and in which way. Therefore I would like to ask you some questions.

S: Yes.

D: Ok. Yes you are familiar with Meeting point because you are creating content right?

S: Yes.

D: Ok. And what do you think of it, is it user-friendly? And does it look good?

S: Yes. Um we used to use Tridium before..

D:Uhu..

S: It is quite different for uploading news stories, I think the new meeting point is more convenient than Tridium. But one advantage of Tridium is that we have a separate, quite independent China page, or you can file everything or put everything under your China page.

D: Ok.

S: You have a kind of China folder where you can throw in everything and organize it all by yourself.

D: Yes..

S: Maybe I miss this function in Meeting point. But I do not realise that Meeting point can do this as well so it can happen that my previous files or news stories can be a little bit difficult to trace back.

D: Ok.

S: Right now, what I am doing, is trying to create my own way of naming the files, I name the files differently. Like if I name it with starting with CN then all these news stories will group together.

D: Ohh ok..

S: Yes that is what I tried. I also tried to create a China folder, but then I found the publication is impossible. Then I have problems with the publication of my stories. So I talked to the original IT and he told me it is because my story is under China folder instead of directly under the news folder.

D: Aah ok. So what you would like to have is a separate folder for China and..

S: Yeah so that I can have a whole group of what I have posted before and that is easy for me to manage and trace back.

D: Yes, ok.

S: Right now, whatever I posted as all in the big, big pool of everything.

D: And you would like to have everything on Meeting point?

S: Yeah sort of, like I did before with the Tridium, it is the same, I have everything in my computer, but I like to know what I have published.

D:Ok.

S: Because you know, right now, it is launched for not a very long time, so I can still trace back and I still remember. But if this goes on for years, what did publish in 2012, what if I want to link back my stories, the previous stories. Or what kind of picture or logos I want to use..

D: Yes I understand.

S: Yeah..

S: Overall, it is much more user-friendly than Tridium. But these are the minor issues.

D: Ok.

D: And is posting articles on Meeting point the only thing you do with Meeting point?

S: Yes.

D: Ok so you also do not use the social tools?

S: Ehm no not really. I do not see many people using it, do we? You don't see much comments.

D: No that is true.

S: I actually follow, I actually tried to use it but sometimes I do not know how to use it or maybe you can put up a menu or something on it because I am thinking also for my colleagues, for everybody, that this is global news right?

D: Yes.

S: If I comment something, you know, not ... If I do something wrong it can be a real shame.

D: Yes..

S: So in that sense.. it is very hard for people even to try.

D: So is that the reason most people in Shanghai, according to you, do not use it? Or why do you think the people in Shanghai do not use it?

S: I think it is a big concern for people, at least it is my concern, I think for others as well..I haven't talked to them.. I don't think many of them realise that there are social tools available

D: Ok..

S: For myself, because I am the editor so I know it, but I still have this concern that what if I do wrong..

D: Ok.. So is that the main reason that holds you back using it?

S: Hmm sort of, and also the culture thing. You know for the Asian culture, we don't have this culture to really speak out.

D: Ok..

S: Yeah, I think it is also a culture thing.

D: Ok.

S: And also there are not so many Asian news, or country news, China news on the meeting point. And the global news seems to be a bit far away from us. It is very hard for us to comment on that, really. It is really hard for us to comment sometimes.

D: And for example ChatR, to post something?

S: I don't know how to use ChatR.

D: Oh, Ok.

S: And what is the function to use ChatR. What is the purpose for ChatR.. is that for people to chat with each other or to make comments, I don't know.

D: It is more like Twitter, do you know Twitter?

S: Twitter we don't have it here.

D: Ok it is a tool to post something, or to ask a question, but you can also send private messages.

S: But if I do it, do I find a target audience or will it be seen by all the people? That is my concern you know.

D: Yes...

S: First, I never used it before, and I never realised that we can communicate in that way.

D: Yeah..

S: That's the first thing, and also we have an internal communicator and this is more private. I still have the concern that people can see out chatting, you know.

D: That is true.

S: Yeah..

S: If it is on meeting point then everything should be in public, everything will be public and everything needs to be related to business.

D: Uhu..

S: Or corporate..

D: Yes.

D: But if you would for example like to know more about a specific topic, and you think ok how can a reach a broad audience of the organization, not only in China but worldwide, then you could for example ask this on ChatR.

S: Ok..Yeah.

D: It is a way people can easily share knowledge and information.

S: Yes..

S: It is not common to use here, first we do not know we have those functions.

D: And how come that you do not know this, in China?

S: If I don't know I don't think other people know.

D: But how come that you don't know?

S: We know those functions, we know that there is this life ChatR but very few people use it.

S: Or how to use it, what is it for?

D: Yes..

S: Maybe you need to do some promotion on this. I don't know. I also talked to my colleagues my communication colleagues in Asia and very few people use that.

D: Yes. But how come that people do not use it?

S: How come?

D: Yes..

S: Uhhh.. maybe it is not so necessary for them to communicate with people outside of China or outside of Asia. That could be one reason. It is already sufficient to talk in our little circle and we already have our internal communicator.

D: Ok.

S: And I can reach my colleagues.

D: But don't you think that if you connect with the other colleagues worldwide that you can increase your knowledge and maybe work more efficiently or more effectively?

S: From my side, hmm not really.

D: Ok.

S: I do not need so much input from people outside of Asia.

D: Alright.

S: I do not need to engage them so much.

S: Probably some colleagues in the Netherlands at the head office, but we talk like biweekly so it is ok, enough. And I can send emails you know.

D: What is your main media to communicate with other people?

S: Locally I can talk face to face, telephone, email, and then out of the country or city mostly email.

D: Ok.

D: And do you use social media yourself?

S: Yes.

D: What do you use?

S: Chinese Twitter.

D: And what do you use it for?

S: One purpose is to get more updated information of what is happening in the world what is happening in the country, for corporate or for news, because it is quicker than the formal news release.

D: Ok.

S: Much more quicker and diversified and covers all range. And also, I can set up my own preferences. So I can receive regularly news to my own preferences, like economics or soccer for example.

D: Yes.

S: And also for personal use, I have my own friend circle, and then we share fun stuff or you know it is a kind of I-media, myself media, I post my own stories on it.

D: And are you very active using those tools?

S: No. I am active in receiving news, not very active in posting news although I have friends doing that really crazy.

D: So you are more a passive user, more reading?

S: I am, yeah.

D: Ok.

S: And also sometimes it is for business, it easy to share photos or to share links, mainly photos is very easy.

D: Ok.

D: Do you think there are cultural differences if you look at the use of social media in the western culture and the Asian culture?

S: I cannot say, I don't know actually. But Chinese are actually very active in social media, very active.

D: Ok.

S: We are one of the most users in the world I guess right now.

D: Yes.

S: We are very active, yeah.

S: But I think the main difference lies in using the corporate social media, because in the personal social media we are open to express ourselves.

D: Yeah.

S: But in social media in corporate nature, we are not open. Expressing our thoughts, according to Chinese culture.

D: But that's because you are afraid to say something wrong?

S: Hmm.. yes. But it is more a cultural thing, we do not want to make ourselves standing out that much or the culture is just not so open and equal, you know, you respect your the thoughts of the senior very much, that you are afraid to challenge him in public.

D: Ok

D: So you wouldn't really discuss a topic with him.

S: It is improving now.

S: Uhu.

S: But for example in the one to one meetings or discussions, of course you would discuss and challenge, but in group meetings it is still...asking questions yes that is more acceptable than challenging.

D: Ok.

D: Is that because he is higher in hierarchical level?

S: Yes, yes you have to give him space.

D: Ok.

S: You have to show your respect.

D: Ok, alright.

D: So you realise that you communicate in another way with him than with other colleagues?

S: Probably there is difference, but not too much, it is the same, with colleagues is the same, with do not want to challenge each other in public we do not want to make him nervous or make him shy.

D: Ok, yes.

D: At work you think social media wouldn't really work in China?

S: I wouldn't say really work, it is different, people are not so actively engaged than in the Netherlands. We are less engaged than the western countries I guess.

D: Ok.

S: For work.

D: Ok.

D: And when this new Meeting point was launched in November last year. How was this launched in China?

S: Ehh, it was good. The people didn't find it too much difference.

D: Ok.

S: They welcomed it.

D: Ok.

S: I think the problem is here, what we have, and I am also among discussion of our colleagues here in communication..

D: Yes.

S: Is that we like a kind of Asia feature. In two ways, one way is our news get more uploaded on global level, if I show it on the homepage then China story can go to global now.

D: Yes, and do you like that?

S: Yes we love that. But the other thing is.. we don't have like a specific Asia page or China page now. So if there are some stories, that we think it is too much to share with everybody in Rabobank.

D: Yes.

S: And we only want to share it in China or in Asia, we cannot find the place we can share it.

D: Do you know communities?

S: No I don't know.

D: There is a function called communities and there you can open a community, and you can make it a private one, and then you could call it for example China, and then you could share everything in there.

S: Oh.. that's good. Where is it?

D: When you go to Meeting point, you see in the upper bar "communities"...

S: Yes yes yes.

D: Then you can click on communities and set up your own. You have members and can make it private if you wish to.

S: Oooh ok I see.. I can create my own community.

D: Yes exactly.

S: Ok.

S: But that is more for discussion instead of posting stories?

D: Yes that is true.

S: But I will have to ask people to go into communities to see my story right?

D: Yes. But they could follow this community.

S: Yes they need to follow me.

S: Yes, yes.

S: Because previously with the Asian meeting point, it was the default page, when staff opened it they had to see it, it goes right in front of their eyes.

S: I know that in Australia and in the US, they keep their own original page, their own country page.

S: But for Asia we don't have that

D: Yes that is true, that is because we haven't launched the new meeting point in those regions, not yet. But they will get it as well.

S: Yeah.

S: So it is kind of two ways, one the good thing is that we get to publish our stories at a global level.

D: Yes.

S: For example, last year, I posted the story of our country manager with the Dutch prime minister, the story is on the front page for at least 2 to 3 weeks and here we are very happy with this because whenever you open it you see the picture you see the story at a global level. But on the other hand, sometimes we find that we kind of lack an Asian feature here.

D: Yes, Ok.

S: And another thing I noticed is that not many, some staff does not know how to set up the preferences.

D: Oh, Ok.

S: Yes.

S: We sent emails, we trained them, so with the new joiners some new staff coming in, they haven't set up the right preference. For example, So they haven't click on some things and they see very different news.

D: Yes that is true.

S: That is one thing, it is hard to follow with everybody.

S: That is one thing that is a bit a hassle here. Because sometimes I publish the story and then I talk to staff and then say I haven't seen it, I don't see it at all. Ok let me see your preferences, ok you didn't click China, you didn't pick Asia.

D: Yes.

S: That is why you know.

S: And then with some new joiners this keeps happening.

S: So you coach the old colleagues and then the new colleagues are coming in I cannot check this with them every time.

D: I understand.

S: Whenever there is new staff on board, I sent over a message with a guidance.

D: Yes ok.

D: But when it was launched, the reactions towards this meeting point were they rather positive or negative?

S: Yes the reactions were positive.

S: Yes.

D: Ok.

D: And do you think that if management in China would be more actively using the social tools do you think the rest would follow?

S: I don't think so, they are too busy haha.

D: Haha.

D: So if management would be active, do you think that wouldn't matter?

S: No, that doesn't matter really.

S: Oh you mean for the social tools?

D: Yes, if management would be actively using them.

S: Yes, yes, yes.

S: With Meeting point, probably everyone just uses on their own, but for social tools yes.

If management starts to comment, starts to chat or talk with the staff more actively, yes, yes, of course, staff will react more actively as well.

D: Ok.

D: And if we would reward you for using the tools actively, you think that would work?

S: Reward me?

S: Yes, yes, yes, I think so.

S: I think first you need to promote it a little more aggressively.

D: Ok.

S: Maybe send over some menus, some highlights, to engage more people, to make people realise it. I don't think, especially here in China when we are so far away, and also because of the language barrier, you know some staff their English is not so good so you really need to remind them, need to educate them, it takes some time.

D: Yes.

D: Because when it was launched, how was this done? Which media was used or which internal communication?

S: Eh mostly by email, and then by newsletter.

D: Ok.

D: Ok so how do you think, if we want to promote it more, how could we reach you in China in the best way, which media tools or channels should we use?

S: I think the best way is to educate us, communication managers first.

D: Ok.

S: And then, we educate them or we send over the message to them. Or some message or some posters, you know to promote their awareness.

D: Ok, yes.

S: Because if you send over on global level, you know like FM, or starts with your general email address, somebody the staff does not know, they would just automatically delete it.

D: Ok.

D: Ok so we would have to reach management first?

S: Yes I guess so. If I send something they will read it. If it is from somebody they don't know, they would just ignore it.

D: Alright.

S: Yeah.

S: And also we can do some promotion in the office as well, as using the cards, posters, to post it in the office. Like other campaigns or projects. Yes. They do that as well. Like CRISP or...

D: Ok so do you think that works well? Is that an effective tool? Using posters.

S: I think so. Yeah, yeah, in the kitchen, in the pantry on the corridor on the doors, so whenever people walk in and out, they would take a look. They will notice it, and then I will also follow up with email and if necessary we could organize a small workshop so...

D: Yeah.

S: And then you have any budget to really reward people for using it, then that would be fun.

D: Yes, Ok.

D: What are according to you the opportunities for sharing and connecting within your business line?

S: Ehh...Well that is my job. My job is communication so I have to share and communicate with my colleagues.

D: Yes but I mean..

S: The benefits is that I can help them deliver the message from management to staff and I can also know the need from staff then I can help create a more positive and satisfying corporate culture here, and external is of course that leading, generate business lead.

D: Yes but if you could share easier information with for example with other communication managers or connect more with them, what possibilities or opportunities would there be?

S: Oooh.. yes of course a lot of positive results. Yeah, I know what they are doing in their country and I could share some best practises with them.

D: Uhu.

S: And I can learn from their practice and from their mistakes. Yeah.

D: Yeah, Ok.

S: It is very good for brainstorming, for creating new ideas.

D: Uhu.

S: Of course, yeah.

D: Ok. How do you think the people in Shanghai would think about internal social media?

S: I don't know, I never heard them commenting on it. I guess not many people are using it.

D: Yeah..

S: We do use a lot the internal communicator.

D: Ok.

S: Sometimes when a colleague is on the phone, I can use this communicator so I don't have to think about it anymore and then she will get back to me afterwards. It is much more efficient.

D: Ok. Alright. And what do you think of the appearance of the meeting point, is that alright? How it looks like.

S: It looks Ok. One good thing is that I get so much global news now.

D: Ok.

S: And that really helps me to see a bigger picture.

D: Yes.

S: Yes that is very good. But like I said before, it has two ways, we also lose the Asia feature.

D: Yes.

D: And what do you think about the language, do you think it could be a barrier for you in China?

S: It is ok, easy to read.

D: Ok.

D: And if you communicate with your colleagues, how do you mostly do this?

S: Email, telephone, yes.

D: There is no way you could reach them best?

S: Telephone, face-to-face discussion and email.

D: Ok.

D: Ok, well I think I know enough.

S: Probably people do not know what to discuss and they have the concern that if anything goes wrong it goes all globally. That is a shame..

D: Yes..

S: Or like what I mentioned, people are not really aware of the advantages of using ChatR.

D: Yes exactly.

D: Ok.

S: Ok thank you!

S: If you need any help, let me know.

D: Thank you very much.

S: You are welcome.

D: Thank you.

S: Bye.

D: Bye.

Peffer, B (Bart)
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D: Hi, I am Dide Hamans.

B: Hi, Bart.

D: Yeah.. well I am doing research for Corporate Communications of Rabobank International. I am doing research on the new intranet, Meeting point, do you know it?

B: Yes.

D: Ok. Well in this new intranet there are some new features such as ChatR, communities, profiles, and you can like articles and comment on articles.

B: Yes.

D: So with those tools they wanted to create a social intranet with the aim of better connecting employees worldwide, to encourage collaboration and increase sharing of information and knowledge. This globally, because it now is a global intranet. However, at the moment these tools are not actively used.

B: Yes..

D: And I am trying to find out why, and how we can best motivate and activate the employees.

B: Yes, to lure them to the tools.

D: Yes, exactly.

D: And I want to interview a few people to see how they experience this topic and what they think of Meeting point's social tools.

B: Yeah, ok, well I, myself, work for the Wholesale CRM department, CRM means customer relationship management, basically everything we do here with clients is reported into the system, so if we have had a meeting with clients, or about clients, than we report this in the system so we can always review what has been agreed upon. And also all opportunities, so all the possible deals that we can have with those customers, are reported into that system.

D: Ok so you are mainly concerned with the system itself?

B: No, my role is...since we roll out this system globally, the bank is divided into regions and per business line .. so everyone I am working with has a number of products worldwide, so someone does that in America, someone does that in Europe, and I do this in Asia.

D: Ok.

B: So we use people in those regions, of those departments, we train them and then eventually they train the final user.

D: And for what are they trained?

B: Ehh .. to know the system well, and that includes some way of working as well, so a way of collaborating within the bank for that system..so everyone uses his/her own methods most easy and convenient for them. The purpose is that the system will be the same for everyone and that they will all use this system Clientlink.

D: Ok.

D: But you are mainly concerned with Asia?

B: Yes, now yes. Asia is the only region that has not gone live yet. Asia is the last area where we need to roll it out, going live in July.

B: I think there is also a Clientlink community at meeting point? But I do not know .. I do not think we do anything with it.

Because there are actually two sharepoint sites, one is for the project, and one is for our department, actually intended for the end user. So there they can go for training materials, we post news, we post if there is a new release, etc.

D: Ok, so you are never using Meeting point?

B: Ehhmmm .. I, myself, not really. I actually use it for eh.. to see how the departments are structured, the organization charts.. If I want to know how GFM in Asia looks like, who the manager is, how many people there are, etc.

D: Ok so you just use it to search for information?

B: Yes.

B: So adding little information.

D: Yes.

B: It is one of my homepages. When I start up the internet I have 4 internet homepages, and Meeting point is one of them.

D: Ok, and do you also use the social tools?

B: Actually almost never.

D: Ever used?

B: Well, when ChatR was just launched... I had a look at it, and I think I have ever liked something, but my profile is not updated for example.

D: Ok. But why do not you use it?

B: Ehhh..well actually we have other channels to reach our people and that is mainly email, and I think that is one of the reasons it is not working because a lot of information goes via email, the old method is still used. And that really needs to be a switch in mind and must eventually happen...because we also notice this with Clientlink, everyone was used to that if you had gone to a client than you actually typed out the conversation and then you emailed it to the people who need to know.

D: Yes..

B: And now the idea is to report everything on Clientlink, and then the system ensures the right people will read it.

D: Yes.

D: And what do you think about the website, how it looks like and whether it is user-friendly?

B: Ehhh I like how it looks, the look and feel. I think it looks very nice. I was very used to the old meeting point and I always had a link to RN, to the raboweb. This is something...because the separation is sometimes a little weird because if you want to book a room or if you need to register a visitor you will have to do this at raboweb, at least that was always the case, so yeah it took some time to get used to it, but now it is ok. However, the search function does not work properly.

D: Ok.

D: And how did you actually know about the new Meeting point? When it was launched?

B: Eh...well, coincidental, because the guys who have also worked on our own site Clientlink, also worked on Meeting point.. so from them we heard they were busy with this.

D: Oh ok.

B: So in that way.. and I think it has been in the mail..and I think Meeting point has always been my homepage, so I think it was automatically linked or I do not know...maybe an error message that you had to go to a new site..

D: Ok.

D: So there was no internal communication used?

B: Well I do not really know, because when was it launched?

D: November last year.

B: No, I am not really sure whether there was some communication about... at least it did not stick to mind.

D: Ok.

B: So nothing big.

D: Ok, so not really impressive.

B: No, but not that I know...Look, actually a website like this needs to speak for itself.. and especially what people want ehh .. indeed just the news, which is also read a lot I guess..

D: But what were the reactions when it was launched?

B: Ehmm .. Well actually, and then I repeat myself, that it looks really nice but finding things, in terms of navigation, did not really go well. But I also think that is partly because people were very used to the old Meeting point.

D: Ok, yes.

D: And do you use social media in general?

B: Nah.. not that much.

D: Ok.

D: And if you use it, what do you use it for?

B: Actually, more to get information, and just watching.. not really adding.

D: Ok.

D: Do you see the purpose of such a social intranet?

B: Well, I think if you get such a community really successful.. because we have tried that as well in the beginning.. but you really need to have someone who writes something in there...who is enthusiastic about it. And then he or she actually needs to nominate someone, like "now I would like you to write something".. and that eventually needs to lead to a discussion. And also that people help each other.. that they do not always need to come to us. That they ask their questions in this community and give their opinion, which will lead to a better way of cooperation. Yes, I think in the ideal world, it would be a good medium. I just think the people are not really used to it.

D: Yes.

D: And how would you motivate people?

B: Well maybe you should try something that you ehh.. have a few enthusiastic users writing something, once a time, and that they nominate someone else. In this way creating some pressure.

D: Yes.

B: What else you can do... that if the tools are used very actively that it is stimulated by a price or something, or that another ehh ...

D: Do you think that works? Rewarding someone.

B: Nahh maybe that is just a push in the beginning, but I do not think that works in the long term.

D: But to create some activity in the beginning...

B: Yes exactly, but do the people actually know it is there?

D: Well that is disappointing.

B: I think 90% of people in America it less interested in what is happening here, than what is happening in their own environment.

B: And maybe there is overlapping of projects or specific topics.. of course, now you get more and more of these global initiatives.

D: Yes.

B: It is important.

D: But because you also have some kind of intranet...what experiences do you have with that? Does that work well?

B: We do not really look at the usage of it, we are working on it now.. to build it all over again.

D: Do you have any social tools?

B: No, initially we indeed also had the idea to set up such discussions.. but yeah.. that is a

little...then only someone of the project or programme reacted.. so actually the same problem you experience.

D: Yes.

B: I guess it is just not really something that people are waiting for, because I think in addition to their normal work...they see that as additional.

B: It should also be clear of... yes of course it is always nice to contribute to something, but it is also nice to get something in return. It might not be entirely clear what the added value is.

D: Yes.

D: In terms of cultural difference .. you think there ehh...

B: Yeah I think so, yes.

B: in the Netherlands people often have strong opinions, and they will also speak out, and that is always a little more difficult to introduce change. And yes if you look at Asia they are a lot easier..if you tell them "from now on we are going to do it that way", they more quickly show acceptance.

D: They are a bit more flexible?

B: Yes.

D: Do you have a lot of experience with that?

B: Nah, now we are still beginning, that will have to be experienced soon.

D: And if you are communicating with Asia, do you notice that you have to communicate differently?

B: Hmm .. no not really.

D: No?

B: No.

B: It of course also depends on what kind of relationship you have with those people, which I think is more decisive than the culture. So if you have spoken to the person several times or have seen him/her once, it is often easier. If you have not spoken to anyone for a long time, you can obviously do this better face-to-face. But I am doing this not yet...maybe now I will find out that I had better taken this into account.

D: Yes.

B: I will learn this by experiencing it.

D: Yes.

D: For how long have you been working with Asia now?

B: Now 2 months.

D: Ok... And if you want to motivate people to do something, how would you do this?

B: Ehhh ... well what we have done with Clientlink.. actually more in general: this is the new system, this might be in it for you, start using it and see whether it has benefits for you. By doing this some branches would actually do so while other branches keep working in

traditional ways. They stick to the old methods. This year we have worked top-down, we made agreements with the senior manager about the system and the use of it. We started collaborating more, and that this will be measured as well, and preserved in the KPIs, and thus in such a way making it a bit forced.

D: Ah ok...

B: So that is a little bit the way the change will be caused.

B: In addition we have, for example, for each account-manager we have set up a plan where we say; well this is what you can expect of us this year, what are the problems this year, and then you attune this and come to a plan together. And the goal is to accomplish the objectives of this plan.

D: Yes..

B: And in this there are always parts of change, but in this way it is aligned with management so if they agree on this and support it...this often works best.

D: So you basically have contact with management and then they ensure that it is implemented in Asia itself?

B: Also...yes.

D: Ok, so if we will soon come up with an idea to motivate people to start using the tools, and we will have to reach the people in Asia...

B: Uhu..

D: What would you use? Management?

B: Ehhh.. Well I do not know if Meeting point has such objectives as such a commercial system as we have...I think that with Meeting point you cannot enforce this within the KPIs...so that will be more difficult. But it might help if you have management writing a motivating piece.

D: Ok...

B: But yes you could try to enforce it. If that works, it of course will be working out.

B: But a website such as Meeting point should actually be selling itself, a local place where you can easily get the information you need.

D: Yes.

D: Well, I have one last question. Because do you think that for example, such a layout of the site, would have to change because of cultural differences?

B: Ooh...ehhh...Well I do not really expect that. To me, if you are looking at things of Apple for example, or Microsoft... they also do not have a regional approach or regional look or feel for a product. So I do not think that is necessary.

D: Well, they could of course think that looks very Western, that does not appeal to me.

B: I think there they may be even further with technology things, that would not be a problem, I think.

D: Ok.

B: I do not expect that..I would be surprised.

D: And what do you think the benefits or opportunities would be to connect globally and to globally share information and knowledge?

B: Well I think that this may indeed contribute, imagine you indeed want to know something about a particular topic...and if this is working and you post it there, and you have a response very quickly, assuming everyone looks at it, then you get real fast to the expert, the one that knows a lot about it, you are directly at the right address. Because the Rabobank is a large organization it may cost some time searching for the right address.

D: Yes..

B: So I do think it has real added value. And I also think it would be fun if there are colleagues busy with a project in Hong Kong, and you have contact with them and you can exchange information, experiences, and knowledge.

D: So you would be open for it?

B: Yes I think it can have real added value.

D: Ok.

B: But then it needs to be actually used first, and work properly.

D: Yes exactly.

D: Well ok, I actually know enough now I guess.

B: Ok.

D: Well, thank you very much.

B: You are welcome.

D: Ok, bye.

B: Bye.

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D: Hi, I am Dide Hamans.

A: Hi, Anne-Marie Breuker.

A: Well, tell me, what would you like to know.

D: Yeah well I am doing my internship at RI Communications, and I'm doing research on the new Meeting point, actually about the social tools: ChatR, communities, profiles, and commenting on articles, or liking of articles.

A: Yes.

D: Those are actually the new features of the Meeting Point, and they have asked me to find out why they are not actively used and how we can improve that.

A: Yes.

D: Do you do a lot with Meeting point?

A: Yes and no. I do a lot with meeting point in the sense that if I want to look up something about the organization, but I do not use this social media. I look at it quite often; if I want to find people and for the organizational charts, but I must say I find the new meeting point sometimes more difficult to search than the old meeting point, perhaps because I was too familiar with the old page...So I am using it less.

D: Ok .. and why do you not use the social tools?

A: Because it has no added value for me .. look, commenting on things that...I actually do not do that in general.. never in my private life. I do have social media but I am not very active. But for my daily work and for the contact with my colleagues, even outside of the program in which I am employed, I do not see there is a lot of added value.

D: Ok.

A: For example, I use Communicator a lot. I can see very quickly whether someone is available, and I can just ask a question.

D: Yes.

A: And for the rest, I always know who I should reach, I might call, email, or I use communicator.

D: Ok.

D: And why are you using it less?

A: I use it quite often as a kind of reference work, if I have to search things. And I find the search function difficult, let me put it this way, more difficult than the old search function. I

cannot find back half of the things I need. So that is really the main reason. I used it a lot. So far, it is not my primary source.

D: Ok. Because what are you actually doing?

I am the implementation communications manager of the Client Data program. Client Data is a global program, in that sense meeting point is of added value since we have our own site under the "about us" functionality. This we use also to share general information about the programme worldwide.

D: Yes.

A: But for the rest ... I see Meeting point daily. I look quickly what new things there are, you name it. So I do that .. but that is also it.

D: Yes. Ok.

A: We have different levels of communication... we have at general level knowing what the program does, for this you use Meeting point. There you find a story of what the programme does and what the objectives are. Our newsletter is included in there. If we want to give people some more general information, we send the Meeting point site .. and for people who are really actively involved we have sharepoint.

D: Ok.

A: There you find much more substantive information, real documents of the program, for the people really involved this is interesting but not...

D: Ok, yes..

D: But are you in Communications yourself?

A: I am not from the Communications department, I am in Operations.

D: Ok. And at your department Client Data, how do you mostly communicate?

A: We are at various levels, we communicate with our direct stakeholders through, well, international conference calls, here we have meetings where we discuss real substantive things, Emails we send out, we have sharepoint which we use a lot, newsletters we sent every 6 weeks, and Meeting point.

D: Ok, and what is most effective you think?

A: It depends on for what purpose you use it .. for each goal we have... I cannot say well this is the most effective.

D: And if you want to motivate people, want them to get active to do something?

A: Well, there is a lot of difference between...about who are you talking, because even a drink can be very effective, we do this occasionally. We communicate very open and transparent, we do not leave it to be OUR project, but we really do everything for our stakeholders.

D: Yes.

A: And it ehh....I for example organized a conference last year, well that is a very effective way to involve people.

D: Yes.

A: But that is very focused on the content. Our newsletter is very efficient to inform. Also for those a little less involved. And this is also very effective.

D: Ok, do you have a lot of contact with people abroad?

A: Yes.

D: And who mainly?

A: In fact all locations within RI Retail, and we have to deal with Operations, with Compliance with .. basically all kinds .. but we have contact almost on daily basis.

D: Ok.

A: And that is why sharepoint is so useful because this is how we can share everything with everyone around the globe.

D: Yes.

D: Ok so..because I also look at different regions and also in terms of communication ..and cultural differences .. how do you feel about that? Or what have you come across?

A: That is very different, you have to know what you want to communicate.. we are now organizing workshops which will be done in Utrecht, which we also do in New York, Dublin, Hong Kong, Singapore, well yeah that is different .. I, myself, I am just back from Singapore .. and the approach is quite different there.

D: How different?

A: In Singapore, for example, people do not, or in Asia in general, people will not say that you are not well organized for example. They see that as failing. In the Netherlands, we are very direct.. to give an example.. in Singapore, in particular, you have to abide by local laws regarding data sharing, you cannot just say "this my client". When I was there, I said yes but listen, as a bank we also have obligations regarding risk management, if we do not do well as a bank as a whole....but for that I need client data. But the people of Operations say about Compliance "no we do not say anything bad about the people who lead us". Utrecht is very different, here we do not have that hierarchical approach. Therefore, in those regions you will have to take this into account when approaching people. So if I want to get something done in Singapore, Compliance is a very important stakeholder.

D: Ok.

A: If I want to get something done here in Utrecht, there are other major stakeholders. And that is communication as well; for what purpose you use which means.

D: Yes..and do you notice that you communicate different with those people? Are you less direct or...

A: Yes, I do try, but that does not always work haha. But we do try.

D: Yes.

A: Yes, we try to keep that in mind.

D: And do you also notice differences within Europe?

A: Well, I think that is ok.

D: Ok.

A: Yes there are always...and maybe I am already too used to working with different nationalities...I think in Europe it is more in France and Germany, but we do not have much to do with those countries because we work via the service center in Dublin.. yes, in Dublin the people are very different compared to London.

D: in which sense?

A: Well that has more to do with the Rabo-culture that prevails there.

D: How do you mean?

A: Well London is of course a large office, already for a long time, so they acquire themselves another position than for example Dublin does.

D: Ok..

D: And how do you mean that it is different in France and Germany?

A: Yes there hierarchy is very important. I have not experienced this myself because I am not very active in these countries, but I have heard from colleagues that there hierarchical lines are very important.

D: Uhu.

A: In Asia as well. In the Netherlands much less.

D: Yes.

A: In America also less.

D: Yes.

D: But what do you think we should..because now we have a global intranet...do you think we should take into account these differences...in a particular area?

A: No, I think that is fine because they are all professionals.

D: Ok.

D: And why do you think that most people do not actively use the social tools?

A: Nah I think a lot of people are also hold back by the fact if you comment on something that everyone can see that.

D: They do not dare?

A: Yes.

A: And yes, you know, for me...you are working all day so I am not also going to start a discussion about any article..

D: Ok..

A: If something is not clear in an article, and I want to have clarity, I can mail that person in just a minute.

D: Yes, but if you put it as a comment under an article other people can read it as well and have this clarity.

A: Yes...but also because I know her, I just easily email her.

D: And if you did not know her, would you have put it as a comment?

A: No it did not even come to mind.

A: I associate social media also more with private life than with my business life.

D: Do you think it would not work in business life?

A: Well there are certainly places where it does work...but here I think..I think there is not really a need...I do not know what the purpose is, what I should do with it.

D: The purpose of the social tools is actually to better connect people globally, to facilitate sharing of knowledge and information and to encourage and to stimulate cooperation.

Discussions, new ideas...

A: Yeah...I have seen that it is much more common within Rabobank Nederland(RN), there the people have discussions with each other...But perhaps the people within RI know each other already very well.

D: But that is not globally..?

A: Yes, also.

D: Yes?

A: Yes.

D: Ok.

A: But I realize that...I have daily contact worldwide..and actually have this via Lync or via email, or via conference calls.

D: Uhu.

A: But that is because it is very focused on a topic..and that is not something I would share with a whole group.

D: Yes..

D: And how do you think we can make them more active?

A: Well I would first find out whether there is a need to do that...you should not search for a solution for a problem that does not exist.

D: No, but they would like to make it a success because it would improve cooperation and sharing of knowledge and information.

A: Yes, but is that actually, in my opinion that is...for sharing knowledge, I think it is too limited for that.

D: Ok... and why do you think that?

A: It is a bit...yes you write a few characters and that is it.

D: Well if you can show your view or opinion on something, this might change someone else's view or opinion as well.

A: Yes..

D: And if there is a duplication of projects in two different places, experiences can be shared like "well here we are struggling, and this is what I experienced", which saves you time.

A: Yeah, but that sort of things I am doing more via personal contact and by other means. I do think it is a very important subject, though..

D: But maybe you approach someone who is not involved in a particular project or who does not have any experience with the problem you have, while perhaps there is someone on the other side of the world who knows a lot about it. Communicating it via the tools there might be people reacting on it who have this expertise.

A: Yes...if I, personally, may...I always know people who do know...even being on the other side of the world, because I have a lot of contact with the other side of the world.

D: Yes..

A: Yes, if anything I need to know, and I know someone in Australia who knows everyone in Australia...I send him an email like "hey, can you get me into contact with someone who...".

D: Ok..

A: So that...my current network is such that...but I must say, it just does not come to mind to use the tools instead.

D: But you do see the idea or purpose of it?

A: Yeah...but I am also a limited social media user in general. Also with Facebook and those kind..I use it, but also limited. So maybe that is... But undoubtedly there will be people who do use this a lot, but I am still searching where I would miss something that could be filled up with this.

D: Yes..

A: I cannot really give an answer to that by now..

D: Yeah..

A: Being able to see how many people have seen the article I do like.. And I do "like" something sometimes. But for a question or a discussion I rather use my own channels..

D: With the people you know..?

A: Yes or via the people I know.

D: Yes..

A: So in that perspective, I might be a bad example..

D: Haha. No that is fine.

A: No but I do understand.. I just think there is no real need.

D: And why do you think that?

A: Because you are so busy all day with what you are doing, and this is very directed...and for this you have an x number of ways to get to the desired situation; this can be Meeting point, conference calls, a drink...and within this I do not see the added value of social media.

D: Yes, ok.

A: But that does not mean it does not exist.

A: But I would...maybe if something is initiated, something of a debate, I might be joining.

D: Ok.

A: But again, of course, this costs time and focus...and especially in busier periods....

D: Yes..

A: But I also think that if there are more people using it, others will follow.

D: Yes.

A: But ehh...all very vague answers..

D: No that is not a problem, also part of it.. haha.

A: Yes..

A: Well ok.

D: Thank you for your time.

A: You are welcome, if you have any questions please let me know.

D: Yes, thank you.

A: Ok.

D: Bye.

A: Bye.

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A: Yes hallo?

D: Hallo.

A: Hi.

D: Hi, is this Alfonso?

A: Yes this is me, how are you?

D: I am fine, thank you, how are you?

A: Very good, thank you.

D: Ok, great.

A: So tell me, you are doing some kind of analysis for a survey or something?

D: Yes, I am doing research for Corporate Communications in Utrecht, research about the new intranet Meeting point.

A: Ok.. welcome, please go ahead.

D: Ok.. well, are you familiar with Meeting point?

A: Yes, yes I am.

D: Ok, and where do you usually use it for?

A: Well the thing is, every time we open internet, by default it comes out Meeting point, the first thing that is out there when we open internet. So, you can say I always have it open.

D: Ok.

D: And for what do you mainly use it?

A: To be honest, to keep updated with the news that comes up, because since we are here in Spain maybe to see what happens in Utrecht or elsewhere. It helps to keep us updated on information, important things that happen and maybe we don't get to know as much here.

Meeting point is very useful for that.

D: Yes.. and do you also know the social tools like ChatR, communities, profiles, commenting and liking on articles?

A: Ehh.. less to be honest.

D: But you do use them sometimes?

A: I do, yes.

D: Ok, and which tools do you use?

A: The articles you mean, no?

D: No it is more about communities, ChatR, or commenting on articles.

A: Ok.. well, I know it is there but I haven't used it to be honest.

D: Ah ok.

D: And why haven't you been using those tools?

A: To be honest, I haven't seen any need right now.. I don't know what the use of it can be right now.. I haven't really thought of it, I haven't had a chance to look at it, to explore and... you know.

D: Yes, ok.. but do you know how they work? Or you haven't look at it yet at all?

A: No I haven't even looked at it yet.

D: Ok. And what do you think about Meeting point, do you think it is user-friendly?

A: Yes I think it is.

D: And do you think the set-up of the website is a good set-up?

A: Yes..yes...

D: Ok.

D: And do you use social media in general?

A: I don't use it to be honest because we don't have access to Facebook or any other social media through our internet, because it is blocked here.

And since I don't have access I don't use it, because when I get home it is too late and I don't want to go into Facebook or to go into my computer anymore. So, yeah, I don't.

D: Ok, so also not in private live?

A: No.

D: Ok.

A: I guess I would if I had access to it here, in the office, well then.. yeah, I know it is not the most professional thing to do, but I think that if I did have access to Facebook in the office, I might use it more.

D: Yes, ok.

A: But since I don't have access here and I am all day in the office, in my personal time, I don't use it either.

D: Ok. You said that you might use it if you could have access.. but what would you use it for?

A: Keep in touch with my colleagues, with my old friends and colleagues and.. yes keep updated with my friends I lived outside of Spain before, and I think it is a fantastic tool to keep updated with friends.

D: Ok..

D: And what do you think about social media internally, in the company?

A: Eh.

D: So having our own social media.

A: I guess it would be good, it would be interesting to see what other people in other countries are doing.. yes I think it would be good.. why not...

D: Yes.

A: That would be good, yes.

D: Because we do have such social tools in our intranet, do you know that?

A: Well.. yeah.. where is it? Because I have Meeting point now open, and where can I find that...

D: Well, on the upper-side of the website you see like a workbar.. right?

A: Ok..

D: Well it says ChatR, communities, people.. do you see that?

A: I see life ChatR feed.

D: Yes that is ChatR.

A: Is that it?

A: Ok ChatR.. let me see.

A: Yes I am in.

D: Well now you can see that you can post something, ask a question, or send a private message, right?

A: To whoever in the bank?

D: Yes, exactly.

A: Ok.. ok..

D: And then you have communities..

A: Where is that?

A: Is that different from chatR?

D: Yes it is different, you can make your own community, your own group and then perhaps discuss a topic or collaborate or..

A: Ok ok, I see..and I can join also these groups I guess?

D: Yes, yes might join communities with interesting topics.

A: Ok.. ok..

D: And then we have profiles, do you know that?

A: Yes.. that I have seen.. you can add your picture and.. no?

D: Yes.. did you do that?

A: No.. not yet.. I had something else to do.

D: Ok.

A: But I did see that, I did go into that, I know I have this.

D: Ok..

D: And do you know that you can also comment on articles?

A: No.. I didn't.. I can?

D: Yes you can, if you go to an article you like it, push the like button that you like the article, or put a comment under it. So you could actually start a discussion about an article for example.

A: Ok.. what do you think.. yeah yeah yeah I have seen it.. I have never done it..

D: Ok.

A: I see what you mean..

D: All those tools that is what I am doing research about.

A: Ok.. well I think it is a pity because I don't think everybody knows about the ChatR and Communities and.. I knew there was something but to be honest I never had the time or.. maybe the bank, or you, has sent some emails or something or there has been some kind of communication..

D: Yes..

A: About this.. but yeah... I don't think many of my colleagues know about this.

D: Ok..

A: Maybe they do..

D: Well.. yes, perhaps many people do not know about those tools, the thing is that they are not actively used, and what I am trying to find out is why they are not used and how we can make the employees use those tools

A: Well.. I think I guess I talk for my colleagues also, I think most of us we might not use this because we did not know this was here. Or we don't know what it is for.. to be honest, I know it was there I see it every morning, I know it is there, but I have never gone in because I never thought of wow what is this for.. You know, there is a lot of information on Meeting point, lots to look at, and you don't have a lot of time, you are working, your day to day ... you don't have always the time to spend hours and hours looking at Meeting point and see what is there..

D: Yes..

A: But it is good, because it is easy, it is easy to access everything, but there is a lot on Meeting point that we don't use because, well, one, because we might not have the time, and two, we didn't even know they were there.

D: And do you think that if they would know about the tools that they would use it?

A: I don't know.. could be.. it is also a matter of.. maybe.. time, a time issue.. I don't know.. it is good as I was saying it is always good to keep in touch with people but I mean your friends are always more attractive.. than keeping in touch with someone within the bank you know..

D:Uhu..

A: But I mean, I guess it would be interesting.. I guess I could maybe start using.

D: Yes..

D: And what do you think about if management would be actively using those tools? Do you think the rest in Madrid would follow?

A: Yes could be... yes.. of course, could be. That would help, if management would start, yes.

D: And do you think that if people would be rewarded for using those tools actively, would that help?

A: Well, I guess yes, no? But I mean.... are they really going to reward us for using this?

D: No this are just ideas..about how we can get people active.

A: Yes.. I guess.. well it depends on what kind of rewarding you are thinking about.. if there is some kind of rewarding yes I guess maybe but I don't see it is the best way to...yes I guess they would, yes.

D: Ok.. And when the new Meeting point was launched in November last year..How was it launched in Madrid?

A: Well.. if I can remember correctly but I think we got an email, that the new Meeting point was going to be launched and that is it. And one day we open the internet and there was the new Meeting point. If I remember correctly, we got an email.

D: Ok.

D: It was just an email?

A: I think it was, yes.

D: And what were the reactions from the employees?

A: None.. neutral.. no reactions to be honest.

D: Do you think we should have promoted it more?

A: Well.. maybe not as much as the new Meeting point is available blabla.. but more what the context of the new Meeting point is, what is new and how to use it. Maybe yes that could have been useful, yes.

D: Ok. And in Madrid, how do you normally communicate with each other?

A: We are a small office, we are only 22 so if I need to talk to a colleague I just stand up, walk two meters and talk with him..

D: Ok.

A: Either like that, or email I guess.

D: Yes.

D: And if we would like to motivate the employees in Madrid, how would you do that in terms of communication, how would you reach them best, most effective way of making things clear and motivate them to do something..

A: Well.. I guess it is first a matter of letting us know what tools are available for us and what the intentions of using these tools.. keeping us updated and reminding us all the time.. "hey

guys remember you have life ChatR”, and sending us emails I guess.. that is our main tool.. so email is a good way for communication I think.

D: Yes, ok.

A: By email keeping us updated on new features and how to use them.. and things like that.. we can at least motivate people to.. well, good, let me have a look at this.

D: Yes.. but I mean more, if you want to motivate people to do something, which tool would you use to reach them best?

A: Oh, email. Email I guess..

D: Ok..and then I have some questions about culture.

A: Uhu, sure.

D: Do you have lots of contact with other countries as well?

A: Yes, not a lot, but we do.. I work in Mergers and Acquisitions..so yes we might have more contact with other colleagues.. especially in the United States and Latin America, but I guess my other colleagues maybe less.. maybe more with Utrecht..but yeah there is some kind of contact, not a lot but occasionally.

D: Ok. And if you have contact with other countries, do you see some differences in culture?

A: Every day less to be honest. Not as much, no.. there are some cultural differences in terms of timing for example, lots of people they like to put conference calls and they sometimes.. for example, you in the Netherlands have lunch, I guess from 12h to 13h.. more or less.. and here in Spain we have lunch from 14h to 15.30h.

D: Uhu..

A: So a lot of people don't have that in mind and they put lots of conference calls at that time.. it is when you are done having lunch and they forget that it is our lunch time.

D: Yes..

A: So sometimes there are some cultural differences in that sense, in terms of timing, or when they have lunch or even dinner, maybe sometimes we call at 18/19h and you are having dinner.. no?

A: And for us we are in the middle of the afternoon..

D: Yes.

A: But besides that, the rest is fine, every now and then we, more and more we live in a more global world and the cultural differences are less and less.

D: But do you also see differences, in well, in terms of communication, the way you communicate... would you be more formal, less open.. or.. anything?

A: No,.. no that is why.. that was what I was trying to say.. in terms of communicating with people.. the language is more and more global, and email, at the end, it is the most common tool used for this.. and email is formal but also, you can also use it as an informal way of contacting people..which is good.

A: No.. less, less.

D: Ok so you do not really see differences in when you communicate with other countries?

A: No.. to be honest, no.

D: Ok.

D: And what about the use of social media in Spain..is it used a lot?

A: Yes, a lot.

D: Ok, and .. well I think I asked you before, but do you think it could also work to have internal social media, in the workplace, in the company?

A: So with the ChatR thing you were saying for example?

D: Yes.. so ChatR, communities, profiles.. the social media parts in this intranet.. you think that the people in Madrid would be open for using it?

A: Yes.. they would. Not as much as you would with you personal things because you are consuming time for your work and things like that, but yeah I guess they would.

D: Ok, and do you think the English language could be a barrier?

A: No.. no.

D: Ok..

D: Well ok.. so I think that was it actually.

A: Yes?

D: Yeah..

A: Well thank you, I hope this was useful for you.

D: Yes, thank you very much.

A: Ok, well thank you and good luck with your work.

D: Yes, thank you very much.

A: Ok, let me know when you need anything else ok?

D: Yes, thank you.

A: Ok, bye.

D: Bye.