

Social tools in the workplace

How Rabobank International should encourage its employees to be more actively using the social tools of the intranet

Bachelor Thesis



Rabobank

By Dide Hamans (1614210) Year 3 Fast track course of International Business and Management Studies, University of Applied Sciences of Utrecht

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Foreword

This thesis is written for my Bachelor degree in International Business and Management Studies at the University of Applied Sciences Utrecht, as a result of three years of study done with much motivation, enthusiasm and interest. The research was executed as an internship at Rabobank International(RI) in Utrecht, the Netherlands.

This research was conducted in order to give valuable recommendations for RI on how they best can encourage their employees to use the social tools of the new intranet, launched in November 2013, more actively. This in order to improve collaboration, internal communication and pro-actively sharing of information and knowledge. The topic has absolutely interested me and resulted in endless motivation.

First of all, I would like to thank management and the employees of RI Corporate Communications for having me as an intern, providing their help, and making my stay at the department very pleasant. I want to thank my supervisors Camille van de Sande and Meike Brandt for their guidance, feedback and advice, their input in time and effort. Furthermore, I would like to thank Daniel Leonard for his practical support and help, input and thoughts about the subject. And finally, I would like to thank my supervising lecturer Maurice Brown for his guidance throughout the research, his recommendations and feedback.

Utrecht, June 2014,

Dide Hamans

Executive Summary

Many companies have included social media features in their corporate intranets to encourage collaboration and knowledge sharing, and to improve internal communications. Since November 2013 Rabobank International(RI) has launched their new worldwide social intranet, Meeting point. However, like in many other organizations, RI's employees are not using those social media features of the intranet actively.

Therefore, for RI to take advantage of this trend and all the benefits it can bring the company, the proposed research question is: *“How should Rabobank International encourage its employees to use the social media tools of the international intranet more actively?”*. The aim of this research is to analyse the main reasons why they are not actively used, taking into account cultural differences, and to find out how RI could best bring this to the desired situation. In order to answer this question, orientation interviews, online semi-structured surveys and additional in-depth interviews have been conducted. The population consists of only 45% of RI, all the employees from the Netherlands, the remaining countries of Europe where RI operates, and Asia. These are seen as three different regions.

For now the intranet is mainly used to get company information or to stay updated with news. The social tools are only used by 28-35% of the employees. The main reasons for not, or not frequently using the social tools are that they do not see, or do not know, the added value of the tools, they see it as something “extra” disconnect with their daily work, and because there are already too many other ways of communicating which are seen as more convenient or easier to use. Next to this, there is a significant concern that it is seen by everyone in the company. Furthermore, education and awareness is lacked, there is still 42% who does not know the social tools. This is enhanced by the finding that the tools seem to be too hidden in the intranet.

What we can conclude is that although already 76% of the employees are rather passive users of social media in general, people tend to become even more passive users with internal social media. They will express themselves to a limited extent, especially in Asia. This might be because of cultural reasons, but might also be the organizational culture.

Widespread usage seems to be key, if the tools are used by colleagues, and especially by management, others will seem to follow. In order to create this, active management and the need for clarity on how to use them, when and why to use them, are of great importance. Only if a widespread usage is created it will result in benefits for both the employees and the company. Moreover, as widespread usage is enhanced the tool will become an embedded

tool in the organization, and eventually it will become an urgency to use the tools as well. There needs to be a change in the organizational culture by creating a culture of openly and actively sharing information. However, this might take time.

The two options of advice result from the needs of the employees. Option A will be a lower cost approach than option B. This is an approach of policy and organization around the existing website. The focus is here on showing added value, creating awareness, and management leading by example. Option B represents a change in the look and feel, and set-up of the website. After these changes the launch can be done all over, and awareness, education, adoption and activation, will have to come back to attention once again.

1. Introduction

Social intranets and its importance

Social intranets are becoming more and more popular, many companies have included social media features in their corporate intranets to encourage collaboration and to improve internal communications (Chaney, 2013). It is aimed at saving costs and time, and at working more efficiently and more effectively.

The social media tools of an intranet can provide many benefits for an organisation. However, lots of research about this topic shows that many organizations are disappointed in their internal social media. The targets were set higher than the tools are actually used (Koeleman, 2014). Frederieke den Ottelander has done research on this topic, and after a conference she said " It is seen as hot, hip and happening – yet I was surrounded by over 50 disappointed, discouraged and some even severely frustrated people" (Ottelander, 2013).

All benefits occur only if the employees actually use the tools, including social networks with employee profiles, blogs, status update tools, commenting, rating and a range of other channels (Holtz, 2011). Organisations in which social intranets are a success are often organisations which are actively working on this topic for a longer time, and which have a structural budget and capacity for it (Koeleman, 2014).

To increase the usage of the social intranet of an organisation, research inside the particular organisation will have to be done. In order to take advantage of all the benefits it will bring a company, and to do not stay behind with this trend, it is important to find out how the company can best do this, before wasting time and effort.

Research for Rabobank International

Since November 2013 Rabobank International(RI) has launched their new worldwide intranet with social media tools, with the aim of improving collaboration, co-operation and the pro-actively sharing of information and knowledge. The intranet was needed to globally connect people, information, knowledge and tools in order to transform global knowledge into local expertise and local expertise into global knowledge (International, 2013).

"The always connected, natural entry point for every Rabobank employee to get information , tools, know-how and to co-operate with colleagues. Thus enabling to efficiently respond to clients demands."

However, like many other companies, RI's employees are not using those social media features of the intranet actively. Therefore the proposed research question is: *"How should Rabobank International encourage its employees to use the social media tools of the international intranet more actively?"*. The aim of this research is to analyse the main reasons why the social media tools of the global intranet are not actively used, taking into account cultural differences, and to find out how RI could best bring this to the desired situation. In order to answer the proposed research question, several research questions will have to be answered first:

- ❖ How are the social media tools of the intranet currently used?
- ❖ How and when was the new worldwide intranet launched and what were the reactions from users?
- ❖ Why are the employees not using the social media tools of the international intranet actively?
- ❖ What are the cultural differences regarding interactive social media tools?
- ❖ What are the employee's needs regarding the Intranet?
- ❖ What are the reactions towards different internal communication tools?

At the end of this research advisable recommendations are given in order for RI to take advantage of the trend and improve its worldwide internal communication and collaboration.

Target Audience

The target audience for this research is all the employees of the department Corporate Communications, with an extra focus on the team responsible for the global intranet. The audience believes in the benefits this intranet will bring for RI and is convinced that it is deemed to work out. However, they think that the employees of RI are not very familiar with social media in general, and that the organizational culture also works against. "It is not common to say something wrong in this organization, people think twice before they say something" (Brandt, 2014). Next to this they think they have put the focus too much on functionality and should have focused more on adoption. Their need is knowing how they can get the employees of RI to use the social tools of the intranet more actively.

This report starts with a brief literature review, followed by the methodology, findings per sub-question, conclusions, regards towards ideas for improvement, the opportunities it can bring, recommendations, and ends with the appendix with detailed information and figures.

2. Literature Review

To have strategies implemented more effectively it is of great importance to have excellent internal communication (K, Ahmed, Rafiq, & Mohammed, 2013). To have some control over internal communication, key influencing communities should be assisted to communicate more effectively, and a positive communication climate should be supported (Clutterbuck & Hirst, 2012). According to David Clutterbuck and Sheila Hirst (2012), the core of internal management is the thoughtful combination of autonomy, to give allowance to each function to communicate its messages in its own way, and integration, to make sure that everyone, understands how each part fits into the whole image.

To generate commitment and an effective implementation of any policy, several marketing tools and techniques can be used internally (K, Ahmed, Rafiq, & Mohammed, 2013). The tools used for internal marketing are similar to those of customer-based marketing. However, in the workplace is significant emotional labour involved. Typical internal marketing tools used are: internal newsletters, staff magazines, staff meetings, team-building exercises, and awards for employees (Blythe, 2012).

For effective communication, it is necessary to use a coordinated variety of media. In general, face-to-face communication with immediate superiors works best (K, Ahmed, Rafiq, & Mohammed, 2013). According to Martin le Jeune(2012), face-to-face meetings are fundamental, and is the most effective employee engagement channel (Jeune, 2012). In preparing people for change two-way communication plays an important role (Institute of Leadership & Management, 2013). Videos, although success is dependent on the personality of the spokespeople, and a tabloid, human interest style – a chatty daily mail tone, are seen as effective and engaging (Jeune, 2012). Also manager-led meetings are seen as a vital part of employee engagement, with personalisation of the message as a key to success. However, there are some concerns that employees are reluctant to ask questions in front of a large crowd, and are not engaged enough (Jeune, 2012).

One of the most important things in practice for internal communication to be effective, is senior management. They seem to make the weather for internal communication (Jeune, 2012). According to Martin le Jeune(2012), senior management understanding the strategic importance of internal communications rather than seeing it as something transactional, gives an internal communications function the mandate it needs to operate. This results also in senior management being willing to give their time to act as role models and reinforce the message being communicated (Jeune, 2012).

The role of internal marketing according to Winter is “aligning, educating and motivating staff towards institutional objectives, the process by which personnel understands and recognizes not only the value of the program but also their place in it” (K, Ahmed, Rafiq, & Mohammed, 2013). Concerning market segmentation, it is important that employees are segmented along motivational lines. Also market research will have to be done, which is identifying the wants and needs of employees and discovering what impact different HRM policies have on the employees (K, Ahmed, Rafiq, & Mohammed, 2013).

To create an organizational quality culture in which people are ready to adapt, to change on their own, and are ready to be innovative, there is a need for involvement of all managers at all levels throughout an organization. People react negatively to change because they see it as a threat to position, prospects or prosperity, they are uncertain about what this change will bring. Participation is the best cure to resistance, and information is the best medicine for uncertainty that arises (Institute of Leadership & Management, 2013).

Social Intranets

Data sharing, made possible through the intranet, allows employees of various levels to access data and helps them to save time. The use of an intranet will have a positive influence on communication, time, productivity, costs and collaboration. Next to this, it will ensure an incorporated and distributed computing environment, and it promotes equal corporate culture in information viewing (Vernekar, 2011).

Many companies have included social media features in their corporate intranets to encourage collaboration and to improve internal communication. Kathryn Yates, global leader of communications consulting at Towers Watson, said that “By its nature, social media is designed to build community and could help engage employees on key topics such as performance, collaboration, culture and values. As the need for global collaboration increases, we expect more companies will join those already leveraging social media to creatively communicate those messages” (Chaney, 2013). According to a study from McKinsey & Company, social intranets can lead to faster access to subject matter experts, reduced time-to-market, lower operational and travel costs, and to increased innovation and revenue (Holtz, 2011).

According to a recent report by Microsoft and Ipsos Public Affairs, only 9% of global information workers says that social tools has reduced their productivity, while approximately 46% says it has increased theirs. Next to this, 42% says that it has also resulted in more workplace collaboration (Nanji, 2013).

However, all benefits occur only if the employees actually use the tools, including social networks with employee profiles, blogs, status update tools, commenting, rating and a range of other channels (Holtz, 2011). According to Holtz (2011), it is important to let employees know not only that the tools are available, but also what is in it for them to start using the tools. Also, marketing the tools before they are launched will create anticipating so employees will get curious (Holtz, 2011).

A social intranet with the features and characteristics of a social media platform is not necessarily a success (Ottelander, 2013). According to Frederieke den Ottelander (2013) there are five success factors for a successful launch, implementation and maintenance of a social intranet. Employees should not be expected to behave as they do on Facebook or elsewhere online. Your manager who evaluates your performance reads along and not all of your co-workers are your friends. Next to this, every company is unique so the intranet needs to be tailor-made (Ottelander, 2013). According to Frederieke den Ottelander (2013), it is important to listen to your employees, involve a group of users in the project, prevent getting the IT- and Communications departments to think for them. Engage employees and watch them. Moreover, continue listening and reviewing. A successful intranet is a constantly improving intranet. Start polls about improvements or new initiatives and implement the most popular ones (Ottelander, 2013).

Research from a variety of scholars show that the main challenges that have to be met by developing an intranet are organizational and human factors (Jonkman, 2002). It also has to be suitable with the organizational structure and culture. Getting employees engaged and to adopt a completely different approach to doing their daily activities, qualifies a culture change. To change culture, rewards and recognition will have to be realigned to reflect the certain desirable behaviours. You could for example reward employees for doing something particularly innovative or creative using social media tools (Holtz, 2011).

According to Jonkman (2002), there are three differences in intranet communication caused by culture. "First, Dutch employees will gather information more actively on an intranet than employees with German and South Korean nationalities. Second, South Korean and German employees consider the presence of a relation in communication on the intranet more important than Dutch employees. Third, employees with South Korean and German nationalities are more reluctant to start using an intranet than employees with a Dutch nationality" (Jonkman, 2002). However, according to Nanji (2013), Asians are most likely to attribute higher productivity by increasing the use of social tools (Nanji, 2013).

Why a social intranet is a failure for starters is usually related to the organization around the launch and implementation, such as for example, unclear purpose and goals of the intranet,

an unrealistic budget for building, the implementation and maintenance of the intranet, or no real engagement by management. Other symptoms of a not properly working social intranet is outdated information, an illogical mess of tools and software to use, or incomprehensible icons for functionalities (Ottelander, 2013). Prescient Digital found that the requirements of those tools being successfully used are proper planning, engaged and supportive executives, and participatory employees (Chaney, 2013).

Cultural differences with regard to social media

The usage of social media increased everywhere in the world, with Brazil as the number one social media users (Egros, 2010). However, there are a few interesting differences in the usage of social media around the globe, and interesting differences in the usage of global cross cultural intranets (Baar, 2012). Differences are impacted by the driving factors: how open the culture to share information online, the purpose of social media, language, and the number and types of social media users among the total population (Egros, 2010).

Individualistic cultures focus on meeting new people and being seen by others, rather than maintaining their already existing relationships (Sawyer, 2011). Chinese people are very open for people in their social circle, and more closed for people outside this circle (Baar, 2012).

Also the reasons to use social media differ greatly (Egros, 2010). According to Anne Egros (2010), the most frequent use of social media in China and France is staying in touch with a friend, while in Japan blogging is very popular. Most popular in South-Korea, The Netherlands, Italy, Spain and Russia, is staying up-to-date on news and events. In India the motivation to use social media is researching for work (Egros, 2010).

According to Chris McGrath (2009), most differences can be flattened with modification and innovation in the five areas: design, language, language subtleties, performance and faces (McGrath, 2009). Asians enjoy more anime-style emoticons, muted pastel colours, illustrations and muted tones, while western pages are primarily created with texts. Japanese and Koreans are uncomfortable with posting pictures of themselves at their personal intranet pages, they prefer to use avatars or pictures of pets (McGrath, 2009). Just copying your local design does not work (Baar, 2012). The foreign look and feel on both sides works against (McGrath, 2009).

Also Europe shows some differences. According to Alex Baar (2012), people in France have a bigger hesitation and observation before they enter in new social media than people in the

north of Europe. The north of Europe has a very high penetration of young people online, and behaviour is different when you grew up in a digital environment (Baar, 2012).

Also Geert Hofstede's dimensions can be used for examining the differences in the different cultures (Janssen, 2011). In high power distance countries, it might be very powerful if the CEO is active at the company's social media platform, while at countries which score low on power distance, it might work the opposite when the CEO is posting actively. They are inclined to say or think "hasn't he something better to do?" (Baar, 2012). While in collectivist countries you will have to read between the lines, individualistic countries are very straight to the point (Baar, 2012). According to Alex Baar (2012), China is relatively active in "group" facilities and in updating profiles. According to Freek Janssen (2011), it is to avoid topics such as sexuality, religion and crime in social media in masculine countries like Italy, the UK and Germany. More than feminine countries like the Nordics and the Netherlands, masculine countries are focused on Klout scores, the number of Twitter followers, and the ROI of social media (Janssen, 2011). It is also important to look at to what extent a woman can decide, or can influence a man (Baar, 2012). Countries which score high at uncertainty avoidance, want to keep control of their data online and have a fear for privacy issues in the online world. For example people from Germany, Spain and Belgium permit you to only a small part of their data (Baar, 2012). According to Alex Baar (2012), in short-term oriented countries people click more easily "like" than people in long-term oriented countries (Baar, 2012).

While all cultures around the world value their individual norms, beliefs and traditions, that makes each of them unique, social media links them regardless of differences and geographical boundaries (Sawyer, 2011). Especially in business, it is important to communicate the right thing in the right way, and to understand your audience so you can take the right conclusions (Baar, 2012). Ethnocentric communication strategies and a "one-size-fits-all" content are no longer sustainable. It is important to reach users through localization strategies and to create content with cultural sensitivity. We will have to adjust to online behaviours of target audiences at country level, and to their language (Egros, 2010).

The use of social intranets has increased dramatically over the last few years. Although it will have a great influence on an organization, there are many challenges, including cultural differences, to overcome first. Excellent internal communication and marketing will be of great importance by implementing new policies or change. Employees will have to be motivated and engaged, and different marketing tools and techniques can be used to achieve this. Next to this, the launch, maintenance, and management are large influencers.

3. Research Method Strategy

3.1 Orientation

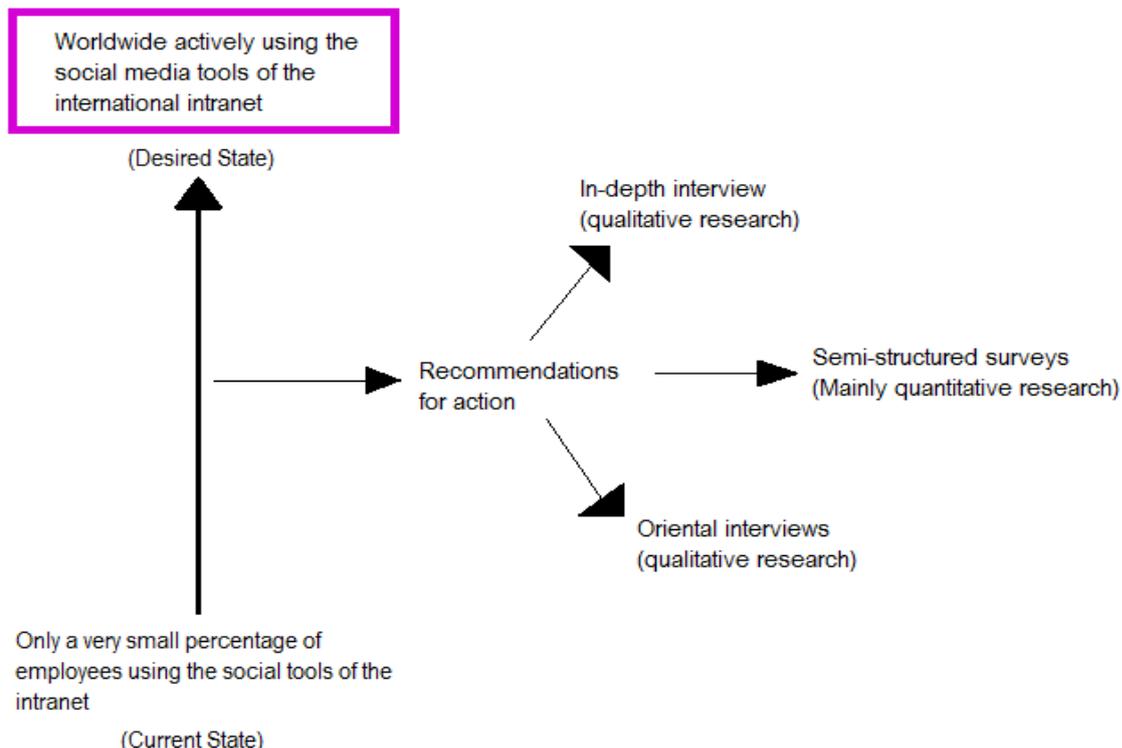
This research is about solving a practical problem, also called applied research. Moreover, it is a cross-sectional research because it is being carried out in the present. The question to be answered is an evaluative question, and the best methods to use answering an evaluative research question are often surveys and interviews (verhoeven, 2011). Next to this, desk research is done as well, both to orientate and to compare results.

A preliminary research has been done first with orientation interviews, then a semi-structured online survey has been distributed, and finally in-depth interviews have been conducted to supplement the findings and to be able to answer all the sub-questions.

Online surveys have a rather high expected response rate, saves time and money, and facilitates collecting data (verhoeven, 2011). Next to this, the whole population has a connection to internet and email-addresses are available.

Using more than one data collection method, the mixture of quantitative and qualitative, in one research design enhances the validity of the results (verhoeven, 2011).

All those separate studies will lead to recommendations for action to bring RI to the desired state.



3.2 Data Collection

Orientation interviews

In order to set up the survey an analysis of the current usage of the intranet has been done and several people have been interviewed so that the subject and the concepts involved could be well-defined. This preliminary research was done face-to-face. Next to this, an appointment had been made with a colleague who is able to enter the system behind the intranet, and data could be analysed from there. The interviews have been conducted with five people, all appointed by the company supervisor. Notes were taken and typed out. The time spent was one to two weeks.

Semi-structured surveys

The first draft of the survey had been checked by the company supervisor, one of the members of the management team of the department, and two other colleagues involved in everything related to the intranet. Adjustments and additions had been made.

To enhance the credibility and reliability of the results, the questionnaire structure, the question formulation, and the formulation of the possible answers was the same for all respondents (verhoeven, 2011). Next to this, open questions were kept to a minimum, and the questions about the same subject were placed in the same section and titled. Because you can affect the way questions are answered, answers always started positive, and simple questions were put in the beginning and in the end (verhoeven, 2011). Moreover, personal questions were placed at the end, and a note was included mentioning they did not have to answer specific demographical questions if they did not wish to. This was done to generate trust and to prevent incorrect skewing of data collected. To make it more convenient to fill in, filter questions were used. The survey consisted of 23 questions. Answers differed from single item answers, scale, open answers, semi-open answers and multiple answers (Appendix 3.2.3).

An email explaining the research and its purpose had been sent to the heads of the other regions, including the survey planned to be distributed the week after (Appendix 3.2.2). This has been done to inform them and increase the probability that they are willing to participate. After considering three different systems, SurveyMonkey had been chosen to use because with this tool Rabobank's house-style could be used, and it would prevent advertisement. Next to this, several colleagues recommended this tool/system, and an account had been created in the past. It is an easy tool to work with, including the possibility to compare and filter data. The tool processes the data automatically and data can be exported to excel.

The survey had been sent to the whole population in order to increase the chance of having a high respondent rate, and thus increasing the reliability, and because of the possibility to filter respondents or answers if needed.

A newsletter format had been set up in Rabobank's house-style with a brief text about the purpose of the research, a note that all data will be handled confidentially, and a link to the survey (Appendix 3.2.4). This has been sent via email. Employees had two weeks to fill out the survey. In the beginning of the second week a second email had been sent to the managers of the other regions to bring the survey back to attention and to emphasize its importance, and a reminder had been sent to everyone, including the link.

In-depth interviews

In order to go more into depth and to supplement the findings of the survey, 17 interviews have been conducted. Also to examine the underlying motives the respondents may have. This has been done with a topic list (Appendix 3.2.5), through the telephone or face-to-face. The advantages of conducting interviews is that you can change the research as you go along, and that it is an open and flexible approach (verhoeven, 2011). The interviews have been recorded, and typed out afterwards, to prevent any distortion of what took place and to improve reliability (verhoeven, 2011). It took four weeks to have everyone interviewed, also because of time differences with the different countries.

3.3 Data Analysis

The data collected with the surveys was sent straight to a data-base of SurveyMonkey. This data-base enables you to compare and filter particular data and to export the data to Excel. There has been a big non-response of some questions because the questions were not required to fill in. Therefore there is a larger chance that the completed questionnaires do not represent the sample (verhoeven, 2011). However, all questions have been filled in by a sufficient sample size (Appendix 4.5), and differences according to demographics and geographics have been examined. Only remarkable differences will be mentioned.

All the different questions of the survey have been assigned to the different sub-questions, in order to answer them. The open questions have been exported to Excel and the answers have been categorised, coded and counted.

The 17 interviews have been recorded and typed out (see interview transcripts). The amount of interviews had been more than enough because a saturation point has been reached. Irrelevant information has been removed from the full texts, and the answers of the respondents have been allocated and structured to topics and sub-topics (figure below). This qualitative method is called exploration. The topics were chosen to allocate the answers

better to the sub-questions. However, not all topics have been examined in each interview. Per topic the answers have been evaluated and summarized.

Meeting point Use it? Reason? Use social tools? Reason? User-friendly? Use of social media	Launch How launched Reactions More promotion?	Active Management	Opportunities Sharing/ Connecting
		How to get active	
Rewarding	Culture Use of social media Internal social media Communication Appearance Language	Internal Communication Used tools How to motivate Most effective	

3.4 Population and Sampling

The population consists of all the employees from different departments and functions, all working in the Netherlands, the remaining countries of Europe where RI operates, and in Asia. These are seen as three different regions and consist of 8275 people.

Survey Sample

The survey has been sent to the whole population in order to increase the chance of a high response rate. The larger the sample, the better the chance that it is a good reflection of the population as a whole (verhoeven, 2011). The people who filled in the survey, form the simple random sample. This is a probability sampling method, because each person should have an equal chance of being part of the sample (verhoeven, 2011). The sample consists of 1391 people, which represents a response rate of 17%. By having the sample consisting of people from different regions, background, and jobs we increase the generalizability (verhoeven, 2011). The three regions have an approximate percentage in the sample, corresponding to the percentage they have in the population (Appendix 3.4). Although there are no real figures about the demographics of the population, we may assume that the demographics of the sample correspond to the population based on the knowledge of the employees of Corporate Communications (Appendix 3.4).

So because the group's most important attributes resemble those of the population, the findings are valid. Therefore we may say that the generalizability is high and therefore the sample is representative (verhoeven, 2011). Broadly speaking, quantitative analysis can be done on sample sizes of 100 or more (verhoeven, 2011). So even though all the questions of the survey are not filled in by the whole sample, all the questions are filled in by enough

people to be valid. However, comparing groups is not possible for each question because of a insufficient sample size.

Interview Samples

The sample of the interviews has been selected through the snowball method, which is a non-probability sampling method. By using a small network of people, names and email-addresses of potential respondents have been collected. In this way experts or involved respondents could be reached. This also increases the amount of people willing to participate (verhoeven, 2011). These people have all been contacted via email. The in-depth interviews have been done with 17 participants, consisting of four(24%) people from Europe, five people from Asia(29%), and 8(47%) people from the Netherlands. The proportion of the amount of people interviewed by region are in line with the proportion the regions have in the population (Appendix 3.4). Their functions, age, and departments vary to increase generalizability.

The orientation interviews have been done with five people, members of the management team of the Communications department, and members of the intranet team (all working in the Netherlands). This is a non-probability purposive sampling method, because the interviewees have been selected on the basis of given characteristics as they were either the owners or the ones responsible for the intranet. These people had been appointed by the company supervisor. See Appendix 3.2.1 for names, functions and region of interviewees.

3.5 Limitations

The tool of observing interactions on the intranet has limitations, not all the features of the intranet could be measured. Next to this, with the tool/system used to distribute the survey, we are limited to collect only 1000 responses per month. Furthermore, because of time considerations there has not been the possibility to do a better orientation on the subject, the thoughts about the subject, and the concepts to be tested. Next to this, because of geographical reasons it was not possible to observe the employees and the working environment in other regions than the Netherlands. Also, interviews conducted with those employees had to be done by phone. Furthermore, the amount of responses per question of the survey differ greatly, resulting in some questions to be more generalizable than others.

3.6 Delimitations

The scope of the research is restricted to RI. The employees being approached will differ in age, function and region, but will all be working at RI. There will be a focus on only 45% of RI, consisting of the employees of the Netherlands, the remaining countries of Europe where they are active, and Asia. This is because by now only these regions have adopted this new intranet, and their previous intranet has been removed. However, soon all regions will adopt to this new intranet. In addition, the focus is only on the social parts of the intranet: ChatR, communities, profiles, and liking/commenting on articles or news.

3.7 Ethics

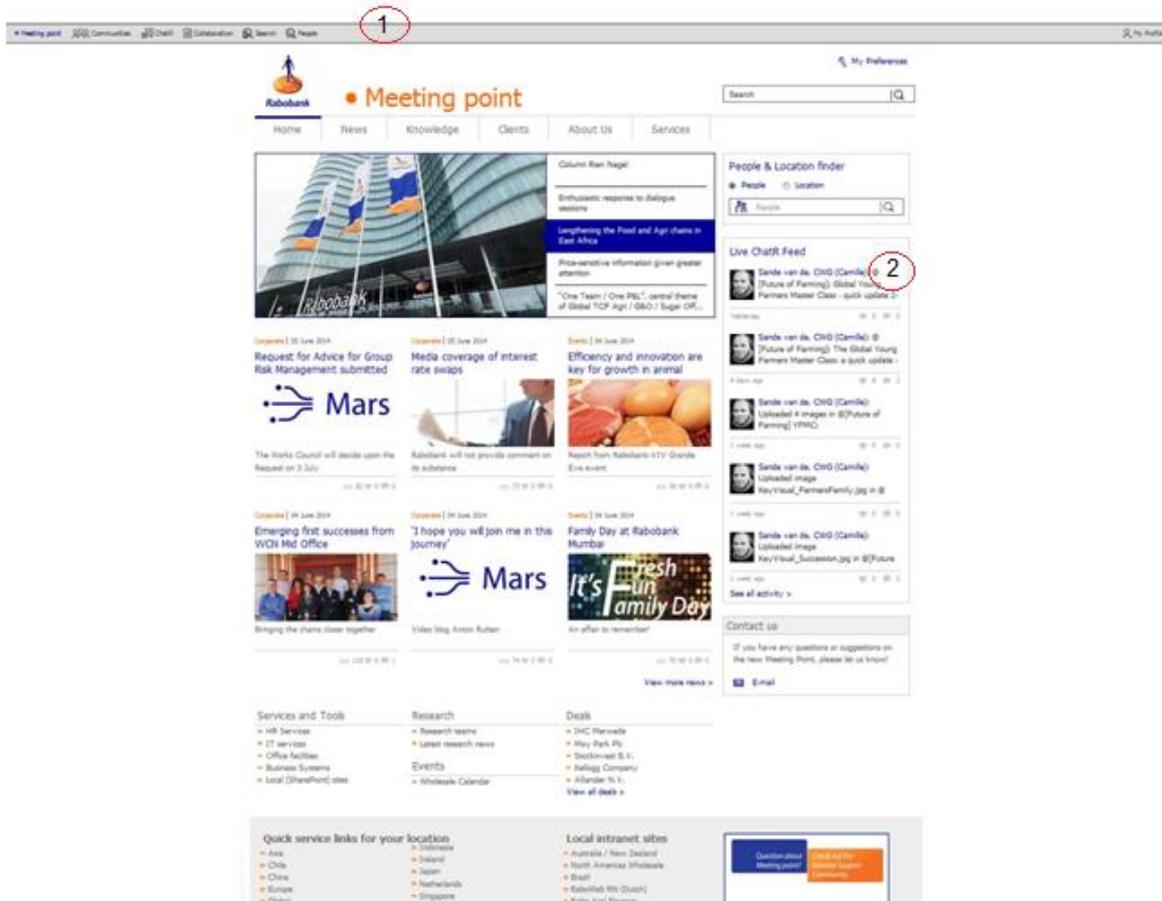
The respondents have been informed of data being handled confidentially. This has been done in the email sent and in the survey itself. Next to this, they have been given the choice to fill in a particular question in such a way that no questions were required to fill in and to specifically mention it with the personal questions. The data collected will only be available to one employees as well. Next to this, the information of this research will only be available for all the employees of RI's Corporate Communications department.

4. Findings

4.1 Orientation interviews & expectations

An orientation research has been done to get a better view of the problem, the intranet, and the thoughts about the problem. Some of the remarks:

- Het intranet consists of several websites, of which Meeting point is the central website. Everyone in the company is supposed to have this as the start-page of the browser. From this central site you can click further to other sites.
- The new Meeting point contains, among others, social tools: ChatR, communities, profiles, and liking and commenting (Appendix 4.1). These can be found at two different places on the homepage.
 - 1) On the upper side of the homepage it has a toolbar
 - 2) On the right side of the homepage you get the life feed from ChatR, and the newest updates of the community you are in.



- There are two search functions, one can be used to search only inside Meeting point itself, and the other one searches the whole intranet.
- The intranet has only been launched in the Netherlands, the rest of the countries of Europe where RI operates, and in Asia. This consists of only 45% of RI.
- If you would like to set up a community you will have to ask for permission or approval first.
- If your name has been mentioned in ChatR, or the community you are in has a new update, you will receive an email only when you have ticked this in settings.

Next to getting more familiar with the intranet itself, also thoughts of the target audience about the problem and possible solutions have been examined. The following map of words has been created:



4.2 Current use of the social media tools of the intranet

Although there are limitations of not being able to observe interactions of all the features of the social intranet, and to only see data of the last 90 days, the following tables give us an idea about the current usage of the social tools. The tables represent data from the seventh of December until the seventh of March.

Since the launch of the new intranet, there are approximately 5000 unique visits a day. The average number of visits per category are highest in the category Strategy, followed by Values and Corporate. Given the changes taking place within the company this is not surprising. Knowledge sharing and Events accounted for 1/3 of all articles but only got on average 7% of visits (Appendix 4.2).

CHATR	Amount of people	Amount of events
Microblogging (posts)	54	741
Comments accordingly	39	614
Questions asked	7	59
Answers accordingly	7	84

ChatR consists of three features: a post, ask a question, and send a private message.

COMMENTING/LIKING

COMMUNITIES			Number of	
Community membership	Amount of people	Amount of members		
	67	513	Total Articles	164
			View counts	81116
			Likes	199
			Comments	54
			Articles without comments	130
			Articles without likes	88

PROFILES

Amount of profiles updated **1426**

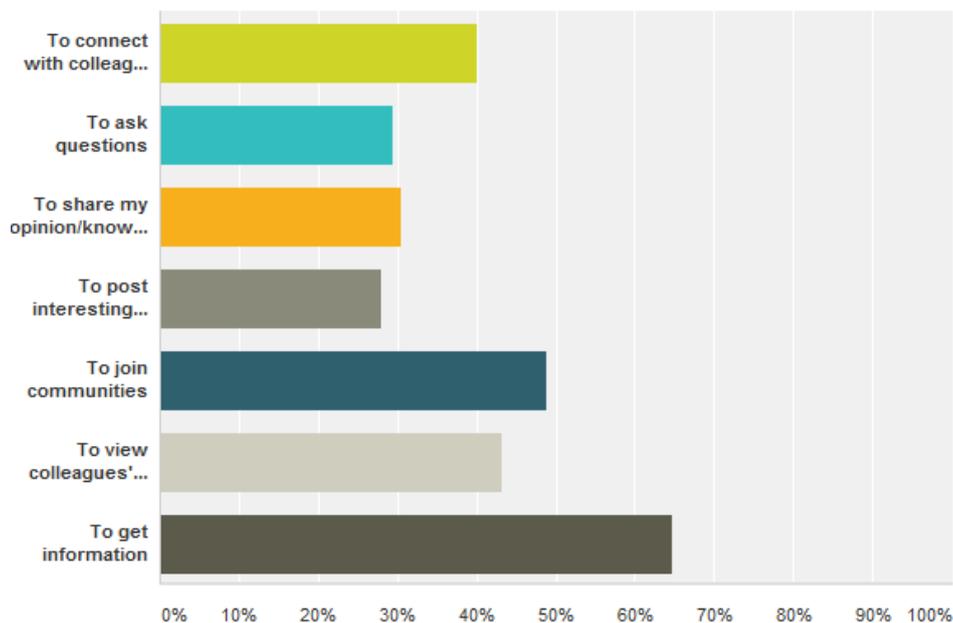
Note: this amount also includes activities done by the system, for example when someone had something updated as "assigned a new manager".

The following findings of the survey (Appendix 4.2) gives us another view of the current usage. The differences are probably due to the fact that the system can only measure the usage of three months, and/or because of the possibility that some employees might have filled in the survey according to expected desirable behaviour. Also, the above figures have been taken earlier in time, the very beginning, than the surveys have been filled in.

- 79% uses Meeting point to read articles or news, 41% to find HR information, 32% to find company information, 31% to find colleagues.
- 75% gets access via the start browser, 12% via favourites.
- 62% did set their preferences, 30% did update their profile, while 23% did neither. Reasons for not having done both were "forgot", "no interest", "no priority", "did not notice on that feature", or "do not know how". However, out of the qualitative

analysis 6% has updated their profile. This difference is probably due to the fact that the people interviewed have been selected and therefore this might lead to a group with more people out of the category who did not fill in their profiles.

- Only 28% does use the social media tools, of which 61% uses them sometimes. However, out of the qualitative analysis 35% uses the social tools. This difference is probably due to the fact that the people interviewed have been selected and therefore this might lead to a group with more people who do use the tools.
- The social tools are mainly used to get information (65%), to join communities (49%), and/or to view colleagues' profiles (42%).



1) To connect with colleagues worldwide, 2) To ask questions, 3) To share my opinion/knowledge, 4) To post interesting facts or articles, 5) To join communities, 6) To view colleagues' profiles, 7) To get information.

- Out of the qualitative analysis, 24% joins a community, 12% has once or twice liked something.

4.3 The launch and the reactions towards it

The new intranet was launched on November 4th. The implementation was developed in line with an agile methodology and planning.

According to the project manager of the intranet, an awareness campaign was developed by the intranet project team inviting managers to organise presentations and to have face-to-

face discussions about the new intranet. Next to this, it has been brought to attention in the global programmes (Mulder, 2014).

The channels and products used are videos announcing it on the old meeting point, count-down banner on the old meeting point, news message on the old meeting point, a global email alerting and informing, a news article on launch date with an introduction, on-desk quick reference cards, posters at coffee corners, TV-screens, there has been set up an intranet support community, video's with management quotes and tutorials, guidelines, presentations, workshops, webinars, tweet-ups.

The owners, and the ones that have the responsibility for business alignment and adaptation are the multi-media team and management team of the Corporate Communications department. However, the regional heads have given some responsibility to send emails through or to communicate it with posters and screens (Mulder, 2014).

Out of the qualitative analysis we can conclude the following:

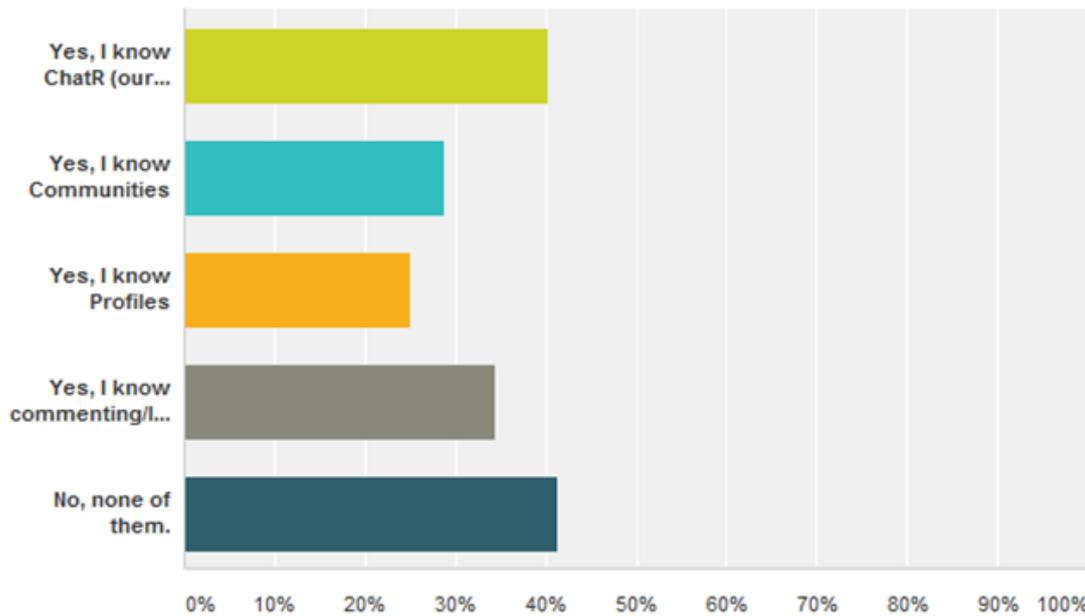
Out of twelve interviewees, everyone stated to having received an email saying that the new intranet was going to be launched. In Asia this was done only via email. In other regions various other communication methods were used in addition to the email. Only a few have communicated it further in meetings or actively informed others, put up posters, or has received or read the article on Meeting point, or the slides with a small guidance of the new features and how to use them. Mainly in the smaller branches the employees rely on management to inform them, or keep them updated.

Overall the reactions towards the new intranet have been rather positive. People found it refreshing, were enthusiastic about the idea and the uniformity. Out of twelve interviews, only two (17%) said to have encountered negative reactions because the people were lost and did not know what to do with all the features, and found it hard to find things back. Three (25%) have said to encounter neither negative nor positive reactions.

The following findings of the survey gives us another view of the launch and the reactions towards it (Appendix 4.3):

- 83% is familiar with the new Meeting point launched in November 2013, reinforced by the findings out of the qualitative research with 82%.
- 56% knows Meeting point because it is their default homepage, 30% because of the "old" Meeting point, and only 9% because of other internal communication.

- 42% does not know the social tools, 40% does know ChatR, 34% knows commenting/liking, 29% knows communities, 25% knows profiles.



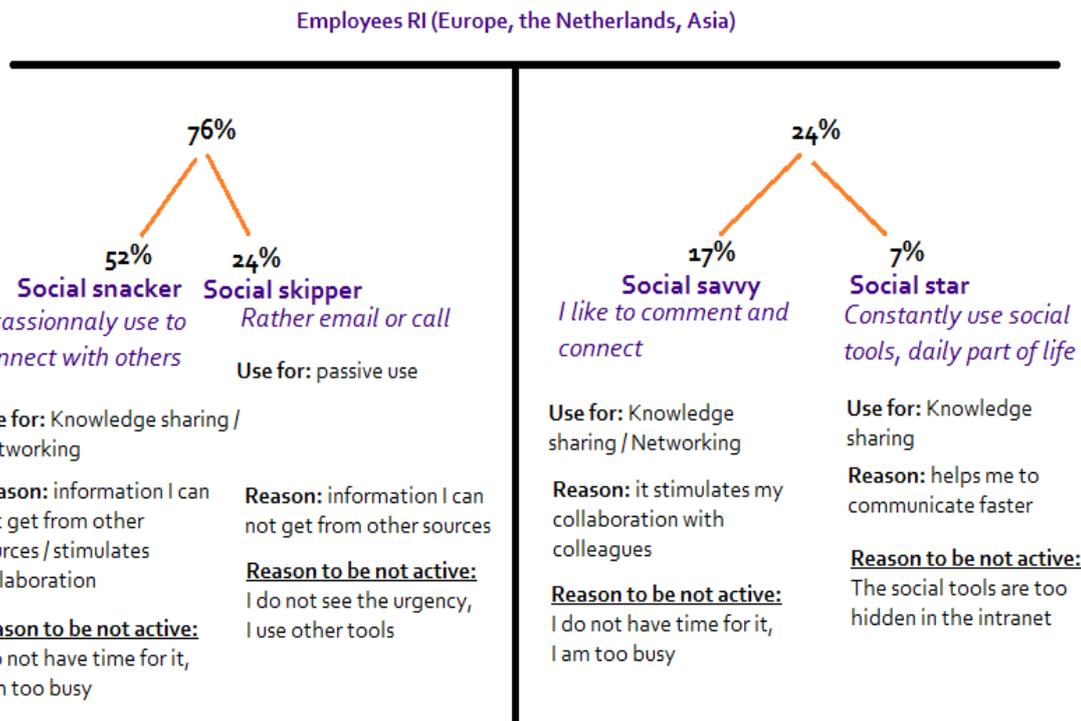
1) Yes I know ChatR (our Twitter like micro-blogging tool), 2) Yes I know communities, 3) Yes I know profiles, 4) Yes I know commenting on/liking articles, 5) No none of them.

4.4 The reasons for not actively using the social media tools

Next to discovering the reasons why the employees are not using the social tools actively, the relationship between the usage of social media in general and the usage of the internal social tools has also been examined. This also in order to find out whether the people are not familiar with social media in general. See Appendix 4.4 for the graphs and figures.

Although LinkedIn is most popular in general, Facebook is most popular in Asia. Out of the survey, 17% of RI does not use any kind of social media. Next to this, the people of RI are relatively active because 53% says to use social media daily, and 33% uses it weekly. Out of the qualitative analysis could be concluded that out of thirteen people, three(23%) do not use social media in general. This difference might be because of fact that the interviewees were selected and therefore there might have been a selection with more people out of the category who do not use social media in general, or because in interviews they might show desirable behaviours although not true.

However, also in the survey the employees have been questioned how they see themselves with regard to social media. Most people (76%) says to be a social snacker or skipper. These kind of people are the least active people in social media. Only 24% says to be rather active using social media, however, only 7% of the employees is very active. Although the sample size of this question is not sufficient to compare groups, on demand of RI this has been included.



Also the relationship between the usage of internal social tools and the usage of social media in general has been studied. After filtering the questions we can conclude the following:

17%		83%	
No use of Social Media		Use of Social Media	
<i>Filled in their preferences</i>	61%	<i>Filled in their preferences</i>	63%
<i>Updated their profile</i>	22%	<i>Updated their profile</i>	32%
<i>Uses the internal social media tools</i>	27%	<i>Uses the internal social media tools</i>	28%
<i>Reason of not using: do not see the added value</i>		<i>Reason of not using: do not have time - too busy</i>	

This has been done to find out whether the expectation is true of being it a generation thing, that the majority of the RI population is not familiar with social media, and that due to this the internal social tools are not used. However, here we can see that there are almost no differences in the usage of the internal social tools between the people who do not use social media, and the people who do use any kind of social media.

The main reasons coming out of the survey results for not, or not frequently, using the social media tools of the intranet are (Appendix 4.4):

1. The employees *do not see an added value* or wonder what the added value of the tools would be.
2. They *do not have time* for it because they are busy with their work, their daily activities, and see the tool as something extra, next to their work.
3. They *do not see the urgency to use the tools*, there are *many other ways* of communicating, which are seen as more convenient or easier to use. Mainly email, personal contact, and Lync (Microsoft messenger tool) are preferred over the tools. People still have a cultural connection to these tools.

Next to the survey, interviews have been conducted to examine this topic as well. The first two main reasons for not using the social tools were the same. However, the third main reason turned out to be different. It seems that the concern that it is seen by everyone, is bigger than the survey shows. This because the people do not want to share their information with everyone, or because of cultural aspects which will be explained in the following chapter.

Next to this, it seems that the other communication tools are preferred also because of the possibility to see whether someone is online. Sharepoint is more ring fenced and only seen by a selected group. Also, the people who use the intranet often say they have the feeling they cannot trust the website because the archive function does not work well, as does the comment function. "Email is safe, there is no possibility to change messages, and there is a better overview of what has been read and what has not" (Mink, 2014).

Also, the tools seem to be too hidden in the webpage and many people(42%) are not aware of the features. They find them complicated to use and it is not clear who the audience is. This again comes with the concern that it is seen by everyone in the company.

Another interesting finding that has been discovered, is that some employees are not comfortable with the lack of formality that may be encouraged within the organization due to

the use of these tools. “There is still a certain level of formalism and professionalism when writing emails. People would not feel comfortable in keeping the formal way through those media, but also not comfortable starting a more informal communication”(Wolff, 2014). This might be because a bank is a rather formal organization, but might also be a culture thing. Next to this, there is a concern that the information coming from these media is not binding.

Furthermore, some interviewees mentioned that the employees have already too much media to keep up with, they are not interested in what is going on in the bank, or they mind their own areas only. Some of the people say it is a generation thing, or they are not interested in social media. About 13% of the people interviewed associates social media with private life only. Because the tools are similar it feels slightly unprofessional to use them at work.

4.5 The cultural differences regarding interactive social media tools

The cultural differences have been examined both with interviews and the survey. Although the survey shows some differences per region, most differences were rather small. Please see below the most remarkable differences per region, according to the survey. See Appendix 4.5 for the different answers per region. Here, the columns in italic style are of insufficient sample size to compare groups.

	Asia	Europe	The Netherlands
Most popular social media	Facebook (66%)	LinkedIn (60%)	LinkedIn (80%)
No use of social media	20%	19%	12%
Not filled in preferences or profile	11%	21%	26%
Reason to use social media	Share knowledge	Passive use	Networking
<i>Followed by</i>	Networking	Networking	Passive use
Aware of the internal tools	47% not aware	46% not aware	47% aware of ChatR 34% not aware
Main reason for not using the social tools	Do not have time	Do not see the added value	Do not see the added value
<i>Followed by</i>	No urgency or need for use	Do not have time	Do not have time
Is familiar with Meeting point	72%	82%	90%

Next to this, the interviews contained cultural aspects as well. Although in all countries social media is very popular, in China freedom of expression is controlled, internet is not everywhere freely accessible, and not all social media can be accessed or all information can be seen on social media. Asia, however, seems to be very actively using social media, as long as it is on their private accounts.

Out of the 17 interviewees, only two(12%) try to take cultural differences into account while communicating. These people, coming both from the Netherlands, try to be less direct sometimes. The rest of the interviewees says that there are no differences when communicating with other countries. They say that they are all professionals and know how to communicate within the bank, and that the global language is known more and more. Next to this, the global intranet would bridge cultural differences, and every day the differences are less and less.

Asia

In personal communication people are open and express themselves, but not in public. You do not want to challenge seniors or other colleagues in public, because you respect his/her thoughts and do not want to make people nervous or shy. You do not want to say something bad about other people. Therefore they might be less open. Next to hierarchy, local law is very important. Their communication is more indirect, and with colleagues more formal and cautious. In Asia everything goes via management, an employee of lower hierarchical layers would not really approach you his/herself. "To management they listen, and therefore it is also easier to introduce change. They are more flexible and very eager" (Breuker, 2014).

The Netherlands

In the Netherlands the people are very direct, open and outspoken. It is more difficult to introduce change, they are less flexible because they always want to know why, and each has their own opinion which they try to push through. In the Netherlands the internal social tools are more utilized, the people are more active on these internal tools compared to the other regions. Perhaps also because they are more internationally oriented. This might be because the head office is located in the Netherlands.

Europe

Although there are not many differences found within and with Europe (from a Dutch perspective) the following differences came across. In France and Germany hierarchical lines are found important. Next to this, in Germany formality is valued, and they are less

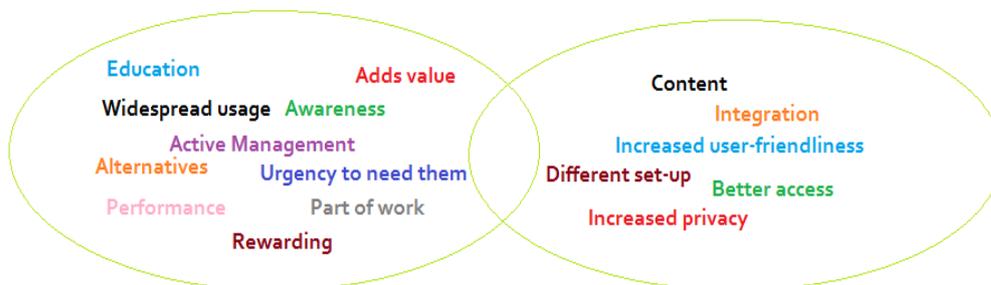
direct and open than Dutch people. Furthermore, London is very focused on their own branch (London-centric).

4.6 The employees' needs regarding the intranet

First of all, whether the employees would be open for internal social media has been examined. Most interviewees were rather positive about internal social media and expressed that they would be open to use the tools. However, they feel that there are big differences in corporate social media and personal social media. People would be less open and express themselves to a limited amount. They do not want to stand out that much or are afraid to say something wrong or not appropriate. Next to this, they feel they would have more responsibility in corporate social media. As said before, in the Asian culture you do not want to challenge seniors or other colleagues in public, because you respect his/her thoughts and do not want to make people nervous or shy. Furthermore, in other regions than the Netherlands employees have their focus mainly locally, and are less interested in what is happening elsewhere (Fransen,2014).

However, according to Daniel Leonard(2014), the company cannot stay behind with this trend. He is afraid that RI will stay behind if people cannot use internal social media in the future. "There will be the need to do a quick question on a page where people can react on, and with updated data" (Leonard, 2014).

The needs of the employees have been categorized into the following categories. The left side contains needs about strategies or policies, while the rights side contains the needs with regard to the website itself. The needs are briefly explained in Appendix 4.6. The outcomes have been merged in the following figure:



Important links between the needs:

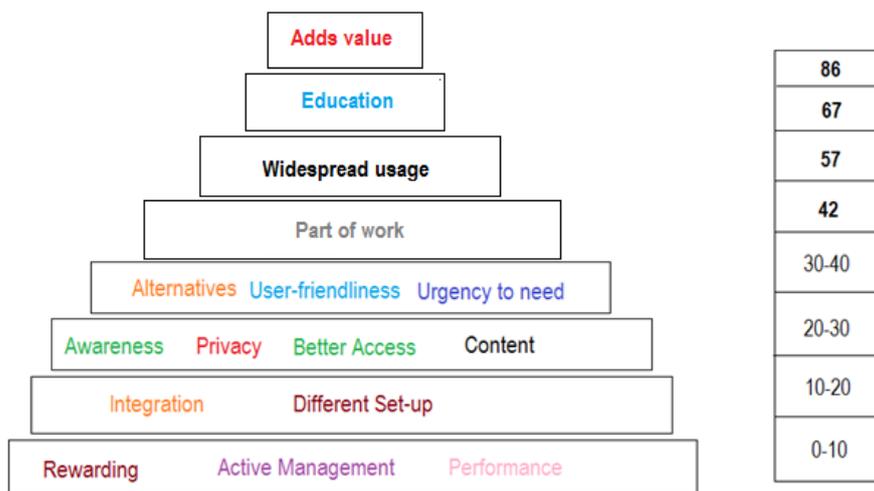
Education – Adds value. As Education means an explanation on how to use the tools, it also mean that Added value will have to be explained.

Widespread usage – Awareness – Added value. As the awareness among the employees will increase the widespread usage will increase as well. Widespread usage will lead to an increase in added value.

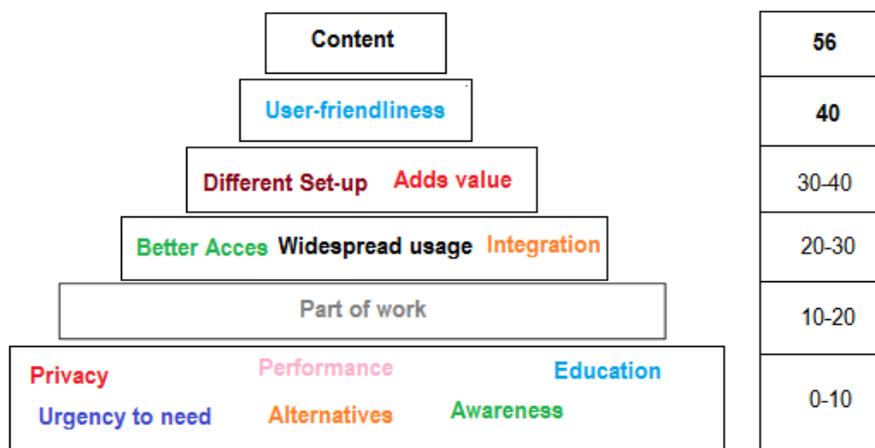
Urgency to need them – Part of work – Performance – Alternatives. If alternatives are removed, or the tools are preferred over alternatives there is an urgency to need them. Also, if they are part of daily activities, or their performance is dependent on it.

User-friendliness – Better access – Set-up – Integration. If the tools would be better accessible, better integrated and set-up would be clear and easy to use, the user-friendliness of the site and social tools would increase.

- What would make you use those tools?



- When would the intranet be valuable for you?



Out of the interviews we could conclude the following needs. From most mentioned to least mentioned:

Remind & Repeat with as much channels possible (9 interviewees)

- More promotion, create awareness

Educate, explain, and show “what’s in it for me” (7 interviewees)

- Examples of how it works
- Send guidance
- Organize knowledge sessions
- Conference with small talk with personal example that sticks to mind

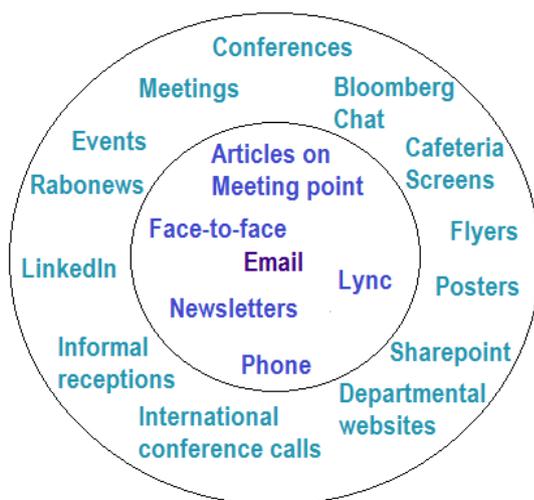
Widespread usage (6 interviewees)

Active Management: leading by example and convincing (5 interviewees)

- Also the employees of Communication and project leaders should be active
- Make responsible, once every two weeks needs to comment on an article or on ChatR and nominate someone
- KPI in management performance (x amount of employees who have filled in their profile)

4.7 The reactions towards different internal communication tools

The following internal communication tools are used within RI:



Mainly in the smaller branches it is easier to have face-to-face contact and is done more than in the larger branches. Also the phone is used less. Bloomberg Chat is used at Global Financial Markets, Lync (Microsoft communicator) is used a lot, especially in Asia, and there are more events organised in the Netherlands. Overall, email is the most used tool of the organization.

The best way to motivate the employees, according to the interviewees, is to *involve* the employees, *engage* them and make them

participating. Another idea to motivate people mentioned by two interviewees is to come up with a prize. Also offering a prize, money or a game element are good things to motivate

people in China (Fransen, 2014). Other ideas mentioned to motivate the employees were informal receptions, conferences, and gadgets.

According to the interviewees *email is the most effective communication tool* of the organization. Moreover, according to management are newsletters through email most effective (Maarse, 2014). Next to this, *management* is seen as very important. Especially in Asia. Here everything goes via management, if you want to reach the people you should do this via management. According to Sebastian Wolff, the employees actually rely upon management to inform them or keep them updated (Wolff, 2014). The best way would be to collaborate with management, have them enthusiastic or have them writing a motivating text. Next to this, *face-to-face* is seen as very effective as well, as is a *combination of different channels (repeating)*.

Meetings, workshops, events, posters, and the social channels itself (by showing an example) were other suggestions of possible effective internal communication.

4.8 Ideas for improvement

After the survey, interviews have been conducted to go more into depth and to add to the survey findings. In these interviews questions have been asked with regard to ideas for improvement in order to find out whether these will be successful or not.

About the following topics we can conclude the following:

User-friendliness and Appearance

Out of nine people, only one (11%) states the intranet to be not user-friendly, and should be easier to use. However, because almost none of the interviewees used the social tools or only once or twice, this finding is found for the intranet in general. Although most people think the look and feel of the site is good, people do not get easy access to the information they need, think the set-up or lay-out could be easier, or they miss a branch or department feature. Also, information is hard to trace back, or it is not working properly. According to Michèle Waltman, with regards to cultural differences there should be differences in creative elaboration (Waltman, 2014). In CRISP, the culture program of RI, they use materials which differ in humour, use of words or colours. However, according to the other interviewees, a western look would not be a problem.

Language

Although most interviewees say that the language is not a barrier at all, there might be found some difficulties in, for example, Italy and China. According to Michèle Waltman, people tend to not read something if it is not in their mother tongue, and therefore they have made translations in their CRISP programme (Waltman, 2014).

More promotion

Six interviewees out of eight(75%) thinks there should have been more promotion. First of all, there are still many people not aware of the tools. Next to this, there should have been more focus on how to use the tools, when to use them and what added value these would bring. Also management should have put more attention to it and have promoted it more. Only two people(25%) said it would not have mattered because the site needs to speak for itself and it would only have impacted a small population.

Active management

Although, according to Eric Fransen(2014), active management would lead to employees of China following only once or twice, the rest of the interviewees (88%) thinks active management will work to get the employees active as well. "If senior management within the organization uses the tools they will lose fear of using them as well" (Wolff, 2014).

Rewarding

Thoughts about rewarding were rather spread. The arguments mentioned why it would work is that it is an extra incentive, it becomes one of your responsibilities, and offering a prize works well in general. However, rewarding people for being active at Meeting point would give the wrong signal, the people should be motivated enough themselves because in this way they will not see the added value (Fransen, 2014). Next to this, management is not a fan of rewarding (Maarse, 2014). Also some interviewees said that it would help in the short term, and create some activity in the beginning, but will not work out for the long term. Next to this, it would only attract a limited group, sensitive for this incentive.

Next to those topics, interviewees have come up with suggestions as well:

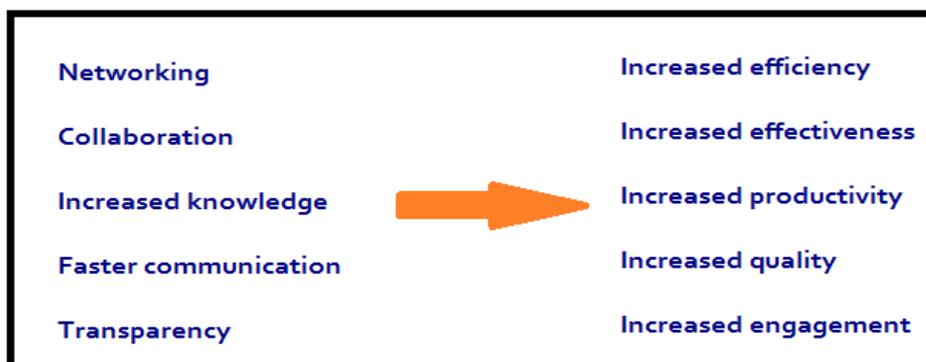
- less channels open (limited choices, forced to use the social tools);
- culture change (needs to be a switch in mind still have a cultural connection to old methods, culture of actively sharing knowledge, in RI everyone focuses on his/her own business);
- ambassador in all locations (ask needs and wants, create involvement, promote the site);

- link the tools with CRISP, the culture programme within RI (Meeting point supports CRISP, improves transparency and collaboration);
- involve and challenge people, ask people for a comment on a certain or actual topic (isn't this interesting for you? What do you think about this?);
- discussions at certain point in times which are announced before, you can look at the life feed if you want to, and join when necessary;
- have the tools clearly on the front page;
- eye-contact with the tools when you go out of the homepage, present on different pages;
- active content management (enthusiastic writes and nominates someone to write);
- and, the possibility to build their own page (region or department specific).

Although all of these are important, some represent a faster way to get most people starting to use the tools actively than others. Trying to get people engaged or involved by the use of ambassadors or by active content management, the employees will be challenged and triggered to take action. However, this might be an effective way in the short-term only. Although "less channels open" might be a fast way to get people using the tools, this might also result in unrest or anger.

4.9 The opportunities and benefits of sharing and connecting worldwide

In order to find out what benefits or opportunities the employees could have from sharing and connecting worldwide, this question was proposed both in the survey and the interview. By posing this question, and having them focused on the response, it will allow them to see the benefits of the tools and increase the chance of them actively using the tools in the future. These benefits and opportunities can be used by Corporate Communications to communicate further. The opportunities are categorized as followed:



- Networking: the opportunity to get to know your colleagues globally, a chance for widening business network , the opportunity to link profiles and interests.
- Collaboration: get help from others, share experiences and ideas, there is an increased approachability so you would reach out to people you would not do otherwise.
- Increased knowledge: stay up to date with developments, news, and projects worldwide, share experiences, opinions, new techniques, ideas, interesting facts and thoughts. The opportunity to get information you do not get from other sources.
- Faster communication: directly address people with questions , easy to reach a broad range of colleagues, the opportunity to reach the right person in a faster way, the expert or someone who already has experiences with the issue or topic.
- Transparency: possibility to spot collaboration opportunities , clear who are experts in certain topics, open discussions lead to opportunities.
- Increased efficiency/effectiveness leading to increased productivity: there are many projects which are all on its own island; sharing worldwide would make it "one" department, share practical cases and best practices, less time consuming if other already found out what you are looking for, lower budgets, faster working, easier connecting with experts, tapping into collective wisdom.
- Increased quality: get innovative ideas out of your head, new products, systems, and knowledge.
- Engagement/commitment: one RI, feel to be part of a global team , recognition, know the needs of employees to make it a more satisfying corporate culture.

The company will be communicating more informal and perhaps more on a nice to know basis.

5. Discussion and Conclusions

The aim of this research is to analyse the main reasons why the social media tools of the global intranet are not actively used, taking into account cultural differences, and to find out how RI could best bring this to the desired situation of worldwide actively using the social tools. This in order to improve and facilitate its worldwide internal communication and collaboration, and to encourage actively sharing of knowledge and information. After answering the different sub-questions, the central research question *“How should Rabobank International encourage its employees to use the social media tools of the international intranet more actively?”* can be answered now.

At first, **a brief summary of the main findings:**

- ❖ Although the approximate visits a day is 5000, the social tools are used extremely limited. For now, the intranet is mainly used to get company information or to stay updated with news. According to the survey the social tools are only used by 28-35% of the employees. These are mainly used to get information or to join communities.
- ❖ Although there has been put a lot of effort into the launch of the intranet, this might have not been enough, or not in the right way. Mainly in the other regions than the Netherlands, the launch has not come across the way they actually planned. There is still 17% of the employees who is not even familiar with the new Meeting point, and 42% who does not know the social tools. Most of the employees know Meeting point because it is their default homepage, and only 9% knows Meeting point through other communications. However, only 17% of the employees shows negative reactions towards the launch of the new intranet.
- ❖ While social media in general is used by 77%-83% of the employees, mostly daily or weekly, most of them(76%) says to be a social snacker or skipper. These people are rather passive users of social media. Only 24% says to be rather active using social media, of which only 7% is very active. There are negligible differences in the usage of the tools between people who use social media in general or the ones who do not. However, people who do not use social media do not see the added value of the tools, while the people who do use social media do not have the time for using those tools. This might be because they already have other media to keep up with, and/or because the tools are disconnected with their work. The main reasons for using social media, from least active users to most active users, are: for information I

cannot get from other sources, stimulates collaboration with colleagues, it helps me communicate faster.

❖ The main reasons for not using, or not frequently using, the social tools are:

1. Do not see the added value, or wonder what this would be.
2. Do not have the time because they are busy with their daily work, and see this something “extra” disconnected next to their work.
3. There is no urgency to use the tools, there are already too many ways of communicating, which are seen as more convenient or easier to use/ Privacy reasons; the concern that it is seen by everyone in the company.

Next to this, there are still many people unaware of the social tools, or do not know how to use them. The reasons for not using the tools, from least active to most active are: I do not see the urgency to use the tools, I use other tools; I do not have the time for it; the tools are too hidden in the intranet (42% is not aware of the tools).

❖ Although most of the cultural differences are negligible, and are becoming smaller and smaller, differences were found with the Netherlands and Asia as opposite extremes, with Europe in between.

Asia is very active in social media. However, as long as it is on their private accounts. Although Dutch people are very open and direct, they are more passive users in social media. They are using the internal social tools more, perhaps also because they are more international oriented than the other regions.

“Do not see the added value” is the main reasons for the people in the Netherlands and Europe to not use the social tools, while “Do not have the time” is for Asia the main reason. Especially in the countries where hierarchical levels are seen as important, management and formality plays a significant role.

❖ Most of the employees are open for using internal social media, and the reactions towards the new intranet have been rather positive as well. However, it seems to be that the employees of other regions than the Netherlands are much more locally focused, and less interested in what is going on elsewhere.

The employees want to **be educated** not only how it works, but mostly explained what **added value** it has for them. Next to this, **more awareness** should be created and it should be **used more by management** in order to **create widespread usage**. As long as colleagues do not use the tools, they will not use it either. Furthermore, the **correct content** and **user-friendliness** are seen as important values. Content

should be work-related, up-to-date, interesting, and interacting. The tools should be fast, easy to use, and work properly. They should be **less hidden** in the intranet.

- ❖ Email and face-to-face communication turns out to be most effective in reaching the employees. Also management, and especially in Asia, plays an important role. To motivate the employees, they should be involved, engaged and be able to participate. As many channels as possible should be used to reach the employees, including the internal social tools themselves.

Social media in the workplace and private social media differ greatly. Although already 76% of the employees are rather passive users of social media, people tend to become even more passive with internal social media. They will express themselves to a limited extent, especially in Asia, even though they are active users in general. This might be because of cultural reasons, but might also be the organizational culture within Rabobank.

Therefore it might not be an effective way of communicating. However, to deal with the concern of staying behind with this new trend and way of communicating, the company should at least give its employees a proper-working platform.

To bridge the gaps of reasons why the tools are not used actively, at first, what added value the tools have for each one in the company will have to be shown. The employees want to see examples of when, how, and why to use the tools. This especially for the people who do not use social media in general. Next to this, in order to make the tools valuable to use, there should be a widespread usage. If management shows importance and enthusiasm, especially in some countries, people are more tempted to follow.

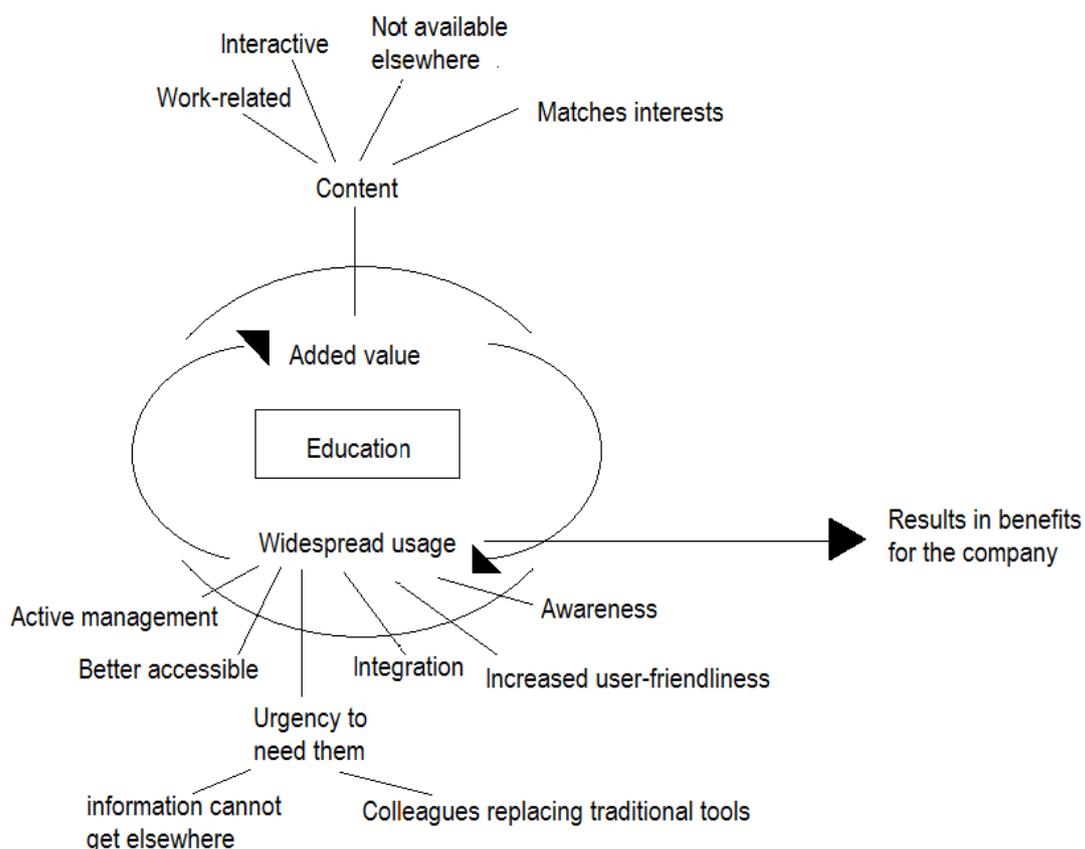
Secondly, the tools will have to be integrated in the daily work activities. By now the employees see the tools as disconnected and as something “extra” next to their work, they do not have time for. In order to have the tools integrated in the daily activities, they should be better accessible and easy to use.

The main reason for using the intranet is to read news or articles, this might be because this is directly at large at the front page. Next to this, the reason for active social media users to not use the tools is because the tools are too hidden in the webpage. Moreover, 43% of the employees does not even know the tools. This might mean that the set-up and look of the website should be different. Next to this, the content should be information they cannot get from other sources, it should facilitate collaboration and lead to faster communication. This are the reasons why they do use social media and should therefore be enhanced. This is an important target group within the company because this are the people who actively use social media.

Finally, the employees who do not see the urgency to use the tools because they use other tools, are mainly the least active people in social media. They still have a cultural connection to the traditional ways of communicating. They find other tools more convenient, more safe, and value its privacy. This comes with the reason for a large group within the organization of having the concern that everything is seen by everyone. The people do not want to share everything with everyone, or do not dare to express themselves freely in public. This is mainly in the cultures where there is a high power distance, where hierarchical levels and formality are important. This will have to be addressed with a change in the organizational culture by creating a culture of actively sharing information. Especially in these countries, management will play an important role. Leading by example may make a great difference, together with a widespread usage. The idea that colleagues, and especially management, use the tools, and see them as important and/or effective may lead for others to follow.

Having created widespread usage, the tool will become an embedded tool in the organization and there will be more and more people using the tools instead of other means of communication. The increased usage will in turn increase the added value of the tools.

The following figure gives an overview of these conclusions:



There are some limitations when we look at pursuing some of the concepts, even though they will lead to an increased usage. Management is not a fan of rewarding for using the tools, and the employees have not been convinced of this approach. Also, increasing the privacy is not in line with the transparency goals of the organization. Therefore these concepts are not included in the figure.

Looking at the reactions of the employees towards several ideas for improvement we can conclude that although the look and feel of the website is seen to be much better than before, there are still many things hard to find and could be easier set-up. Next to this, overall the English language is not seen as a barrier. Furthermore, interesting to see is that 75% of the employees think there should have been more promotion, including education on how, when and why to use them. Also management should have put more attention on it. And finally, 82% of the employees think active management would lead to more followers.

The social tools and the approach to make the people using them actively should be suitable with the structure and culture of the company. In the organization it is not common to actively and openly share information with each other, and it is a rather conservative and traditional company (Waltman, 2014). However, as long as the employees are open for it, see the added value, and usage will increase, the organizational culture will change. However, this takes some time.

Expectations

As mentioned earlier in the introduction, the target audience thinks that one of the reasons the employees are not using the social tools of the intranet actively, is that the employees of RI are not familiar with social media in general. According to them, it is a generation thing and they might not be interested in social media. However, the findings contradict this. According to the research 77-83% of the employees is familiar with social media, and there is founded no difference in the usage of the tools between people who do use social media in general and the people who do not. Also, most of the people have said to be open for internal social media and the reactions were rather positive towards this new intranet.

Also, they said it is not common to say something wrong in this organization and people think twice before they say something. According to the interviewees, the fear for saying something wrong in this organization does indeed seem to be an important reason for people to not use the tools. However, next to organizational culture this might also be caused by their own culture.

Furthermore, it has been said that they think they have put the focus too much on functionality and should have focused more on adoption. There has indeed been a lack in knowledge and understanding. The employees were unprepared, regarding the fact that there are still many employees who are not familiar with the tools and/or do not know how to use them. Such a change in the organization, and in the way of working, involves a change in the organizational culture. For some people it has never been common to communicate with people outside their departments, they are not used to doing this, and should first be explained why this could be valuable for them.

There is indeed a large group that uses social media only passively, are scared to share information or their opinion, and do not see the added value. In general, looking at the thoughts of the employees about the problem before starting this research, there are many findings that match these thoughts.

Literature

What we can conclude and approve, out of the literature review, is that all benefits only occur if the employees actually use the tools (Holtz, 2011), and that employees should not be expected to behave as they do on other social media (Ottelander, 2013). So far, the majority of the employees does not use the tools, and one of the main reasons is because of its limited use. A limited use is a limited value. Also, the employees tend to become more passively when using internal social media. It qualifies a culture change, and it should therefore also be suitable with the structure and culture of the organization (Holtz, 2011). However, as is said before, within the culture of RI openly sharing of information is not common, and the employees are rather conservative. Therefore it might not fit the organizational culture, and not be an effective way of communicating within RI.

According to Frederike den Ottelander (2013), the reason the social intranet is a failure is usually related to the organization around the launch and implementation. An example is no real engagement by management or an illogical mess of tools and software to use. This might have been the case for RI as well. There is still a large amount of employees who are not familiar with the intranet and/or the social tools. The employees and management might not have been engaged enough, and according to the employees management should have put more attention towards it. According to Holtz (2011), it is important to let employees know not only that the tools are available but also what is in it for them to start using the tools. Employees should understand and recognize not only the value of the program but their place in it (K, Ahmed, Rafiq, & Mohammed, 2013). However, the majority of employees does not know what the added value of the tools is and why they should use them.

It is important to listen to the employees. A group of users should be involved in the project, to prevent getting the IT- and Communications departments to think for them (Ottelander, 2013). Prescient Digital found that the requirements of those tools being successfully used, are proper planning, engaged and supportive executives, and participatory employees (Chaney, 2013). This contradicts RI's approach of launching the new intranet. This engagement and participation perhaps would have resulted in a website better tailored to the whole company, and a bigger usage of the tools.

Looking at internal communication activities we can say that there is an agreement. For effective communication, it is necessary to use a coordinated variety of media, and face-to-face communications with immediate supervisors is most effective (K, Ahmed, Rafiq, & Mohammed, 2013), (Jeune, 2012). Next to this, management should not only understand the strategic importance but also act as role models (Jeune, 2012). In a culture change, there is a need for involvement of all managers, at all levels (Institute of Leadership & Management, 2013), and key influencing communities should be assisted to communicate more effectively (Clutterbuck & Hirst, 2012). All these findings are in line with the findings of this research. Not only for internal communication management is very important, management should also lead as an example and should be involved. They have a significant influence on the employees.

According to Shel Holtz(2011), to change culture, rewards and recognition will have to be realigned to reflect the certain desirable behaviours. However, according to the qualitative research done, thoughts about rewarding were rather spread. Although it gives an extra incentive, and as it becomes one of your responsibilities, rewarding the employees for being active at Meeting point would give the wrong signal, the wrong motivation, and it would only attract a limited group.

Although there is an agreement with the finding that Dutch employees gather information more actively than employees with German and South Korean nationalities (Jonkman, 2002), this might also be the case because of the fact that this is the headquarter, and with this also the largest region. Therefore this might be an exception to the rule.

There is no evidence found that South Korean and German employees would consider the presence of a relation in communication on the intranet more important than Dutch employees (Jonkman, 2002). Also, the findings of Peter Jonkman (2002) that South Koreans and Germans are more reluctant to start using an intranet than Dutch people, does not match the findings of this research. Although the Dutch employees are most familiar with the tools and the intranet, they do not use the social tools more than the employees of other

regions. Moreover, we have found that the Asians are more flexible at introducing change than Dutch people.

There is an agreement found that Chinese people are very open in their social circle and more closed for people outside this circle (Baar, 2012). Also, they are indeed also more active in updating profiles (Baar, 2012). Next to this, it seems indeed to be powerful if management is active at the company's social media platform in high power distance countries, such as Asia (Baar, 2012). However, according to this research, this also seems powerful in countries which score low on power distance, such as in the Netherlands. This contradicts what has been said by Alex Baar (2012).

Furthermore, contradictions are found with the findings of Chris McGrath (2009) that there should be modification and innovation in the areas design, language, language subtleties, performance and faces, in order to flatten differences. According to this research the majority said that there is no need for the website to have a different look and/or feel, and there is only a small percentage of the people who actually thinks the language could be a barrier.

Additional research

Additional research could be done on many of the contradictions. There could be research done about the organizational culture within RI; whether the intranet does meet the culture, whether it is a culture of actively sharing, why it is not, and how this can be created. Perhaps it is not about the launch, the approach or adoption, but is it about organizational culture.

Also, there could be done additional research on which motivational lines can be used, how the employees can be best segmented, in order to promote or guide more effectively. What is the added value for each segment and what is their place in it.

Next to this, research could be done on how employees could be best involved and engaged. What if a group of users would have been involved in the project, and how does this work best. This research could also be done on companies where this was the case, and afterwards be compared to RI. Moreover, there could be done an overall comparison of social intranets with companies similar to RI.

Furthermore, additional research could add by examining what impact different HRM policies have on the employees of RI, and which policies would work best in getting them actively using the social tools. To examine whether Dutch people are indeed less reluctant in using the intranet can be studied by doing research on the time it takes the majority uses the intranet, and then comparing it to the rest of the countries. And finally, a research could be

done on how Asians think about the look and feel of the website, what they think about the colours, what impact the features have on them, how they think about the pictures, the set-up, and what changes they would make if they could do so.

Theoretical Implications

If RI keeps this low usage of social tools within the company, it might stay a traditional company and miss out on being innovative and going with actual trends. There is a need for a company to be flexible, and to easily and fast communicate with each other, in order to stay ahead of competition. Also, there are many benefits coming from those tools. It will increase efficiency and effectiveness, and consequently productivity. Next to this, it will save costs, and increase innovativeness. In turn this will all lead to a reduced time-to-market and increased quality. Moreover, it will increase engagement and commitment and lead to a more satisfying corporate culture in which collaboration and networking is central, an environment in which employees would like to work. If the current usage does not increase, it would mean that in the future employees could hesitate to switch companies where they can find those means of communicating and new way of working, or hesitate to work for RI. This would be a failure for the company and bad for its image, and in turn lead to less clients, less revenue, and in turn less profit. If the company is able to leverage this social intranet, with being fast, flexible, and out of the box, they can make it their competitive advantage and stay ahead of competition.

One of the suggestions to increase the usage of the social tools is active management, in order to pull the employees too. This is also called leading by example. If management is actively using the tools, the rest would follow by interpreting it as something important. Management telling its employees to use the tools does not work if they do not use them themselves. The “do as I say” philosophy instead of the “do as I do” decreases enthusiasm and goodwill among employees. The difference between a manager and a leader is that “a manager do things right, and leaders dot the right things”. As a leader, therefore, it is part of your responsibility to inspire your employees. By leading by example you show what is possible, and others will think that “if he can do it, I can do it”.

Another suggestion to increase the usage of the social tools would be to increase the level of privacy. However, this is not possible. A company needs to be transparent in order to be trustful. A transparent company means clear and unconstrained honesty in the way they do business. There should be an availability of full information required for collaboration, cooperation, and collective decision making. It is about how open an organization is with its

customers and employees, and this needs to be pursued to keep a good reputation and successful operation. If people cannot trust a company they will switch to competitors.

Looking at Geert Hofstede's culture theory, the following implications can be suggested. As said before, in countries which score high on power distance it might be of great importance that management is active as well. However, in these countries it is not common to approach people in higher hierarchical layers in an informal way, and respect needs to be shown. Therefore, we might expect that these countries will be using the social tools less and/or will be less open and more formal. However, if management shows its importance there is a bigger chance that the rest of the employees will follow. Next to this, collectivist countries communicate high context. This means that they will be less direct and you will need to read between the lines, which is in contrast with individualist countries where the people are very direct and straight to the point. This might lead to frustration and/or misunderstanding while communicating. Furthermore, in masculine countries there are limits on to what extent a woman can express her disagreement, can decide or influence a man. This while in feminine countries man and women are seen as equal. This should be taken into account when facing large differences on this dimension. And finally, countries that score high at uncertainty avoidance are less innovative and stick more to traditional uses. They want to keep control of their data, and take less risks. Therefore they might be less open, less creative, and more reluctant to using the tools.

Situations

The findings of the limited usage of the social tools of the new intranet might also be due to the situation that it is still quite new. Not only is it still new in time, but also in terms that it is something the company has never dealt with before. Also, if the company would have more active users of social media in general, there might have been a possibility that the tools were used more. Furthermore, because the launch was obviously not a success, it has less users than it would probably have if executed successfully.

In a situation in which the other traditional communication tools, such as email, would be closed off, there would be the urgency to use those tools. However, this would create lots of unrest.

With the merger of Rabobank Nederland(RN) and RI, there will be an influence from RN as well. According to the interviewees RN is much further on these initiatives and much less conservative and traditional. They also already have a social platform which is much more

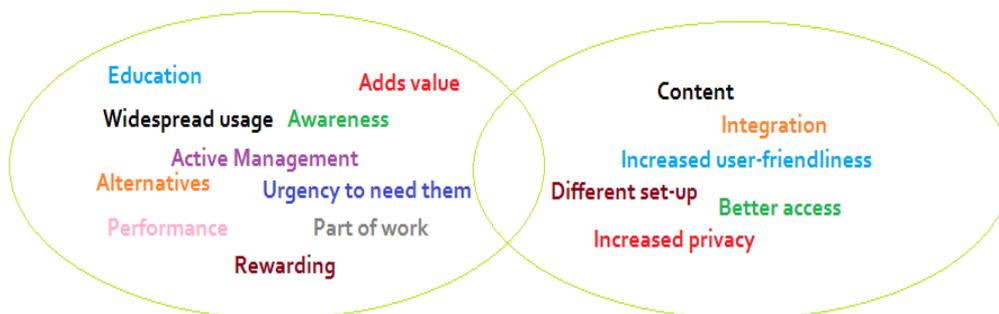
actively used than RI's social tools. Therefore, a merger could result in one platform, and in turn in an increase in the usage of the social tools.

The findings of this research help us to understand the broader topic of this being a challenge for many companies. The launch is of great importance and has a big impact on the success of a social intranet, as have adoption and a connection with daily activities. Moreover, it must either fit or change the organizational culture.

So, to conclude, it might not fit the organizational culture of today, or it might feel unprofessional for some employees, there is still a large group who is open for internal social media. Next to this, the company should at least provide a proper-working social platform in order to not stay behind on competition. In order to make the employees actively using the tools, the first action should be created. As explained before, from then others will follow and the tool will become an embedded tool in the organization, and will start to add value to both the employees and to the organization itself. This will automatically lead to a change in culture, although it takes time.

6. Recommendations

“How should Rabobank International encourage its employees to use the social media tools of the international intranet more actively?”. According to this research, the added value of the tools for each one in the company has to be explained and shown. However, to make these tools valuable, there should be created a widespread usage. This can be done by management leading by example; education; promotion; having the tools integrated in the daily work activities, existing applications and websites; and having the tools easy accessible, easy and fast to use. The content should be information they cannot get from other sources and it should facilitate collaboration and networking. After all, the organizational culture will have to change to a culture in which openly and actively sharing of information is enhanced. Having created widespread usage the tool will become an embedded tool in the organization and there will be more and more people who will use the tools instead of other means of communicating. This will accordingly lead to even more people using the tools actively and the added value of the tools will increase both for the employees, and the company itself.



In the above figure we see the needs of the employees once again. The two options of advice result from the needs of the employees, with each option focussing on one of the circles. However, the best approach would be to combine those options.

It is important that the purpose and goals of the social tools are clearly communicated. The first option, option A, will be a lower cost approach than the second. This an approach of policy and organization around the existing website. This is a top-down approach. The second option, option B, will be an approach of changing the source. A change in the look and feel, and set-up of the website. This can be done top-down and bottom-up.

Overall, the intranet should not only be implemented and launched, but also maintained. Listen to the employees, and observe them. The intranet should be reviewed from time to

time in order to stay in line with the desires and needs of both the employees and the company. See Appendix 6.1 for the cost considerations per recommendation.

A. Approach of policy and organization

In this approach a “new launch” will have to be organized, including everything surrounded.

Before the new tools are launched for the second time, there will first have to be made some small changes:

- Make the intranet the employees’ default homepage, this will ensure the webpage is seen every day whenever they open the internet explorer, and thus in some way “forces” them to look at it.
- Make the website trustful by improving the archive function, the possibility to search in history, and by making sure messages cannot be changed after posting.
- Integrate the tools in all websites of Rabobank group, the existing applications, and with other tools, such as Email and Lync. You will get an email if you have a new update in one of the communities, network groups or project groups you are in for example. This ensures that you do not have to switch tasks every time. As a result, it will become an embedded tool in the organization. Therefore, the following applications will have to be shown on each page of Rabobank so the employees can easily like, comment, and share. Sharing should have the possibility to share it via ChatR, or with a particular community.



After this the following approaches will have to be carried out:

1. **Educate** and show **added value** with examples

Here it is important to show the employees what benefits and opportunities it will have for them and the company. This especially for the people who do not use social media in general. This can be done as follows:

- Use the opportunities of sharing and connecting within their business line (Ch.4.9)
- Use personalized examples; highlight experiences of enthusiastic users and why they think this is interesting
- Show which additional values these tools have compared to the traditional tools
- Explain clearly how, when and why to use these tools

- Explain:
 - Whether the content is binding, and if so, when.
 - Whether it is of reasonable ground for termination of contract, and if so, when.
 - Who is the audience
 - What is the appropriate style of writing
 - Level of formalism/ professionalism

An advice how this can be done best is explained at step 2.

2. Create awareness & promote: remind and repeat with as much channels as possible, including the most effective ones

The most effective ways of communication are face-to-face communication, communication via management, and email. According to 75% of the employees, the tools should be promoted more.

Step 1 and 2 can best be executed as follows:

- A new kick-off can be organised with an important speaker, or with someone from another company where the social intranet is very successful, who demonstrates the new features of the intranet and explains in general which benefits these have for the employees and the company.
- "Did you know" sets twice a week, for the first three months. In this two or three features can be highlighted, and quotes of experiences or management can be used to explain the added value. These can be sent by email, and shown on posters and screens.
- For each department a knowledge session or workshop can be organized in order to show the employees the tools, using a laptop and a screen, and explain and demonstrate how they work and what added value these can have. Here there can be gone more into depth.
- A video can be sent via email briefly explaining the tools, and demonstrating how they can be used. This can be accompanied with a short guideline, and regulations to increase clarity.
- Articles can be published on Meeting point with what benefits they have over other tools for example.
- Attention should be given to the tools as well in meetings, this can best be done by management.

3. - **“Leading by example”** by active management

Have real engagement of management, they should emphasize the importance, inspire and challenge employees. Around 82% of the employees thinks this would lead to an increased usage of the tools. Next to this:

- Peer pressure by management: in a positive way approaching employees to get things done (for example filling in their profile).

- Make it part of management KPIs; for example the responsibility to have at least x amount of employees who have filled in their profile, or the responsibility to at least comment once a two weeks on three articles or posts, and then challenge someone else.

4. Have **active ambassadors and supportive executives** in all locations, who create enthusiasm and involvement by asking for the needs of the users, promote the tools, discuss and review, and start all over. This will ensure a continuously improving intranet.

5. **Active content management:** challenge, involve, ask, and nominate employees (for example: “ isn’t this interesting for you?”, “What do you think about this?”). Next to this, announced discussions at certain points in time can be initiated with actual and high discussable topics.

6. **Link the social tools with CRISP**, the culture programme within RI. This can be another platform to promote the tools as well.

Furthermore, the employees can be encouraged to become more internationally focused. This could be done by, for example, initiating worldwide projects, or proposing worldwide communities. Next to this, integration and better access can be enhanced by having these tools on mobile applications as well.

All this can be done more effectively according to motivational lines. Which behaviours do we want to drive, which groups do we want to activate, and how. An important group here are the social snackers, the largest group in the company, and the active social media users.

If the first action is created there will be more people following, and in turn lead to an increased added value, which in turn leads to even more followers. After all, if by using these tools information is created that cannot be found elsewhere, it will result in an urgency to need those tools.

The costs for this approach will approximately be **€ 154.880** (Appendix 6.1).

B. Approach of changing the source

This approach concerns a change in the look and feel, and set-up of the website. Today the intranet is used mainly for news and company information. This is found directly at the homepage and directly gets the employees' attention. According to the most active users in social media, the reason they do not use the tools is because they are too hidden in the website. Next to this, there is still 42% that is not familiar with the social tools.

Because LinkedIn and Facebook are the social media most familiar with and most used, for a large group within the organization a website with similar features will be easier and more convenient to start using. See the draft of the new webpage, including comments, in Appendix 6.2.

The webpage will have a central website as default homepage, and from here it is possible to go to all applications and websites of Rabobank Group. The employee's profile and his/her feed is central, this directly arouses employees' attention. An option is to make it obliged to fill in their profile. However, when this is put central they probably will do this themselves.

Next to this, on the homepage will only be updates that are relevant for you. This ensures the information available will be clear and cluttered, and prevents an information overload. You can select yourself which information you want to have in your feed, and which links, tags, and applications you want to add to your central page in order to facilitate your working activities. Here there could also be the possibility to follow specific branch/department or function related information. Also collaboration and networking is central in the new webpage. These are seen as very important reasons to use social tools. There should be the possibility to create network groups, and communities can be proposed. Next to this, by filling in your profile there can be matches found with colleagues. Tools are very clearly on the homepage, and easy accessible. They will have to be easy to use, fast to use, and work properly.

You can follow colleagues, groups, interests, etc. Updates in these will be seen in your feed. Next to this, there can be the possibility to see who is following you. This also gives you the possibility to see who your colleague is following, and therefore be interesting to follow him/her yourself as well.

Furthermore, there should be constant eye-contact. The tools should be integrated in all sites, existing applications, and with other tools such as Email and Lync. You will get an email if you have a new update in one of the communities, network groups or project groups

you are in for example. Also, there should be a link, in each email, that leads to the employees' profile.

Integrating the tools ensures that you do not have to switch tasks every time. As a result, it will become an embedded tool in the organization. Therefore, the following applications will have to be shown on each page of Rabobank so the employees can easily like, comment, and share.



Furthermore, the needs to be an improved search function and archive function. You should be able to find back history, search the whole intranet, and not be able to change messages after posted. You should be able to delete messages of others on your homepage/profile only.

After these changes, the launch can be done all over. With the **“new” launch**, we will have a **“new chance”** to make this platform a success. This means that awareness, education, and adoption and activation will have to come back to attention once again.

The tools can be marketed before they are launched in order to inform people and to make them curious. This can be done via email, posters, and management. The clear goals and purpose will have to be communicated . Also, the employees should be reminded of these tools several times in the beginning to create **awareness**.

Together with **educating** the employees how they can use the tools, it should be made clear for what they can use them, and why they should use them. This can be done by clear and personalized examples. Next to this, they should be explained what additional value these tools have, both for them and the company, compared to the traditional tools.

The tools and examples of execution recommended in recommendation A, are recommended to use here as well. However, here we can add the possibility to get promotion or an explanation of the tools in your feed as well. This can help reminding the people of the availability, the added value or the opportunities of the tools.

In order to make **adoption and activation** a success, supportive executives and ambassadors could be assigned in each branch to create enthusiasm and involvement. This by asking for the needs of the users, promoting the tools, discuss and review, and start all over. This will ensure a continuously improving intranet. Next to this, a knowledge session or “lunch and learn” could be organized in order to make the employees participating.

Also here, **active content management** is of great advice. Employees should be challenged, involved, asked, and nominated. By using these tools content should be created that cannot be found elsewhere, which will result in an urgency to need those tools, and to a widespread usage. Next to this, to introduce the new tools, they could be brought to attention within the **CRISP programme**. Also, integration and better access can be enhanced by having these tools on mobile applications as well.

And finally, **active management** is also here of great importance. Therefore managers should be assisted to lead by example in order to create widespread usage, and added value for each user and for the company as a whole. This can be supplemented by management peer pressure and by making it part of management KPIs.

Bottom-up approach

This approach could also be done by a bottom-up approach. This means that from the moment this cooperation process starts, the employees are involved. This means that a group of users, from all different branches, can be involved in the project. This will stimulate and promote acceptance, an increased willingness to use the tools, and will result in a companywide better tailored platform. This also because colleagues will have the feeling their colleagues represent their interests and desires.

Two-way communication is very important here. Polls about new initiatives could be organized for example. Communications departments will be the “early adaptors” and ambassadors that create enthusiasm and involvement. However, this means that management is required to let go of total process control.

The costs for this approach will approximately be **€ 569.950** (Appendix 6.1).

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Appendixes

2. Literature Review

Internet

Paul Chaney: Principal of Chaney Marketing Group, a boutique agency that provides outsourced online marketing services for B2B companies. He has 18 years of experience traveling the globe consulting with and providing marketing training for companies of all sizes across a wide range of industry verticals.

Also authored or co-authored four books on social media marketing: Realty Blogging, The Digital Handshake, The Facebook Marketing Handbook, and The Social Commerce Handbook.

His background includes work with organizations such as Intel, Microsoft, the US Department of Commerce, MarketingProfs, Leo Burnett, BBDO, American Marketing Association, University of Louisiana Lafayette, and a large number of small businesses, non-profits, and tech startups.

Huib Koeleman: senior consultant at Huib Koeleman verandercommunicatie, Wackers Academie Amsterdam. Expert on internal communications, new media and change management. Wrote books on the subject (in dutch). At the moment more and more corporate communications oriented.

Frederike den Ottelander: an expert in the field of social and digital media. In her role as Head of Digital & Social she advises various clients on the strategic deployment of eg Twitter, Facebook, intranet, blogs, websites and apps for communication and engagement with stakeholders. Worked for Publicis Consultants in 2008 and graduated at Microsoft in Redmond, USA.

Shel Holtz: Shel Holtz, ABC (Accredited Business Communicator), is principal of Holtz Communication + Technology. Shel brings to his assignments nearly 35 years of organizational communications experience in both corporate and consulting environments. He is experienced in employee communications, corporate public relations, crisis communications, media relations, financial communications, investor relations, marketing communications and compensation and benefits communications, . In addition to integrating technology into communications strategies, his expertise includes strategic communications planning, change management, organizational culture, business initiatives and

communications research. Shel is a five-time winner of IABC's Gold Quill award (most recently winning in 1997 for external Web sites), and was named IABC/Los Angeles's Communicator of the Year in 1988.

Asmii Vernekar: holds a Bachelor's degree in Commerce, and a Diploma in Computer Programming. Before joining Buzzle, she worked as a Computer Faculty and Lecturer.

Ayaz Nanji: a digital strategy and content consultant. He is also a research writer for MarketingProfs. His experience includes working as a strategist and producer of digital content for Google/YouTube, the Travel Channel, and AOL. Marketingprofs is a company where individual marketers, teams, and entire marketing organizations at the world's largest corporations rely on to cut through the chaos to find the marketing experts you can trust and the information you need. They are trusted by 620,000 professionals globally.

Anne Egros: Intercultural Executive Coach. Anne Egros is the founder of Zest and Zen International, a Global Leadership, International Career and Expat Life Coaching and Training Company. The Name "Zest and Zen" is coming from her experience of bridging Asian cultures with American and European ones.

Alex Baar: European Internet Marketing Executive, Online marketing at Bakker-Hillegom. Experience in: Internet Marketing in general, Website coordination /project management, E-mail marketing strategy, Plan and implement targeted online advertising campaigns, Search engine optimisation, Viral marketing, Content management. Specialties: Good knowledge of new internet and marketing techniques, CMS, e-mail newsletter, banner campaigns. Also worked as online marketing executive at Topclick Pay per Call Advertising, and Digitenne B.V.

Chris McGrath: the co-creator of ThoughtFarmer and an intranet expert. Prior to ThoughtFarmer, he spent 10 years consulting on intranet projects for companies like U.S. Bank, Inrawest Corporation, TELUS, Vancouver Coastal Health, Vancouver Port Authority and BC Hydro. Chris oversees ThoughtFamer's sales and marketing activities and is closely involved in product development. ThoughtFarmer combines traditional intranets with social features to make the social intranet: an easy yet powerful platform for employee communication and collaboration.

Freek Janssen: Content Director at Lewis PR. Many articles written by Freek Janssen on Lewis PR: a PR blog covering communications trends, social media and more. A former journalist with six years of experience in B2B PR, mainly in the tech space: working for

clients like Citrix, UNIT4, Siemens and Adobe on media relations and social media. At LEWIS PR, he has helped several clients with a content strategy and actually putting it in place, including UNIT4 and Equens. Co-founder of Social Media Club Den Bosch (SMC073).
Specialties: Media relations, brand journalism, content marketing, copy-writing, (social) media training.

Books:

Authors: K. Pervaiz, Ahmed, Rafiq, Mohammed.

Title: Internal Marketing

Authors: David Clutterbuck, Sheila Hirst.

Title: Talking Business: Making Communication Work

Author: Jim Blythe.

Title: CIM Coursebook Marketing Essentials

Academic Reports:

Martin Le Jeune: Best practice in internal communications.

Martin Le Jeune is former head of Public Affairs at Sky, and former board director and Head of Corporate Responsibility at Fishburn Hedges. Martin was a civil servant in the Cabinet Office for over a decade and is a former Head of Public Policy at NatWest, currently he is the owner of Open Road.

Institute of Leadership & Management: Understanding Change in the Workplace.

The Institute of Leadership & Management (ILM) is the UK's largest management body, combining industry-leading qualifications and specialist member services.

Peter Jonkman: Cultural Differences in Intranet Communication.

TPM, TU Delft – Rhein Biotech NV

Rebecca Sawyer: The Impact of New Social Media on Intercultural
University of Rhode Island.



3. Methodology

3.2 Data Collection

3.2.1 Interviewees

Orientation interviews

1. Nico Blom, Global Head RI Communications, Communications RI-General, Utrecht
2. Tom van Laarhoven, Account Director Rural & Retail, Communications RI-General, Utrecht

3. Rene van Vlerken, Account Director Wholesale, Communications RI-General, Utrecht
4. Daniel Leonard, Project Manager Multimedia Office, Communications RI-General, Utrecht
5. Marion Mulder, Project Manager Intranet, Communications RI-General, Utrecht

Additional In-depth interviews

1. Anne-Marie Breuker, Process Manager, CBS - GCDM Global Development, Utrecht
2. Ina Heijnen, Project Assistant, IS&D Corporate Banking IT, Utrecht
3. Rozanne Maarse, Communications IT & OPS, RINL Admin Support, Utrecht
4. Caroline Kerkvliet, Communication Officer, Rabo Development BV
5. Marjorie O'Connell, Communication Manager, GFM - COO Office, Utrecht
6. Tomas Mink, Associate Director, RINL WCI European F&A M&A, Utrecht
7. Bart Peffer, Account Manager, Wholesale CRM, Utrecht
8. Michèle Waltman, Monitoring Crisp Pmo, CRISP, Utrecht
9. Rachel Li, Associate, Corporate Risk & Treasury Management (CRTM), Hong Kong
10. Shirley Wang, Assistant Manager, Corporate Communications, Shanghai
11. Charles Goh, Senior officer, Risk Management, Singapore
12. Evelyn Kianto, Intern, FAR, Singapore
13. Eric Fransen, Managing Director International Desk, Wholesale Clients International, Shanghai
14. Sebastian Wolff, Head of Loan Products Group, Relationship Management F&A, Frankfurt
15. Simona Anzeloni Bignotti, Executive Assistant, General Management, Milan
16. Nadine Verhaegen, Human Resource officer, Human Resources, Antwerp
17. Alfonso Mato, Senior relationship manager, M&A, Madrid

3.2.2 Email to management of the regions

Dear colleague,

Let me introduce myself first. My name is Dide Hamans and I'm an intern at RI Communications. For my graduation internship am I doing research for Rabobank International.

The new intranet, MeetingPoint, launched in November 2013, has adopted several social media tools (ChatR, Communities, Profiles, Liking/Commenting). This is done with the aim of improving collaboration, co-operation and pro-actively sharing of information and knowledge. The global intranet was needed to globally connect people, information, knowledge and tools in order to transform global knowledge into local expertise, and local expertise into global knowledge. However, the usage of those new interactive social media tools stays behind the targets that were set. In order to find out why, and to find out what should be changed, I have created a survey which I would like to distribute among employees with access to the new Meeting Point.

This survey contains questions about the current usage of the social media tools, social media tools in general, the use of MeetingPoint , and reasons for the usage. I would like to approach a set of employees via email, and share a link to the survey on MeetingPoint. Please find attached the survey.

I will use the results of the survey to give recommendations on how to improve upon the international intranet in such a way that all RI employees will be able to connect more easily, collaboration will be encouraged, and actively share knowledge and information.

In order to collect data as soon as possible, I would like to distribute the survey by Monday 24th of March.

If you have any comments, suggestions or questions, I would like to hear from you before Friday 21th of March.

Kind regards,

Dide Hamans

Intern
RI Communications

Rabobank International

Mobile +31 6 46 83 47 18

<mailto:dide.hamans@rabobank.com>

www.rabobank.com/overons

www.twitter.com/rabobank

www.facebook.com/rabobank

P.O. Box 17100 (UC T21.32), NL-3500 HG Utrecht, the Netherlands

Croeselaan 18, NL-3521 CB Utrecht, the Netherlands

3.2.3 Survey

RI Intranet Survey

March 2014

In order to improve the social intranet of Rabobank International, we would like to ask you a few questions. By improving the social intranet we will be able to improve collaboration, and knowledge and information sharing, worldwide. We would really appreciate your participation.

Note: Responses will be handled confidentially

Please answer the questions below:

1. Are you familiar with the new Meeting Point, the international intranet launched in November 2013?

Yes

No

2. Do you use Meeting Point?

Select all the items which apply:

- Yes, to read articles/news
- Yes, to find colleagues
- Yes, to find company information
- Yes, to find HR information
- Yes, to have access to other services
- Yes, to have access to other platforms
- Yes, for communities
- Yes, for ChatR
- Yes, for collaboration on Sharepoint
- No, I don't use it

3. How did you know about Meeting Point?

- Because of the "old" Meeting Point
- It is my default homepage
- Other internal communication
- Colleagues
- Other: _____

4. How do you get access to Meeting Point?

Start Browser
Favourites
Top bar
Link on our site

Other: _____

External Social Media

5. Do you use any kind of social media (either for private or professional use)?

You can select more than one answer:

- Yes, I use Twitter
- Yes, I use Facebook
- Yes, I use LinkedIn
- Yes, I use Instagram
- Yes, I use Youtube
- Other:

No

6. What do you use social tools for? You can select more than one answer.

- Knowledge Sharing
- Collaborating
- Liking
- Posting
- Private Messages
- Chatting
- Networking / Join Communities
- Passive use (read or view activities of others)

7. How often do you use those tools?

- Daily
- Weekly
- Monthly
- Almost never

8. Do you also use it for business purpose or during work?

- Very often
- Often
- Sometimes
- Almost never

- Never
- I do not have access at work

Internal Social Media

9. Do you know the new social media tools on the intranet, such as ChatR, communities, profiles, commenting and liking of articles?

You can select more than one answer:

- Yes I know ChatR (our Twitter like micro-blogging tool)
- Yes I know communities
- Yes I know profiles
- Yes I know commenting/liking articles
- No none of them

10. Did you set your preferences (the first settings asked when entering Meeting Point for the first time), or updated your profile? You can select more than one answer.

Yes I set my preferences

Yes I updated my profile

No, why not? _____

11. Do you use the new social media tools of Meeting Point such as ChatR, communities, profiles, commenting and liking of articles?

Yes

No

12. I use them for (you can select more than one answer):

- to connect with colleagues worldwide
- to ask questions
- to share my opinion/knowledge
- to post interesting facts or articles
- to join communities
- to view colleagues' profiles

- to get information

13a. How often do you use those tools?

- Very often
- Often
- Sometimes
- Almost never
- Never

14. How do you see yourself?

- As a Social Skipper, I rather e-mail or call colleagues than use social tools
- As a Social Snacker, I occasionally use social media tools to connect with others
- As a Social Savvy, I like to comment and connect with others with social tools
- As a Social Star, I constantly use social tools, it is a daily part of my life

15. Why do you use social tools?

- Because I get information from them I cannot get from other sources
- Because it stimulates my collaboration with colleagues
- Because I like to share my knowledge with others
- Because it helps me to communicate faster
- Other: _____

16. The main reason for not, or not frequently, using those social media tools is:

- I did not know about it
- I do not know how it works
- It is not user-friendly
- I do not have the time for it, I am too busy
- I do not see the urgency – there are other tools I use
- I do not see the added value

- I do not feel confident to show my opinion/idea in such a way everybody can read it (confidential reason)
- I am too old for it
- The social tools are too hidden in the intranet
- Other: _____

17. What would make you use those tools?

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

19. When would the intranet be valuable for you?

We would like to understand if there are differences to using the new technology based on demographic information. However, you do not have to answer these questions if you do not wish to.

20. Age group

20-30

30-40

40-50

50-60

60+

21. Male/ Female

22. Which country are you currently working?

- India
- Indonesia
- Singapore
- China
- Malaysia

- Japan
- Belgium
- Poland
- UK
- France
- Germany
- Ireland
- Italy
- Spain
- Russia
- Turkey
- the Netherlands

23. Department currently working:

- Communication
- Corporate Secretariat
- Global Financial Markets
- HR
- International Direct and Retail Banking
- IT Operations
- Private Equity
- Professional Products
- Rural and Retail Banking
- Rabobank Development
- Wholesale Clients International
- Wholesale Clients Netherlands
- Other: _____

3.2.4 Distribution of the survey



Help improve the intranet

Collaboration and internal communication

Take the survey now!

In order to improve the social intranet of Rabobank International and its use of social media tools, we would like to ask you a few questions. By improving the social intranet and its use we will be able to improve collaboration, and knowledge and information sharing worldwide. We would really appreciate your participation.

Note: responses will be handled confidentially.

[Take the survey](#)

Rabobank

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3.2.5 Topic list

- introduce myself first: Intern at Rabobank International Communications. For my graduation internship I am doing research for Rabobank International.

I am trying to find out how **we can encourage our employees to more actively use the social media tools** on the new intranet, Meeting Point, launched in November 2013. This is a global intranet.

- Are you familiar with meeting point?
- And its social tools? Do you use them? Which ones? For what? Often?

Then I am talking about the tools **ChatR, Communities, Profiles, Liking/commenting.**

ChatR is a twitter-like tool which you can use to post something to ask a question but also to send a private message.

The aim of those social tools is to encourage employees to share knowledge and data, to communicate faster, to collaborate and to connect with their employees worldwide.

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

Therefore, I would like to ask you some questions about the intranet itself, social media and your culture, and the internal marketing activities in your building or department.

Intranet

- Please shortly introduce yourself, who are you, what do you do currently and have you done in the past? Where do you work.
- Are you familiar with the new Meeting Point introduced last year November?
- What do you think of it? User- friendly, have you worked with it, if yes with what and if no why not
- Do you use any kind of social media? Why? And why not? Often?
- How have you launched this intranet in....
- What were the reactions towards it?
- If management would be more actively using the social media tools, would the rest follow?
- Do you think rewarding activity would help?
- What are according to you the opportunities for sharing and connecting within your business line?
- Would you be open for internal social media?

Culture

In order to align the improvements to everyone worldwide, I have also been thinking about cultural differences.

- How is social media used in your country or culture?
- What are thoughts about those internal social media tools? And do you think the thought would be to use social media internal?
- How do you communicate in your culture? Are you open, direct, formal/informal
- Do you think that there are big differences in the use of those social media tools intern between the western culture and your culture?
- What about the appearance of the intranet, do you think this should be changed?
- Do you think the language is an important barrier?
- What do you think we should take into account when improving the intranet? Is there something we should change?

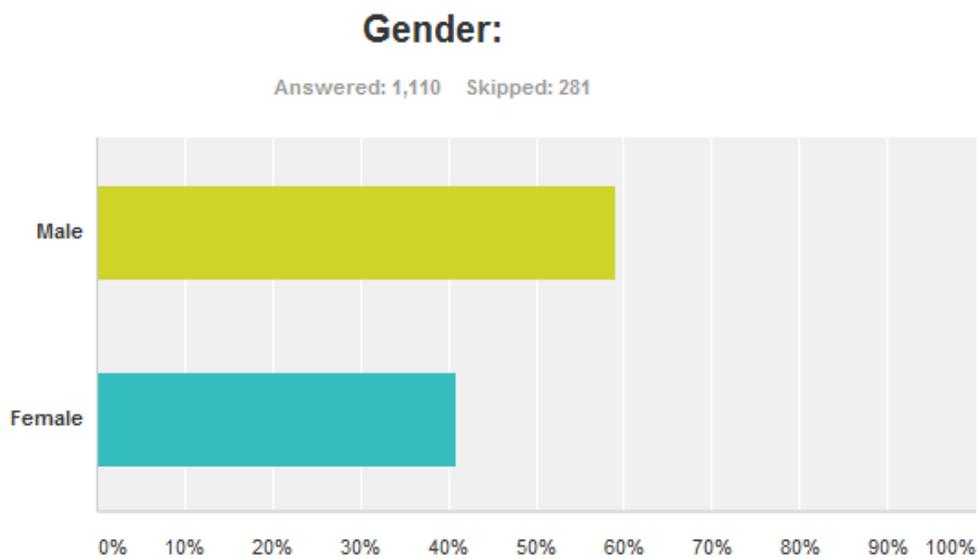
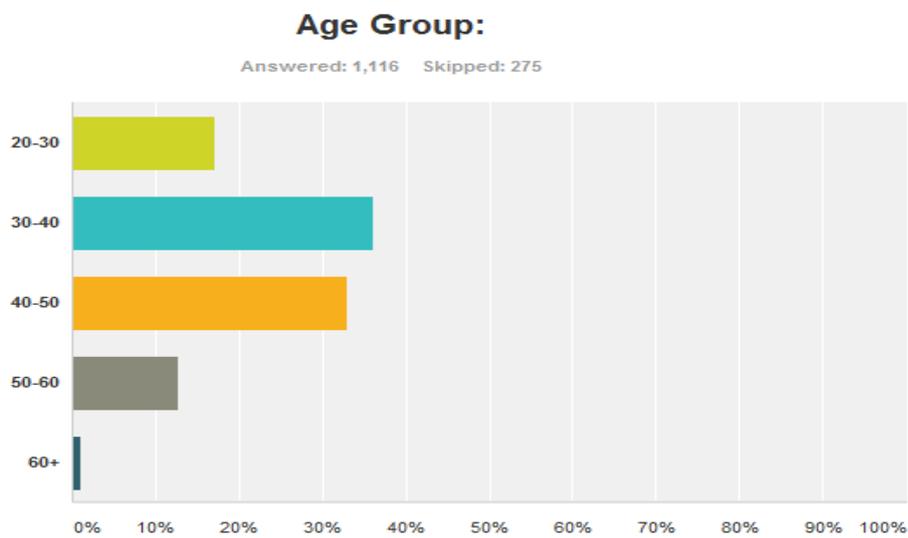
Internal Marketing/ internal Communication

- How do you do internal marketing/communication?
- Which tools are used?
- Which activities are most effective?
- Which tools should we use to get you use those tools more actively?

3.4 Population & Sampling

Representativeness of the sample

	RI population	RI sample
Total	8275 (100%)	1391 --> (17%)
Asia	2302 (28%)	256 (24%)
Europe	1947 (23%)	294 (27%)
The Netherlands	4026 (49%)	537 (49%)



4. Findings

4.1 Orientation interviews & Expectations



• Meeting point



Communities ▶ RI Communities

RI Communities

Help

Discoverable Communities Overview list

Name	Create Date	Last Activity	Member Count	Follow/ Stop I
 Alternative Financing	1/15/2014	2/8/2014	3	◦ Private
 AP Online RANZG	6/3/2014	N/A	0	◦ Private
 Biobased Economy	2/10/2014	2/10/2014	0	◦ Private
 BlackBerry 10	7/4/2013	7/2/2014	67	◦ Follow
 BlogShare	1/10/2014	6/23/2014	12	◦ Follow

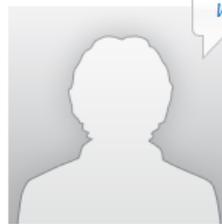


My Profile

My Profile

Edit Profile

View My Profile as seen by: Everyone



What's happening?

Hamans, DSM (Dide)
 Intern Rural Retail Banking Communications
 RN CCA Business Clients

+31 6 4683 4718
UC T23 Utrecht

Edit My Profile

Dide.Hamans@rabobank.com

More information

Overview

Tags and Notes

Colleagues



ChatR

My Newsfeed

Public Newsfeed

Rabo ChatR

[Add Post](#)
[Ask a Question](#)
[Private Message](#)

What are you working on?

+Add people to this conversation

Post

[Edit News Interests](#) | [Edit Settings](#)

My Newsfeed Show: My Newsfeed

0



Sande van de, CWG (Camille): @[Future of Farming]: 'The next Green revolution will be digital, thanks to Big Data...'. Article by Head of CSR Brazil, Luiz Fernando do Amaral, published in Globo Rural, one of Brazil's leading national agricultural magazines.

Popular on Meeting Point

Most Read

- » Wholesale, Rural and Retail Appointments - the next step in empowerment
- » Rabobank in the final stage of obtaining Turkish banking licence
- » Wholesale Rural & Retail MT Elect discuss partnership and further organisational design

Most Commented

- » Rabo Food Film Challenge
- » Rabobank in the final stage of obtaining Turkish banking licence
- » Lengthening the Food and Agri chains in East Africa

Most Liked

- » Office Lync/Communicator integrated
- » Rabo Food Film Challenge
- » Input for Appraisal (IfA) to be rolled out bank wide

 4  1  0

What do you think?

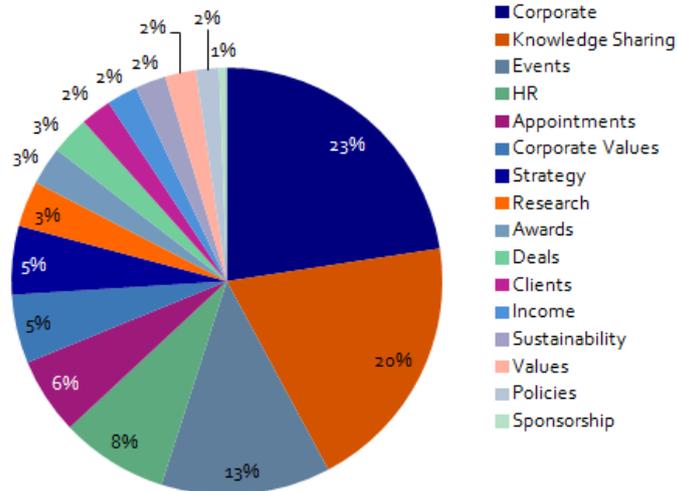


Enter comments here...

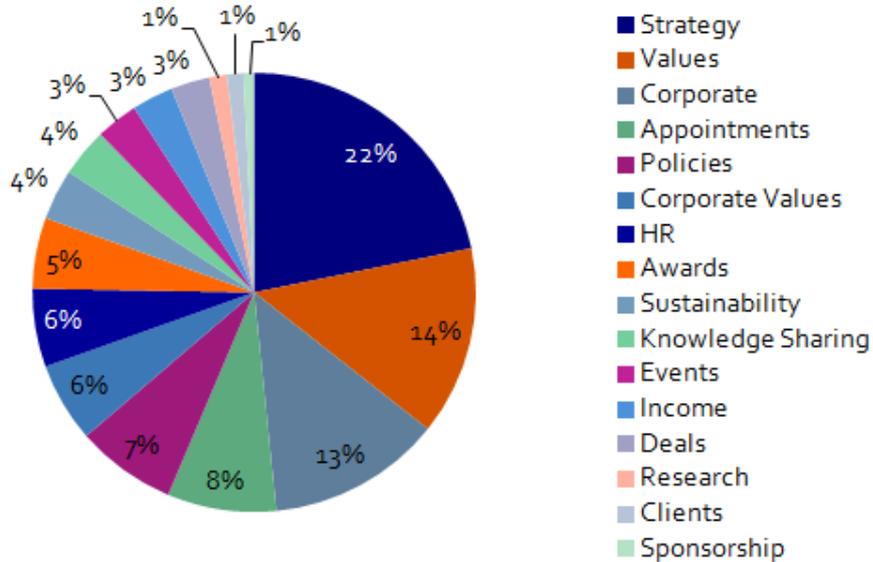
Post

4.2 Current usage

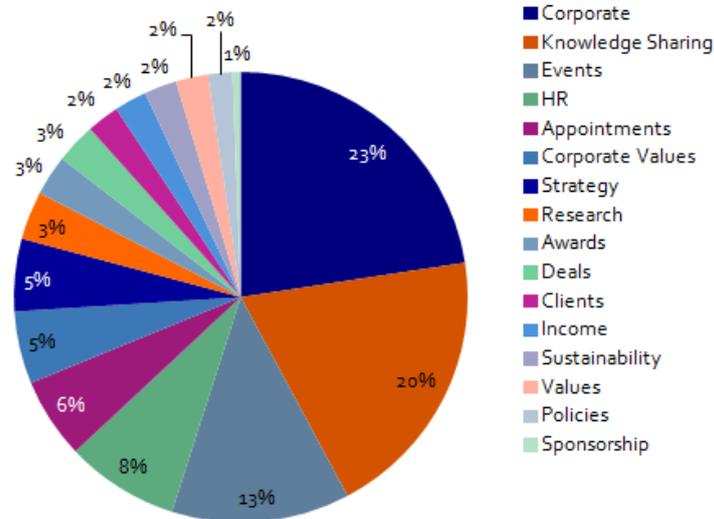
Articles



Avg # of visits per category

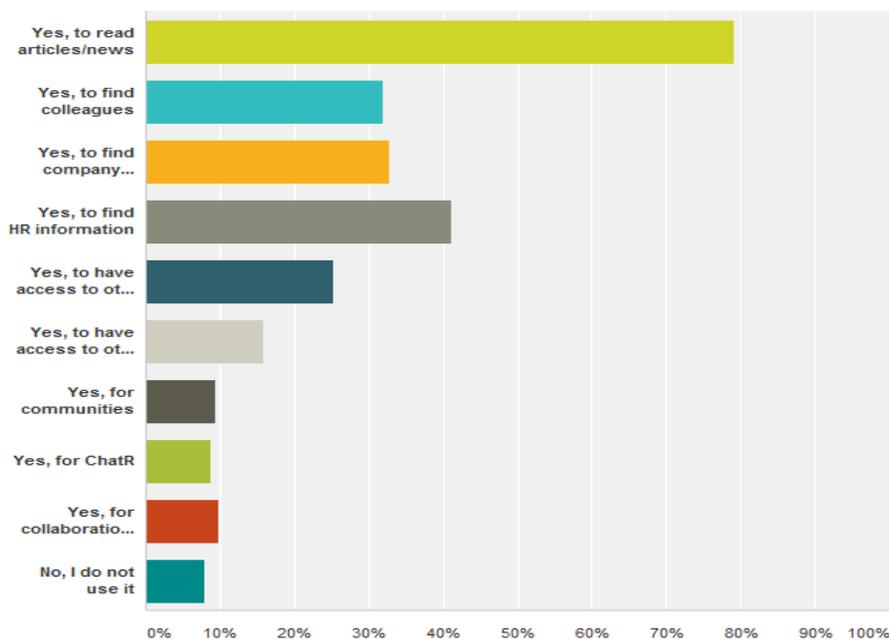


Articles



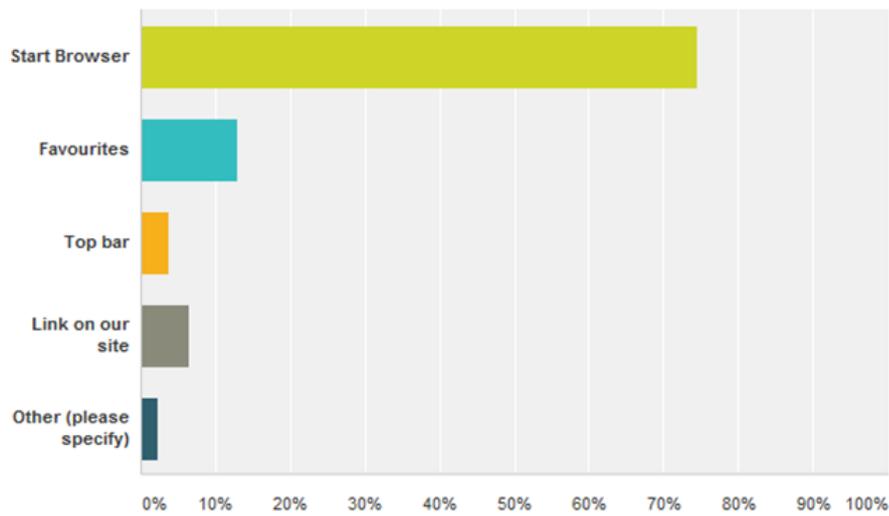
Current use of the social media tools

Do you use Meeting point? Select all the items which apply.

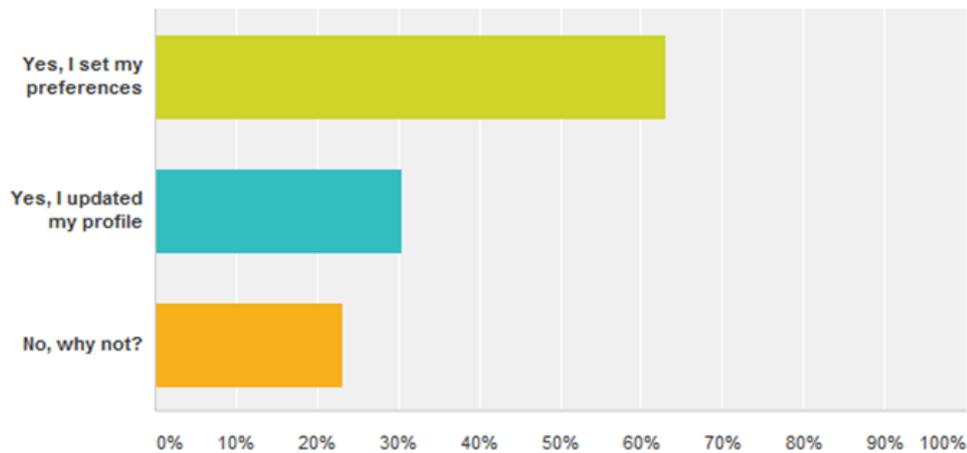


1) Yes, to read articles/news, 2) Yes, to find colleagues, 3) Yes, to find company information, 4) Yes, to find HR information, 5) Yes, to have access to other services, 6) Yes, to have access to other platforms, 7) Yes, for communities, 8) Yes, for ChatR, 9) Yes, for collaboration on Sharepoint, 10) No, I don't use it.

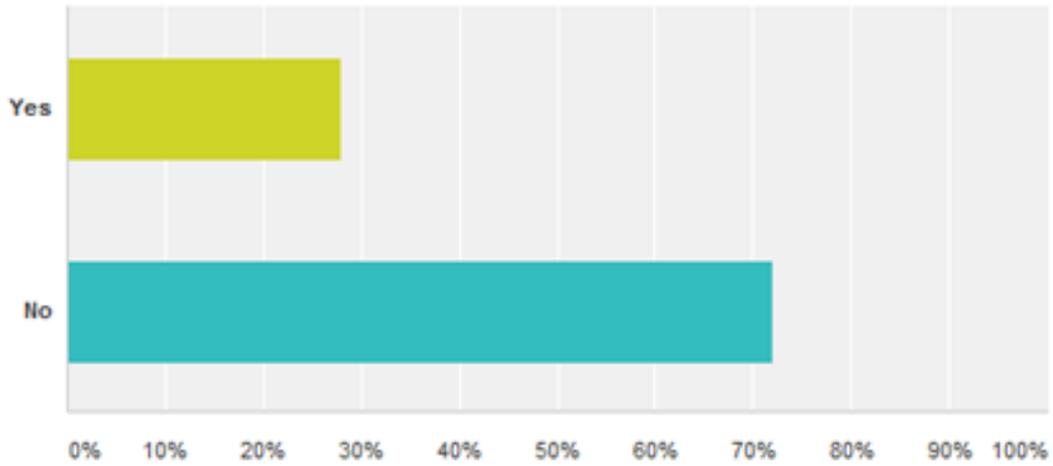
How do you get access to Meeting point?



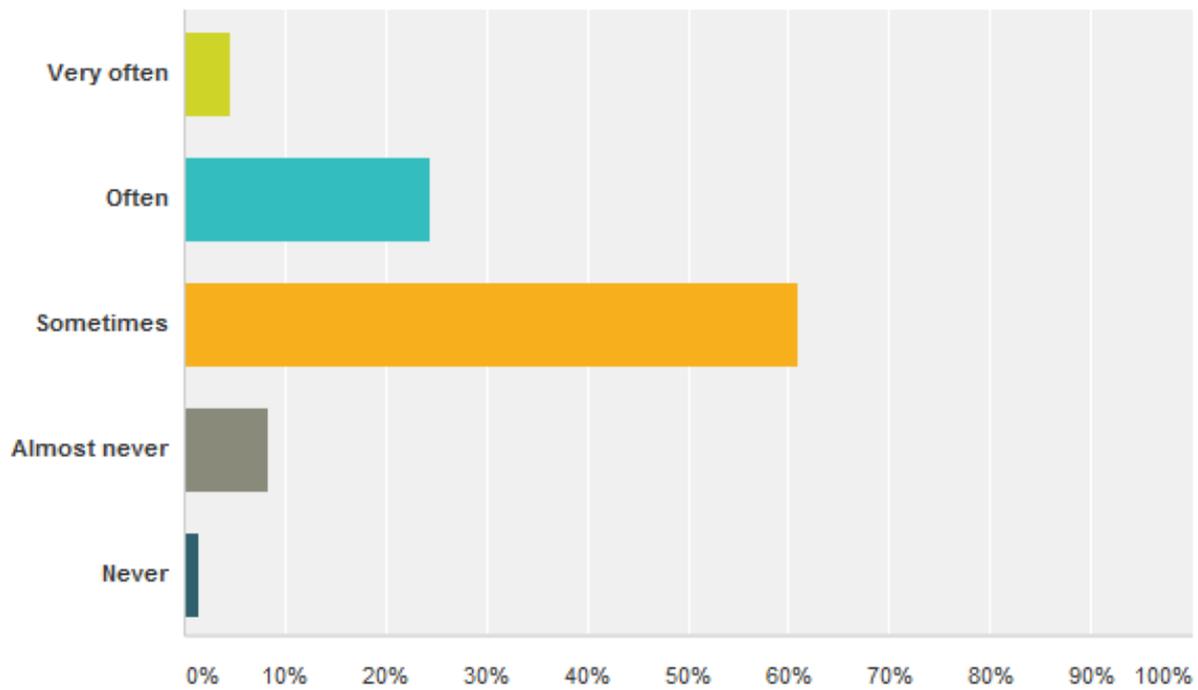
Did you set your preferences (the first settings asked when entering Meeting point for the first time), or updated your profile? You can select more than one answer.



Do you use the new social media tools of Meeting point such as ChatR, Communities, Profiles, commenting and liking articles?

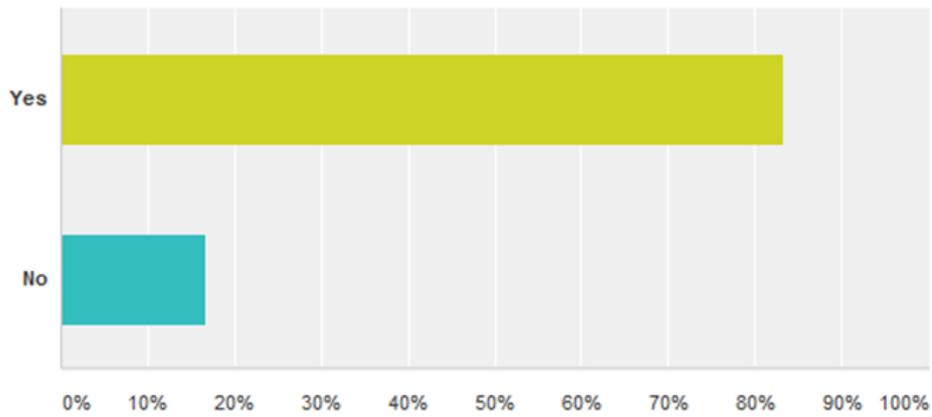


How often do you use those tools?

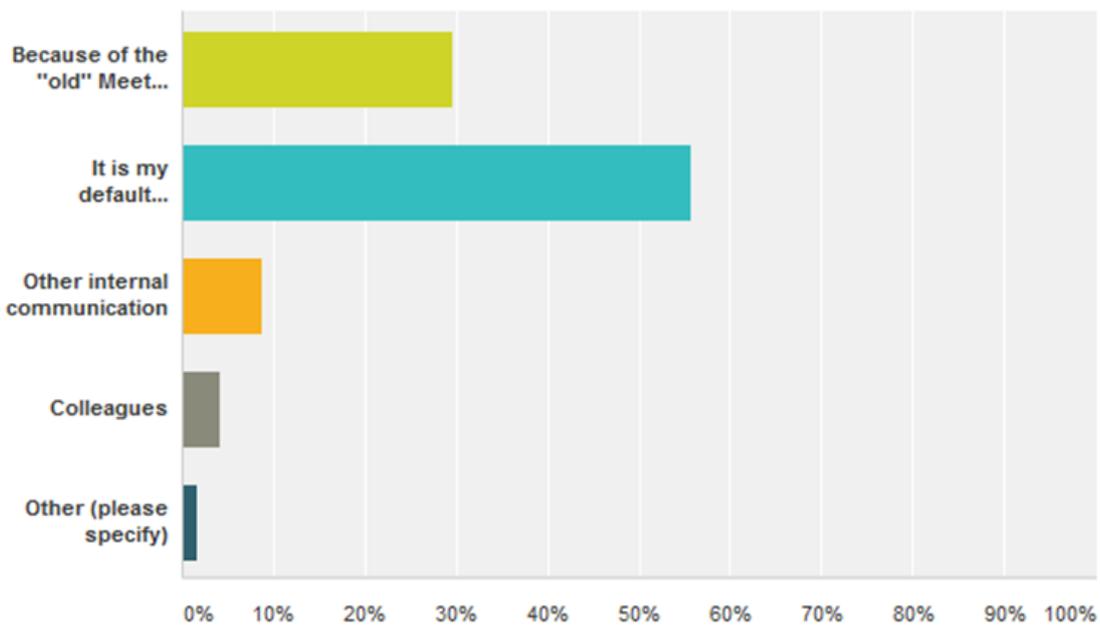


4.3 Launch and Reactions towards it

Are you familiar with the new Meeting point, the international intranet launched in November 2013?



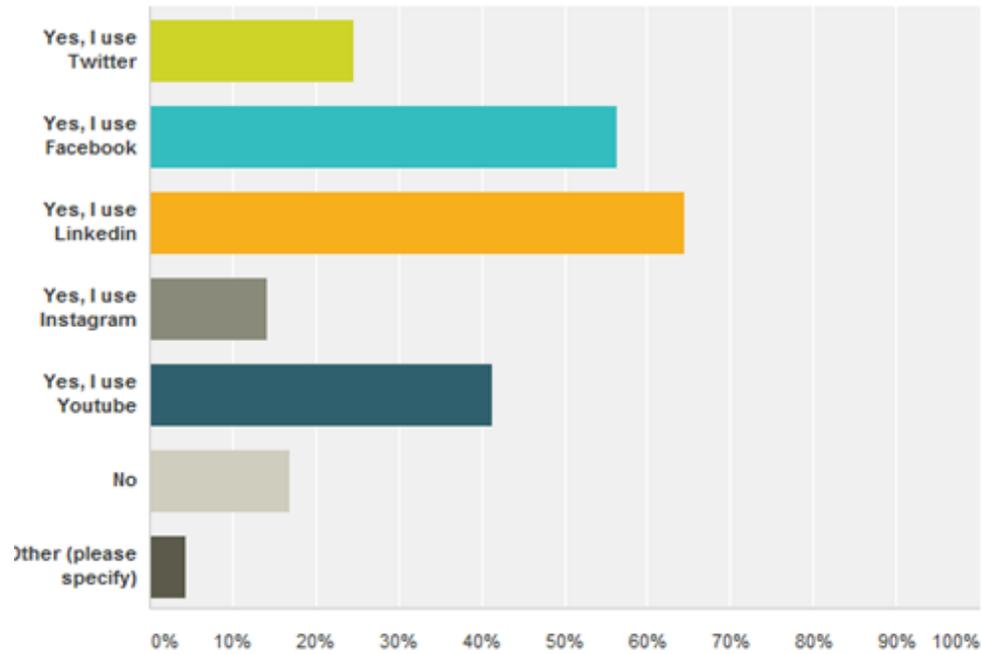
How did you know about Meeting point?



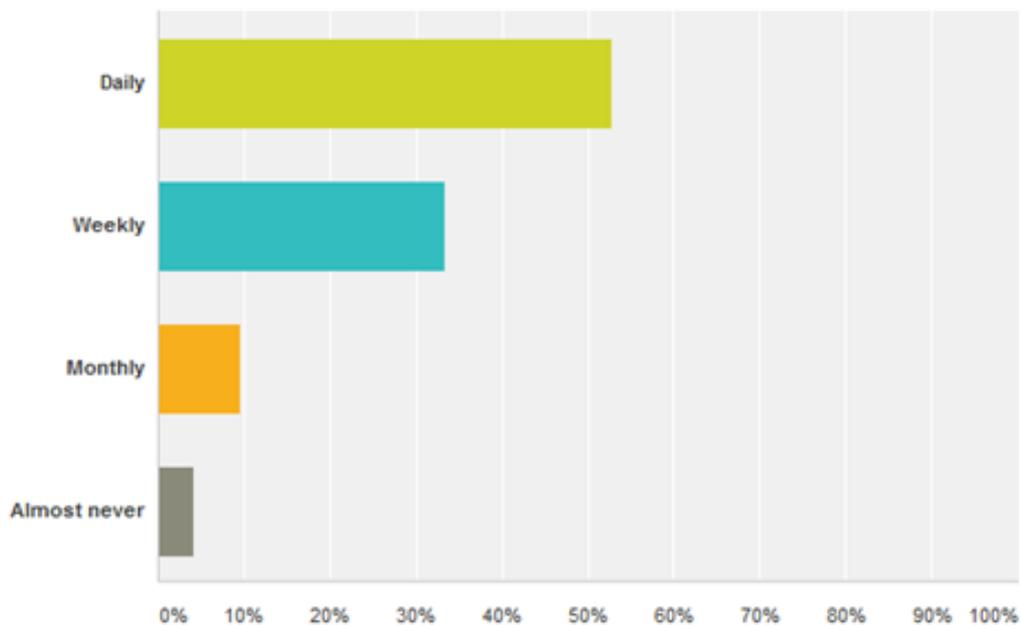
1) Because of the "old" Meeting point, 2) It is my default homepage, 3) Other internal communication, 4) Colleagues.

4.4 Reasons why the tools are not used actively

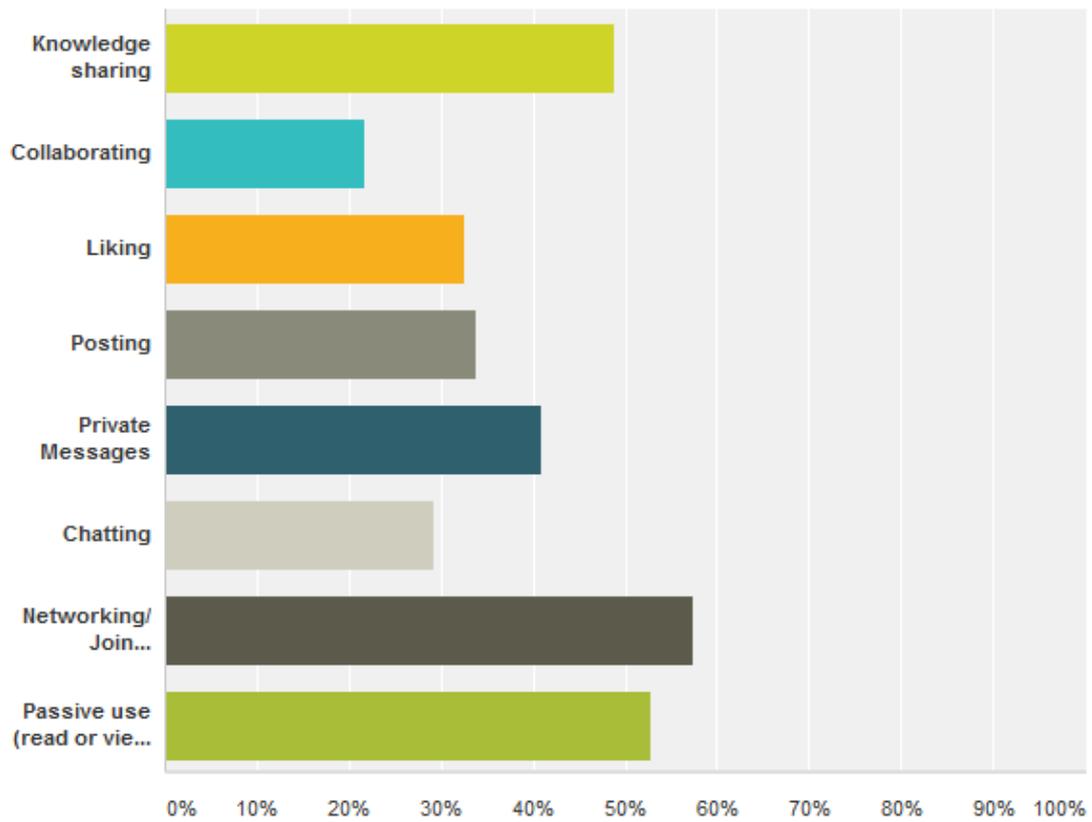
Do you use any kind of social media (either for private or professional use)? You can select more than one answer. How often do you use those tools?



How often do you use those tools?

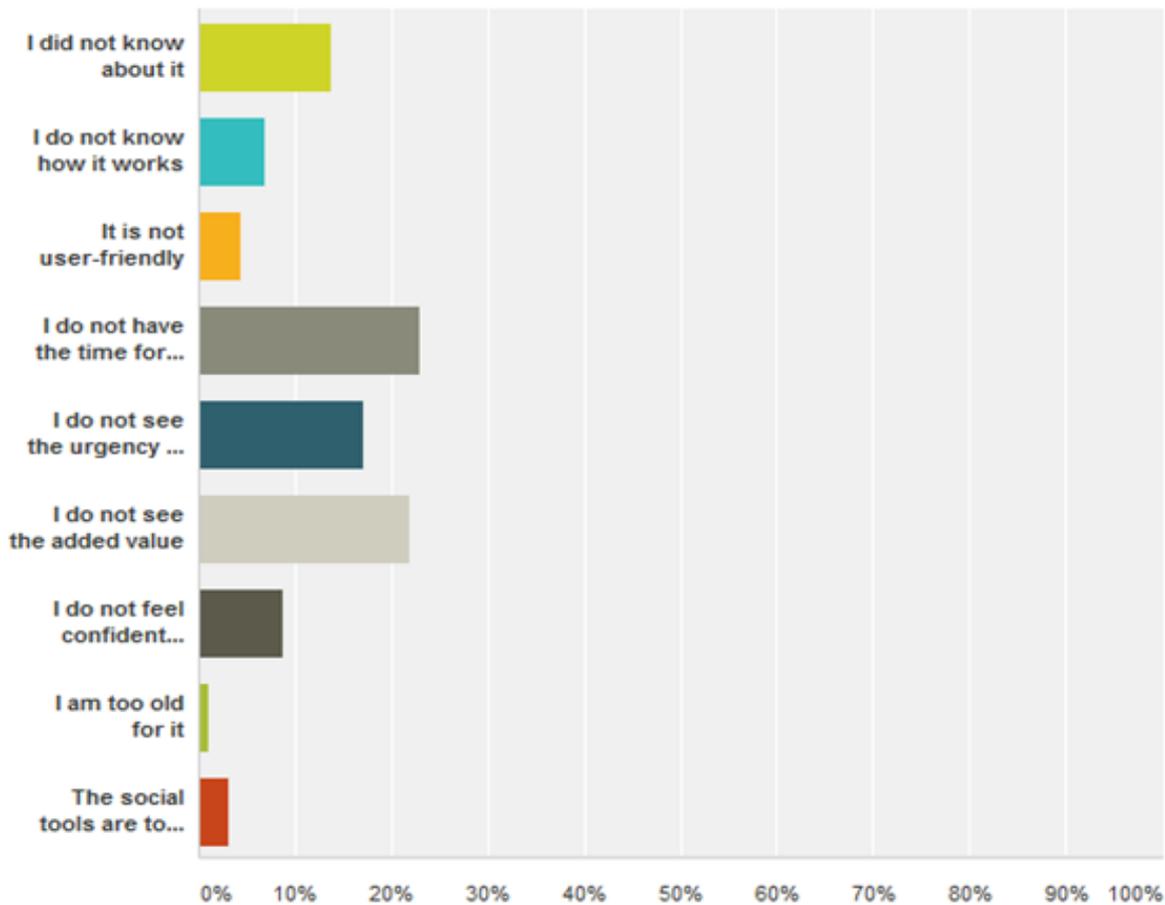


What do you use social tools for? You can select more than one answer.



1) Knowledge sharing, 2) Collaborating, 3) Liking, 4) Posting, 5) Private messages, 6) Chatting, 7) Networking/ Join communities, 8) Passive use (read or view activities or others)

The main reason for not, or not frequently, using those social media tools is:



1) I did not know about it, 2) I do not know how it works, 3) It is not user-friendly, 4) I do not have the time for it, I am too busy, 5) I do not see the urgency- there are other tools I use, 6) I do not see the added value, 7) I do not feel confident to show my opinion/idea in such a way that everybody can read it, 8) I am too old for it, 9) The social tools are too hidden in the intranet.

Other interesting things that have been said:

- People of other countries have the feeling they are too far away of what is posted, they do not know what to say, or do not find it necessary to have contact with other countries outside their region.
- People are not that interested in what is going on in the bank, everyone lives in their own world, busy with their own thing.
- It is an age or generation thing, people are not interested in social media or do not have the experience.
- RI is not ready for global initiatives, it is a cultural thing it is still not naturalized, digitalisation is far behind Rabobank Nederland(RN).

- The tools are too informal, the bank is a rather formal and traditional company, the tools are not seen as binding.
- It is more a like to have than need to have.
- It is seen as cluttered or unclear, do not want to screen all day.
- Concerned about sensitivity of information.
- In the news it is frequently mentioned that chat / Whatsapp / Facebook comments are reasonable ground for termination of contract.
- Because it is a closed community, it can only be used by employees of RI.
- The social media tools are too similar to external social media tools, which are used for personal enjoyment / staying connected with friends and family. Trying to implement similar tools in a work environment feels slightly unprofessional and forced.

4.5 Cultural differences

On the next page you can find the differences in answers per region. The questions underlined and in italic style are not valid to compare because of the sample size.

Question	Asia (256 people)			Europe (295 people)			The Netherlands (540 people)		
	Filled in by	%	Answer	Filled in by	%	Answer	Filled in by	%	Answer
Q1	255	28%	No	294	18%	No	538	10%	No
Q2	185	81%	To read news	242	79%	To read news	481	79%	To read news
Q3	184	69%	Default page	242	53%	Default page	484	53%	Default page
Q4	185	82%	Start browser	242	73%	Start browser	486	73%	Start browser
Q5	256	66%	Facebook	295	60%	LinkedIn	540	80%	LinkedIn
		20%	No		19%	No		12%	No
Q6	204	67%	Knowledge sharing	238	56%	Passive use	476	60%	Networking
		64%	Networking		53%	Networking		57%	Passive use
Q7	204	60%	Daily	239	47%	Daily	476	52%	Daily
Q8	203	33%	Never	239	29%	Never	476	32%	Sometimes
Q9	256	47%	None of them	294	46%	None of them	540	47%	Know ChatR
								40%	Know
								34%	Communities
									None of them
Q10	134	64%	Yes preferences	155	65%	Yes preferences	357	64%	Yes preferences
		11%	No		21%	No		26%	No
Q11	134	65%	No	158	77%	No	353	73%	No
<u>Q12</u>	49	73%	<i>To get information</i>	36	67%	<i>To get information</i>	100	59%	<i>To get information</i>
								57%	<i>To join communities</i>
<u>Q13</u>	49	71%	<i>Sometimes</i>	37	68%	<i>Sometimes</i>	100	53%	<i>Sometimes</i>
<u>Q14</u>	48	56%	<i>Social Snacker</i>	37	60%	<i>Social Snacker</i>	100	47%	<i>Social Snacker</i>
<u>Q15</u>	49	43%	<i>Get information cannot get from other sources</i>	35	29%	<i>Get information cannot get from other sources</i>	96	29%	<i>Get information cannot get from other sources</i>
					23%	<i>Communicate faster</i>		28%	<i>Communicate faster</i>
Q16	241	25%	Do not have time	276	25%	Do not see added value	509	26%	Do not see added value
		17%	No urgency to need them		23%	Do not have time		22%	Do not have time

4.6 The employees' needs

Explanation to the needs

Education	Examples of how, when and why to use it (specific use cases), understanding, who is the audience, what is the appropriate style, etc
Widespread usage	A limited group is limited value, if the closest colleagues would use it they would follow. Acceptance and importance has to be shown
Awareness	Needs to be more promoted, people are not aware of the tools. Awareness would create more usage
Adds value	If it makes the job easier, saves time, improved productivity, etc. There should be a reflection in the results, people do not know what added value the tools have for them
Active Management	Leading by example, this approves usage and shows acceptance, management shows they actually listen to comments
Alternatives	There are too many means to communicate, this rather adds than replaces. Other tools are seen as more convenient to use
Urgency to need them	If it is forced, part of policy or if it contains information you cannot get elsewhere there will be an urgency to use the tools
Performance	If targets and performance would be dependent (KPIs)
Part of work	When used in business processes or daily activities (now it is disconnected), seen as extra next to work (no time)
Rewarding	If rewarded for active using the tools, or for innovative use
Content	Work-related, interesting, useful, and up-to-date. There should be active discussions going on and some employees value formality
Integration	If it is an embedded tool in the organization. All sites, applications and tools need to be integrated, also with other channels(Lync, email), or decrease number of features and integrate more
Increased user-	Tool has to be simple, fast, easy to find and to open, make

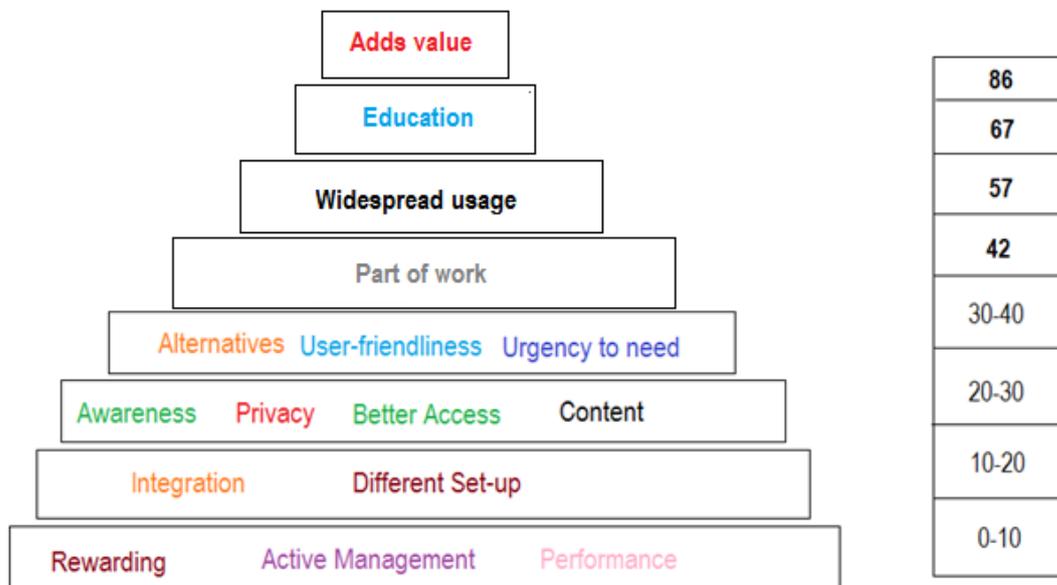
friendliness	more appealing. Now it is too complicated and too hidden
Set-up	It should be branch/division/department/region specific, better visible and a better overview
Better access	Easy accessible, also on phone/App/tablet
Increased privacy	Able to select a small audience, anonymity button

Coding open questions

	Code	Times answered Q17
Education	ED	67
Widespread usage	WU	57
Awareness / familiarity	AW	20
Adds value	AV	86
Active management	AM	8
Alternatives	AL	33
Urgency to need them	UR	39
Performance	PER	3
Part of work / no time because of work	PW	42
Rewarding	RE	4

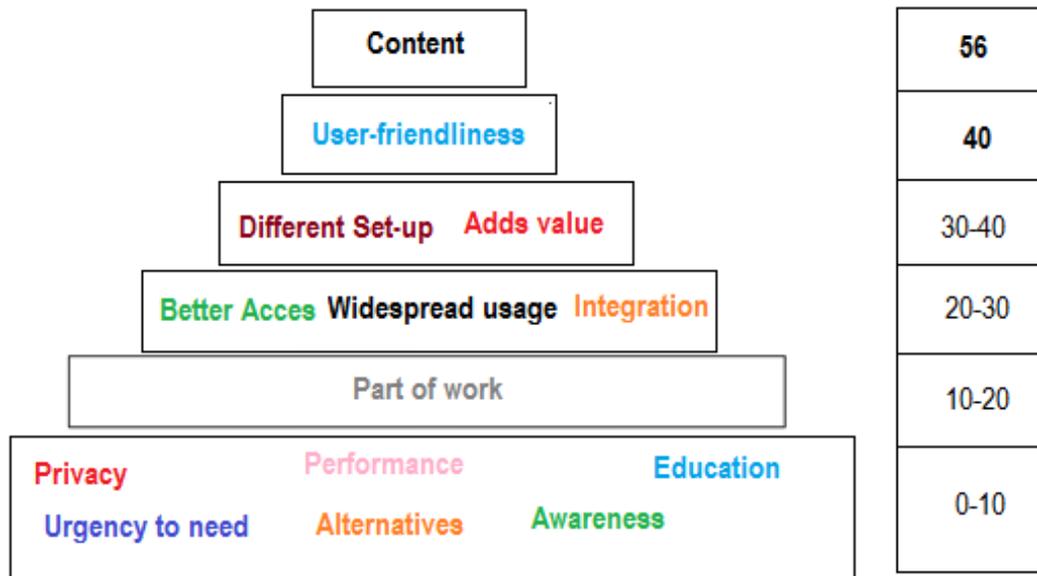
Content	CO	26
Integration	IN	19
User-friendliness	UF	37
Set-up	SU	19
Better access	BA	23
Privacy	PR	21
		----- +
		504
No valuable answer	0	129

(no willingness to use the intranet, repeating the question, did not understand the question, explaining what they currently do with the intranet, irrelevant because does use the tools)



Coding open questions	Code	Times answered Q19
Education	ED	3
Widespread usage	WU	25
Awareness / familiarity	AW	5
Adds value	AV	31
Active management	AM	0
Alternatives	AL	9
Urgency to need them	UR	6
Performance	PER	2
Part of work / no time because of work	PW	12
Rewarding	RE	0
Content	CO	56
Integration	IN	21
User-friendliness	UF	40
Set-up	SU	32
Better access	BA	22
Privacy	PR	2
		----- +
		246
No valuable answer	0	281

(no willingness to use the intranet, repeating the question, did not understand the question, explaining what they currently do with the intranet, irrelevant because does use the tools)



Extra notes about the current Meeting point

- Difficult searching, searching tool hard to use
- Would be good to see whether someone is online/present
- Most people in China do not read Meeting point
- Make sure the homepage is always new and refreshed
- Archive function needs to be better
- The possibility to click through if you would like to know more about a topic (possibility to read more news)
- Too many websites which to follow, not connected or integrated
- Sometimes the comment function does not work properly, you can only see the first two comments, or the comments are not visible while it says that there are comments placed
- Lots of employees do not have their preferences or settings filled in correctly
- Meeting point is not trusted because they are afraid to lose things
- Practical would be a navigation, so you can see where someone is sitting inside the office
- It is an obstacle to first fill in you preferences
- Preferences should be default for each country for the country he/she is working in, so that in the same branch the people have seen the same news

6. Recommendations

6.1 Cost considerations

The costs are estimations based on knowledge and expertise of the supervisor and the project manager, and based on the following figures. The roles here are the various disciplines involved in the development and management of an application within RI IT Systems and Development (IS & D) and IT infrastructure.

Role	Hrs p/w	€ per hr	
BA	18	105	1890
DEV	40	135	5400
DEV (ITI)	16	135	2160
TEST	18	105	1890
PE	8	135	1080
PM	18	105	1890
ITI	8	105	840
		Per week:	15150
		Per month:	60600

Explanation of the abbreviations:

BA: Business Analysis (requirements analysis and specification of requirements, translate into functionality)

DEV: Software development

ITI: IT infrastructure (the infrastructure management department level Operation System, databases, network, disk, etc)

TEST: Test analysis (software testing)

PE: Process engineer

PM: Project Management

Additional explanation:

- Costs are charged according to the time expected to spent on it.
- Some changes might take time because there needs to be an agreement first before anything can be executed. This because of the organizational structure and culture within RI.
- Every year RI pays Microsoft and Sitrion for a license fee for the Sitrion tool in order to use the social tools. An App comes with the this Sitrion tool. Therefore most costs for having a mobile application are included in this fee, which is a standard companywide cost. Therefore this does not have to be added as extra costs. However, additional developments costs can be charged here of € 30.000.
- The ability to “tag” or “pin” in Sharepoint is already available, and therefore does not have additional costs.
- Some changes do not cost a lot of money because the settings are already available somewhere in the back of the webpage.
- Communication or promotion via RI’s existing channels such as an article on Meeting point do not have any additional costs.
- Active ambassadors and supportive executives are of no additional costs because these roles are already included in existing functions of the employees.
- Although active management does in general not have any additional costs, making it part of management KPIs might result in additional costs. However, these costs are expected, but the amount is not known yet. Expectations are that these will not be high.

Option A

Small technical changes:	
- Default homepage	€ 15.150 (1 week)
- Website archive function/ search function	€ 30.300 (2 weeks)
- Integration of the tools	€ 45.450 (3 weeks)
Education, Added value, Awareness & Promotion:	
- New kick-off with speaker + smaller workshops	€ 25.000
- “Did you know” sets (2 times a week for 3 months)	€ 6.500
- Video + guideline	€ 2.500
- Articles on Meeting point	€ 0
- Attention by management in meetings	€ 0
Active Management	PM

Active ambassadors & supportive executives	€ 0
Active content management	€ 0
Link with CRISP	€ 0
Mobile/tablet application	€ 30.000
Total	€ 154.880

Option B

Changes in the website:	
- Central page as default homepage	€ 15.150 (1 week)
- Employee profile central/ major changes webpage	€ 121.200 (8 weeks)
- New upset of the tools	€ 181.800 (12 weeks)
- Personalization	€ 0
- Collaboration	€ 45.450 (3 weeks)
- Followers/following	€ 45.450 (3 weeks)
Additional changes:	
- Integration of the tools	€ 45.450 (3 weeks)
- Website archive function/ search function	€ 30.300 (2 weeks)
- Link in each email to Employee profile	€ 15.150 (1 week)
New launch:	
- Education & Awareness	€ 40.000
- Adoption & Activation	€ 0
Link with CRISP	€ 0
Active management	PM
Mobile/tablet Application	€ 30.000
Total	€ 569.950

6.2 New webpage Meeting point

See the next page for the new set-up and look and feel of the website, including a brief explanation to the changes.