Getting everyone on the same page

*Improvement of the communication strategy in order to contribute to the portfolio goals.*

Bachelor thesis

Student name: Nikki Gillessen
Student number: 0854804
Thesis company: Rabobank Netherlands
Company supervisor: Mrs. K. Jongh-van Ooijen
Thesis supervisor: Mr. A. Sugonyako
Second reader: Ms. N. Aldous
Executive summary

Rabobank Groups is a cooperative bank which offers financial services internationally. Rabobank offers services in the field of banking, asset management, leasing, insuring and real estate. The department Application Development and Maintenance from ICT has one department that develops and maintains information systems for the Rabobank employees, it is called portfolio Organization. Portfolio Organization has a management issue, some aspects of the current communication situation do not contribute to the portfolio goals of cost reduction, a shorter time-to-market and an increase in the quality of services. This holds back the achievement of the portfolio goals and this has a negative influence on portfolio Organization’s performance. To achieve these goals, changes have to be made in the way people do their job and this causes uncertainty. Communication is important to inform employees about the “why” and “what” of the changes and to involve employees in these changes. Comparing the current communication situation with how theories, scientific articles and case studies state it should be done, indicated some weaknesses in the current communication situation. These weaknesses are regarding the intercultural collaboration, the steps for effective collaboration are unknown, some communication tools are not used efficiently, the tools that provide information visibility (the ease to find information) are too complex and the value proposition for the clients should be focused on the possibilities of portfolio Organization. Some of these weaknesses together indicate that the collaboration with the client is not optimal as there is noise in the communication between the departments and its clients. This noise can be caused by an inefficient transmission of messages (inefficient communication tools) and because there is no good value proposition that underlines the importance to have knowledge on the possibilities within portfolio Organization. These weaknesses were found by answering the research question “What is the gap between the current communication situation and how theories, articles and case studies state it should be done?”. In order to see if the recommended solutions will improve the communication situation, a second research question was drafted “Which communication indicators can be used to monitor improvements?”. These indicators resulted from the weaknesses that should be monitored in order to see if there are any improvements in the communication situation. The indicators that will be monitored are the number of complaints reported to the service desk about portfolio Organization, the amount of communication sent in Dutch compared to the amount of communication sent in English, a survey to measure the level of collaboration in project teams, the exact number of back and forth face-to-face communication, the time to implement a new process or an update of a process and the increase in the satisfaction scores on programs and applications of the portfolio can also be used as indicators to measure improvements.

The findings resulted from analyzing the current situation by conducting interviews with the program managers, project managers who work with Cognizant employees and employees working for Cognizant. Next to these interviews, small conversations over coffee and intranet documents provided the needed extra information to be able to make a good analysis of the current communication situation. The analysis showed that there are no indicators which measure improvements in or the performance of the communication situation of portfolio Organization. Currently there are only too general indicators that do not indicate how the current communication situation of portfolio Organization is doing and how it contributes to the portfolio goals. That is why indicators needed to be identified and this was done by means of finding indicators to monitor the weaknesses of the current communication situation. In order to solve this issue and the gap between the current communication situation and how theories, articles and case studies state it should be done, the objective of this thesis is to develop a communication strategy for portfolio Organization that will contribute to the cost reduction, shorter time-to-market and increase in the quality of the services. The other objective of this thesis is to identify several indicators, which will provide hard numbers, to monitor improvements in performance due to the improved communication strategy.
In order to make an analysis of the current communication situation, the (sub) causes of the management issue needed to be indicated. On these (sub) causes theories, scientific articles and case studies were used to make a theoretical foundation that gives a very precise definition of the used key concepts to reduce the gap between the current communication situation and how these theories, articles and case studies state it should be done. These (sub) causes are that there are no available indicators, the management of knowledge is not very good because of inefficient collaboration or a low information visibility, the value proposition is outdated or the current communication tools are used inefficiently and inconsequent. The most important sub causes turned out to be the inefficient intercultural collaboration and the inefficient collaboration with the clients. The other (sub) causes also contribute to the fact that the current communication strategy does not contribute to the achievement of the portfolio goals, but these two sub causes include the most inefficiencies.

The recommendations are based on how the theories, scientific articles and case studies state it should be done adjusted to the situation at portfolio Organization. The first recommendation is to process all the recommendations together with what is good about the current communication situation in a communication plan for portfolio Organization. The second recommendation is to create a new value proposition for the clients that will focus on the possibilities within portfolio Organization, another recommendation is to organize a second week of Organization, this is a campaign for portfolio Organization that lasts for a week in which all programs are explained and interdependencies are underlined. Furthermore the recommendations are to create a guideline for the good transmission of messages, to translate the most important messages into English to communicate it to the Cognizant employees and to make the end-reports of programs and applications in English. To create a manual on how to use and search for documents in ProcesWeb and RaboWeb is recommended and also to create an application to display the newsletters as it will help to reduce the feeling of an information overload. Another recommendation is to promote the active use of Yammer, an internal social media tool on which knowledge can be shared throughout the entire organization and to organize a day of portfolio Communication which will stimulate the employees to use more direct communication channels. Surveys can also be created to check the efficiency of the collaboration in project teams and to stimulate project team to become a highly effective project team. The last recommendation is to incorporate a more detailed communication chapter in the program plans and to implement the communication as a step in the process of the development or maintenance of a program or application. When the communication is part of a process, the employees will have to fulfill the communication tasks in order to say they finalized a project. This way the use of the communication tools indicated in the program plan will be ensured. These solutions are recommended as they will help to overcome the obstacles in the current communication situation and improve the portfolio’s performance by contributing to the achievement of the portfolio goals of cost reduction, a shorter time-to-market and an increase in the quality of the services.
Introduction
This thesis is written to find a solution for a management issue at Rabobank Netherlands. This management issue is about the communication of an ICT department, portfolio Organization. I chose to do my thesis on this subject because I am interested in the marketing aspect of my studies. A part of the communication assignment is more or less the internal marketing of the department to the client. This part and the other parts of the assignment are about the contribution of communication to the goals of the department. This thesis will focus on the contribution of communication to the achievement of the portfolio goals. The achievement of the portfolio goals will mean an improvement in the performance of portfolio Organization. This approach is chosen to see that the improvements in the internal communication situation will lead to an improvement in the portfolio’s performance. This bachelor thesis is written to finalize my study International Business and Management Studies.
# Table of content

Chapter 1 Introduction ........................................................................................................................... 7  
1.1 Introduction case Rabobank ......................................................................................................... 7  
1.2 Management issue ....................................................................................................................... 8  
1.3 Thesis objective .......................................................................................................................... 10  
1.4 Main research questions ............................................................................................................ 10  
1.5 Ishikawa diagram ........................................................................................................................ 11  
1.7 Structure of the report ............................................................................................................... 11  
1.8 Chapter summary ....................................................................................................................... 12  

Chapter 2 Literature Review................................................................................................................. 13  
2.1 Relevance tree ............................................................................................................................ 13  
2.2 Communication during changes ................................................................................................. 13  
2.3 Knowledge management ............................................................................................................ 16  
  2.3.1 Information visibility ............................................................................................................ 17  
  2.3.2 Collaboration ....................................................................................................................... 18  
2.4 Product ....................................................................................................................................... 21  
  2.4.1 Value proposition ................................................................................................................ 21  
2.5 Communication tools ................................................................................................................. 22  
  2.5.1 Tools that are or can be used .............................................................................................. 23  
  2.5.2 Efficiency of communication tools....................................................................................... 26  
2.6 Communication strategy ............................................................................................................ 27  
2.7 SWOT-analysis ............................................................................................................................ 28  
2.8 Chapter summary ....................................................................................................................... 28  

Chapter 3 Methodology ....................................................................................................................... 29  
3.1 Introduction ............................................................................................................................... 29  
3.2 Research questions .................................................................................................................... 29  
3.3 Research strategy and data collection ........................................................................................ 30  
3.4 Assuring credibility of the research ........................................................................................... 32  
3.5 Planning and execution .............................................................................................................. 33  
3.6 Summary .................................................................................................................................... 33  

Chapter 4 Research findings ................................................................................................................. 35  
4.1 Research justification .................................................................................................................. 35  
4.2 What is the gap between the current communication situation regarding change and how theories, articles and case studies state it should be done? ............................................. 35  
  4.2.1 How are the target groups defined? & Which communication tools are currently used? ...... 35  
    4.2.1.1 Target group – communication tool matrixes ................................................................. 36  
    4.2.1.2 Are the current communication tools efficient? ............................................................... 43  
  4.2.2 How is the management of knowledge? ................................................................................. 46  
    4.2.2.1 How is the intercultural communication organized?? .................................................... 49  
  4.2.3 Is there a value proposition gap between the employees of the programs and its users? ...... 51  
    4.2.3.1 The value proposition gap analysis ............................................................................... 53
Chapter 1 Introduction
This chapter will give an introduction about the thesis company; Rabobank Netherlands. It will give an overview of the financial services, the amount of employees, the amount of customers and some numbers regarding the net profit of the last two years. After that the management issue will be explained and the research question that will analyze this management issue will be defined. At the end of the chapter an Ishikawa diagram is displayed and this diagram displays the possible (sub) objectives or causes that lead to the management issue.

1.1 Introduction case Rabobank
Rabobank Group offers financial services internationally. It is a bank with its roots in the Netherlands. Rabobank is a cooperative bank, which means that their focus is on their customers and not on their shareholders. This means that Rabobank has no shareholders, that it connects people and shares knowledge with the customers. The customer is actually the boss of the organization, Rabobank listens to their ideas and input in how they think Rabobank should direct the organization. Cooperative banking is implemented because Rabobank strongly believes that you achieve more when you work together by connecting people and sharing knowledge (Rabobank, 2013c).

Today, Rabobank Group consists of 131 Local banks, Rabobank Netherlands, Rabobank International, Rabo Development and subsidiaries. In total Rabobank Group has around 59,000 full time employees working in 41 countries. This big amount of full time employees is needed because Rabobank serves around ten million customers (Rabobank, 2013b).

Rabobank Group offers services in the field of banking, asset management, leasing, insuring and real estate. By offering these services, Rabobank Group was able to gain a net profit of 2,012 million euros in 2013. This was a slight decrease compared to their net profit in 2012, which was 2,058 million euros. Net profit gained in 2011 was 2,627 million euros which is significantly higher compared to the net profit gained in 2012 and 2013 but this is mainly because of higher expenses in 2012 and 2013. In 2011, Rabobank Group in the Netherlands had the following market shares: mortgages 32%, savings 39%, trade, industry and services (TIS) 42% and food and agriculture 83%. At the end of 2013 the market shares were: mortgages 26%, savings 38%, TIS 44% and food and agriculture 85%. You see a drop in the market share of mortgages, this is because Rabobank Group thinks that there is more to mortgages than simply the interest rate while other market participants increased their market share by offering low interest rates. Rabobank is market leader in nearly all customer and product segments. Furthermore, Rabobank has a high level of creditworthiness. This is adjudged to them by Moody’s, Standard & Poor’s, Fitch and DBRS (Rabobank, 2014).

I work for Rabobank Group ICT, from now on called Group ICT or GICT, which is part of Rabobank Netherlands. Rabobank Netherlands supports, advises and facilitates the local banks in how to approach the market and in the development of new products. I will work for the department Application Development and Maintenance (ADM). And I will do my thesis as assignment for communication at Portfolio Organization. Portfolio organization develops and maintains information systems focused on the control, justification and facilitation of the main business of Rabobank.

A part of the development and control is done off-shore in India. The off-shore partner of Group ICT is Cognizant (Rabobank, 2013a). Cognizant is global leader in business and technology outsourcing services. The main reason of outsourcing in this area is knowledge but with this collaboration Group ICT also contributes to a cost reduction of around 10% (Holley, 2013).
1.2 Management issue

To focus on the future and changes in the market resulted in the creation of new goals for portfolio Organization. The Future of Work program is a way to realize these goals. This program started two years ago. Portfolio Organization realized that changes were needed else problems because of high costs would arise in the future. The portfolio goals need to be achieved to gain a structural cost reduction and a stronger competitive position. To achieve these goals there will be focused on the collaboration with internal and external groups. Future of Work is organized around four themes: process, architecture, Human Resources & culture and steering. In conjunction this should lead to the desired improvements and changes. The goals for portfolio Organization are:

- Cost reduction, the goal is to get these costs beneath the banking benchmark level with a comparable quality of services. This objective also includes a productivity improvement of 50-75%.
- A shorter time-to-market. A market leader should be able to quickly respond to changing customer demand, market conditions and make good use of new technological developments. This requires a short time-to-market. To realize this the Agile work method is introduced. This method applies short and clear periods of software development. The development team works closely with each other, communicates very often and in person with each other and with stakeholders of the project.
- Increase in the quality of the services.

Young (2000) argues that “communication is critical to persuading those affected by a change that there is a true imperative for them to adapt, that management is committed to the change, and that there is a reasonable probability of success”. Elving (2005) states that resistance to change and rumors will arise when the communication about change is managed poorly. When employees are ready to change, the change effort will be more effective. So including the employees in the change process will improve the effect of the change. Quirke (as cited in Harrin, 2013) emphasizes the internal communication during a change. When employees are involved in the change process, they will feel more involved to the change and the organization. Increasing attention on a change helps to develop and maintain a knowledge sharing culture in an organization, which will support the organization’s strategy (Taylor, 2013). So in order to let these portfolio goals succeed, the employees of portfolio Organization must be involved in the changes. Quirke (as cited in Harrin, 2013) created a communication escalator which emphasizes that the more you communicate about change, the more the employees will be involved to the change. Several communication tools are indicated that will help inform and communicate with the employees during the stages. He states that a business needs internal communication to turn a strategy into action.

The main focus of the portfolio is on the structural cost reduction of portfolio Organization. This cost reduction will mean a lot of changes in the processes, as explained above, and in the content of functions. The content of some functions will modify because of the changes; the needed knowledge, skills and competencies will change. Some functions will expire and some will gain extra responsibilities. The fact that some functions will expire, creates a lot of uncertainty around the employees. This uncertainty of the employees increases because it is unknown how many functions will expire exactly and in which departments. These high levels of uncertainty have a negative effect on the readiness for change (Elving, 2005). When employees have large feelings of readiness to the change, the change effort will be more effective. This high readiness for change will positively influence the performance of the organization as employees will feel involved with the department (Elving, 2005).

Knowledge management is a key driver of change (Taylor, 2013). High performance teams are needed because that will ensure a more efficient knowledge sharing (Rabobank, 2013c). And next to
that, a high quality of collaboration will improve the quality of the overall performance (Catalyst Consulting Team, 2014). Portfolio Organization experiences some struggles in the collaboration with Cognizant, a strategic partner located in India. Some Cognizant employees work on-site in the Netherlands and others work offshore in India. Cognizant requires a different approach regarding communication because of the different culture and requires all knowledge to be shared in English. These aspects in the collaboration are missing, therefore Cognizant employees find it difficult to think in line with their Dutch colleagues and this will negatively affect the performance of these project teams.

It is important to set proper expectations for stakeholders and clarify the vision and direction of portfolio Organization, a concise value proposition should be used (Mahoney, 2006). At the moment each program of portfolio Organization has its own perceived value and the clients and users have their perceived values of the programs. There should be one value proposition for portfolio Organization to be communicated to its stakeholders that can communicate IT’s value and that can be aimed on creating awareness for the target groups about IT’s accomplishments and future plans and business goals. A current issue at portfolio Organization is that the department has a lot of different clients and they all have different needs. They are only aware about their own needs and not about the needs of other clients. Sometimes there is an overlap in needs. It is like going to the bakery and one person only wants white bread, another only wants brown bread and a third person only wants cupcakes. So the baker makes white bread, brown bread and cupcakes. But sometimes the buyer of the white bread would also need some cupcakes, when he does not know there are any cupcakes in the bakery he will not ask for it. When the clients of portfolio Organization have a better knowledge of all the services offered by the department, their needs could be better fulfilled. Then they know what is possible with the applications. Knowledge available in a certain programs on a clear lay-out, could be used to provide a clear lay-out in a different application. There is communicated each week with the clients on all the program, there is a clear overview of all the possibilities but somehow the clients do not receive the information as how it is communicated to them by the portfolio. There is noise between the sender and receiver which causes the information to not influence the receiver as how it is intended to influence and inform the client (receiver) by portfolio Organization (sender). This noise can be created by the attitude of the receiver; the priority of the receiver is elsewhere than with these messages, the receiver does not have the knowledge to understand the message and the behavior of the receiver can be a cause for noise. This noise should be removed in order to get the message to the clients, then they will understand the value of portfolio Organization as a whole. When the client understand the value of portfolio Organization as a whole, they will have a clear overview of IT’s programs and accomplishments and then clients will gain knowledge on all possibilities with the programs and applications. Combining these possibilities with the needs of the clients will increase the quality of the services offered to the client.

The above stated problems are parts of the problem in the current communication situation. It can be concluded that communication is a link in the realization chain of the changes. Therefore, effective and consistent communication before, during and after the changes made to achieve the portfolio goals is essential. A communication strategy will be used to give direction on how and when to communicate these changes internally in the organization. The goal of this communication strategy is to inform the target groups on the Future of Work goals; the goal, the background and the possible consequences based on accurate, timely and complete information to get a loyal attitude and full cooperation towards the portfolio goals. This will ensure a portfolio-wide understanding of the changes which will help to implement current and future steps needed to realize the changes. A second goal of this strategy will be to provide a clear overview of IT’s accomplishments and possibilities for the clients as this will contribute to the portfolio goals of increasing the quality of the services.
There are no indicators available which monitor how the improvement of communication contributes to achieving the Future of Work goals; cost reduction, a shorter time-to-market and an increase in quality of the services. Achieving these portfolio goals, which will improve performance, can be restricted due to inefficiencies in the current communication situation. If there are inefficiencies, these will be found by comparing the current communication situation with how theories, articles and case studies state it should be done. In order to see if the new communication strategy does contribute to the achievement of the portfolio goals, indicators should be appointed which will monitor improvements. These indicators will provide hard numbers, such as the exact amount of back and forth communication during the implementation of a change, the implementation time, the amount of complaints reported to the service desks and such tools.

1.3 Thesis objective
The objective of this thesis is to develop a communication strategy for portfolio Organization that will contribute to the cost reduction, shorter time-to-market and increase in the quality of the services. The other objective of this thesis is to identify several indicators, which will provide hard numbers, to monitor improvements in performance due to the improved communication strategy.

1.4 Main research questions
The thesis objective consists of two main objectives; the development of a communication strategy and to identify several indicators to measure the contribution of the new communication strategy to the portfolio goals. To contribute to these objectives, research questions should be created. The first research question will focus on the assumption that the current situation regarding communication influences performance, because there are some inefficiencies in the current communication situation, and how theories say communication will be most efficient. The second research question will focus on indicators which can be used to monitor improvements in performance due to the improved communication strategy.

To find out if communication indeed influences portfolio Organization’s performance, the following research question can be used with the corresponding sub questions.

- 1. What is the gap between the current communication situation and how theories, articles and case studies state it should be done?
  - 1. How are the target groups defined?
    - 1) Which communication tools are currently used for the different target groups?
    - 2) Are the current communication tools efficient?
  - 2. How is the management of knowledge?
    - 1) How is the intercultural communication organized?
  - 3. Is there a value proposition gap between the employees of the programs and its users?
    - 1) How can this gap be reduced or eliminated?

The next research question can be used to find out which communication indicators are needed to monitor improvements, based on theories and models.

- 2. Which communication indicators can be used to monitor improvements?

When those two main questions are answered, the analyzed problems will be solved with the information and theory that are gathered. This way a communication strategy can be created which will focus on a higher contribution to the goals and objectives of portfolio Organization.
1.5 Ishikawa diagram

The Ishikawa diagram is based on the thesis objective and research questions. It shows three main causes that lead to slowing down the implementation of the portfolio goals. These three causes all have their sub-causes from which I believe they contribute to the effect. I categorized the three main causes in knowledge management, product and communication tools. Knowledge management has two sub-causes, these are information visibility and collaboration. The sub-cause collaboration is divided in intercultural collaboration and collaboration with the different types of groups. These groups have different types of contribution to the program (for example the client or a program developer) and therefore collaboration and knowledge sharing differs per group. There should be a clear distinction between these target groups, on how to collaborate and share information with them. I believe that the sharing of knowledge and collaboration with employees from Cognizant is very difficult because of the cultural differences. There is also a lot of information available which makes it hard to be able to find the right information, this possible cause is mentioned as information visibility. The sub-cause for product is value proposition, this is because I think that there is no concise value proposition that will communicate all the possibilities from portfolio Organization, therefore clients have no knowledge on all possibilities and accomplishments of portfolio Organization. This makes it difficult to contribute to an increase in the quality of services. And the last main cause, communication tools, has two sub-causes. I think the tools which are currently used should be taken into consideration and to see if any other tools can be used. The efficiency of these tools should also be discussed. There should be determined which tools are used, when and how they are supposed to be used and if there is a communication overload or not. The Ishikawa diagram also has the branch indicators. This branch is about the indicators that can be used to monitor improvements in performance due to better communication about the changes. I believe this is also a cause because I think no indicators are currently appointed to measure the improvements.

![Ishikawa diagram](image)

Figure 1: Ishikawa diagram

1.7 Structure of the report

In chapter two of this report the theoretical foundation of the thesis can be found. In this chapter there will be looked at case studies with similar problems and information will be gathered using theories and scientific articles. This literature review will result in a very precise definition of the used
key concepts which will be used in the creation of a communication strategy adjusted to the current situation of portfolio Organization and focused on change.

In the third chapter the methodology of this report will be discussed. The methods to obtain and analyze data will be mentioned per research question and there will be an explanation why these methods are chosen. This chapter will also discuss and motivate the measures that are taken to assure the reliability and the validity of the research results.

The fourth chapter will present the findings per research question, including the primary and secondary data. The theoretical foundations which are presented in chapter two will be used to compare the current situation of communication against how theories state it should be done.

The recommendations and conclusions will be presented in chapter five. This chapter will present the communication strategy which is chosen and the current difficulties regarding communication and the solutions will be summarized.

Chapter six will include how this communication strategy can be implemented for it to result in a higher contribution of communication to the implementation of portfolio Organization’s goals and objectives.

The last chapter, chapter seven, will reflect on the student’s competencies, lessons learned and points for improvement

1.8 Chapter summary

This chapter started with an introduction on the thesis company; Rabobank Netherlands. After this introduction the management issue was described. This is the issue that this thesis will address and for which solutions are recommended at the end of this thesis. The research questions are also displayed in this chapter and the end of this chapter gives a short explanation on the structure of the report.

As described in the structure of the report, the next chapter will give an overview of the theoretical foundation. The theoretical foundation will be organized per (sub) cause in the Ishikawa diagram. The theoretical foundation will exist of theories, scientific articles and case studies of companies who dealt with similar issues.
Chapter 2 Literature Review

In this chapter the topic will be analyzed with literature from both the internet and study books. The research is divided in three pieces and only two of them can be reviewed with literature. This chapter will only include literature on research on other companies, theories and scientific articles. In the relevance tree below the overview of this chapter can be found. As you can see, the literature review is divided according to the causes indicated in the Ishikawa diagram. These causes; knowledge management, value proposition and communication tools, will form the sub-chapters for the literature review. Literature on the main problem is also needed and therefore communication during changes is also a branch in the relevance tree. Different kind of communication strategies should also be analyzed in order to be able to choose the right communication strategy for this situation. Therefore communication during changes and communication strategy will also be sub-chapters in this literature review.

2.1 Relevance tree

![Relevance tree](image)

2.2 Communication during changes

It does not matter what changes are introduced into an organization, it is about changing the way people do their jobs. Therefore, if you don’t persuade users to change, projects will not succeed. When you invest in communication, support can be gained from most of the stakeholders. There are seven steps needed to change. First you need to analyze the situation. Second the stakeholders need to be engaged. Third you need to identify the target audiences. The fourth stage is to develop messages about the change. In the fifth step you need to select channels used to communicate. The sixth step is used to estimate the needed resources and the final step is to measure the outcomes. When the outcomes are not desired, you can again start with the first step. This way a kind of vicious circle is created. Quirke (n.d.) adds that to engage the stakeholders and find out how to communicate with them about the change, the communication escalator can be used. The communication escalator from Quirke (as cited in Harrin, 2013) shows a rising staircase which illustrates the fact that the more information on change is communicated, the more involved stakeholders will be to the change. It starts with building knowledge and on the top of the staircase the stakeholders will be persuaded to demonstrate their involvement by taking action. Quirke’s communication escalator consists of five steps:

- **Awareness:** this first step consists of a flow of information to the stakeholders to inform them about the change and how this can affect them.
- **Understanding:** in this step the stakeholders will receive additional information that is more focused on their needs and feedback on this information is requested to check the level of understanding of the stakeholders.
• Support: in this third step, the aim is on the acceptance of the stakeholders for the need to change. In this stage the stakeholder will trust the rationale behind the change and potentially accept the change.
• Involvement: In this step there is tried to involve the stakeholders is the change project, this can be done by involving them in decision-making.
• Commitment: The aim of this final step is to have the stakeholders that committed that they will tell others about the benefit of the change and in the best case scenario they will also defend the change when other people criticize it.

Figure 3 illustrates the communication escalator. The figure also displays the communication tools that can be used during the different phases the stakeholder go through. The first two to three steps are used to inform the stakeholders and the last three to five steps are used to communicate with the stakeholders. From the second stage on, the type of communication changes from informing the stakeholder to communicating with the stakeholder because there is cannot be understanding without a dialogue/communication.

Not every stakeholder will achieve the top of this escalator. This depends on two criteria: how much the change will affect them and how much power they have to influence the change (Harrin, 2013). Quirke (as cited in Astles, n.d.) states that it is very important that leaders are open, honest, competent, show concerns for the employees, be reliable and are on ‘the same boat’ during change communication.

An important advice given by Astles (n.d.) is to communicate often to keep rumors in check. If some information cannot be released yet or is not available yet, say so and provide your stakeholders with a timescale on when you think you can provide them with the information.

When there are changes in an organization, employees want to hear the details from their managers to hear how it will impact them. An example case for this is the University of Auckland, when it was undergoing a business transformation for student services. Through this experience the University of Auckland learned that it was very important to also keep the middle management involved because it is important to have successful staff engagement and change adoption. Elspet Garvey, manager of organizational performance for the university’s business process management office (as cited in Fitzgerald and Olding, 2013) comments:

---

1 (Quirke, n.d.)
If you don’t deal with them and involve them – it’s hard to change. You have the opportunity to involve managers and staff now to create success, or deal with managing the resistance later. Peer advocates are involved the minute the project starts, and they understand that their role is to lead their constituents through change. This avoids the ‘project was done to me’ thinking.

Another important thing that the University of Auckland understood was the constant monitor and understanding of where employees in the organization stand.

Young (2000) states that “Communication is critical to persuading those affected by a change that there is a true imperative for them to adapt, that management is committed to the change, and that there is a reasonable probability of success”. The lack of communication makes that those affected do not understand the personal implications of the change. Without understanding, they cannot adapt. The execution of an effective communication program is essential to a successful change. Such a communication plan is imposed to inform, prepare and persuade. But this also requires an audience that is disposed to listen, able to retain information and willing to adjust. With the following dynamics there can be dealt with one or more of these six requirements for the communication:

- **Assess and plan** – pre-change assessments should be made in order to know who will be affected by the change, how they will be affected and what their likely reaction will be. Communication plans can be derived from these assessments and this communication plan should be incorporated into the overall change project plan.

- **Allocate qualified resources** – Explicit activities, timelines and resources should be identified for a change project plan. The communication plan should be delegated to someone with competency in writing, showmanship, graphic design, marketing, public relations or an equivalent discipline that involves the delivering a message to encourage desired behaviors.

- **Design the message** – a change message should include the business imperative that drives the changes and the vision for the future. The message should also include what will be different in the future and the expectations of the management about those who will be affected. New competencies, behavior, roles and responsibilities should be discussed and status reports need to be delivered during the project.

- **Carefully identify message bearers** – leaders must be highly involved in the in communicating an reinforcing the need for change, together with future expectations. Early adopters to the change should be recognized, respected and used to sell the message in the organization as this will improve the belief in the imperative.

- **Repeat, repeat, repeat** – the understanding that people absorb messages differently and have unique motivations in combination with repetition and consistency will eventually lead to realization that the change is real and not going away. It will also bring clarity to how they will be affected by the change.

- **Be creative, participative and real** – to ensure that the message is heard and remembered, new and stimulating ways to communicate must be found. Because leaders are not in direct contact with those from who they are trying to win acceptance, it is important that they demonstrate, sincerity, honesty, empathy and integrity so it feels like everyone is addressed on a personal level.

- **Develop feedback loops and continually refine them** – the communication plan should include mechanisms to evaluate the success of the communication strategy and the change at every phase of the project. Feedback should be taken very seriously and actions taken in response to feedback should be explicitly articulated. The information from and response to the feedback is vital to retain the change over time.
A study for Change Management Best Practices Benchmarking Report (Prosci, 2014), which involved 288 companies from 51 countries, included a question on which are the most important messages to communicate. The outcome of this question fell into two categories:

1. Messages about change. These messages should include the current situation and why a change is needed, the vision of the organization after the change, the basics of what will change, how it will change and when it will change, the expectation that this change will happen and is not a choice and updates on the implementation of the change.

2. Messages about how a change will impact the employees. These messages should contain information on the impact of the change on day-to-day activities of the employees, how it will impact the job security of an employee, behaviors and activities, including the support of the change, expected from the employee and the available procedures for getting assistance and help during the change.

These kinds of communication will be successful, according to the participants of this study, when they are honest, frequent and constant during the change, consistent and open, transparent and safe. Participants also indicate that face-to-face communications are most effective. These interactions include groups and team meetings, presentations and demonstrations and one-on-one discussions. A big part of the participants also identified intranet and email as effective methods, but some also indicated that employees do not read emails as they get too many.

“The general importance of communication during planned change has already been empirically demonstrated and generally agreed among practitioners” (Lewis as cited in Elving, 2005). Elving (2005) indicated that poorly managed communication about change will result in rumors and resistance to change. The communication is needed for a mutual understanding of the problems of the organization which lead to the change. Elving (2005) makes the assumption that when employees are ready to accept to change and/or they will have large feelings of readiness for the change, that the change effort will be more effective. According to Francis (as cited in Elving, 2005) communication has usually two goals; to inform employees about their tasks, about the policy and other issues of the organisation and the goal to create a community within the organization. For the implementation of a change, the communication is in line with these two goals. A distinction can be made between the information given about the change and the sense of a community in the organization before, during and after the change. Uncertainty can exist when a change is announced. This uncertainty is mostly about the aim, process and expected outcomes of the change and the implications for the employees (‘Will I have a job?’). These high levels of uncertainty will have a negative effect on the readiness for change.

A limitation to the use of theories regarding communication during change is that there is a big amount of literature concerning communication during change but this is all about successful changes, there is little or no information to be found about the evaluation of efforts to change (unsuccessful changes). There is little literature including information to evaluate what went wrong during those changes and how communication can be designed to better implement changes in the future and to prevent unsuccessful changes.

### 2.3 Knowledge management

Liebowitz (as cited in Bloisi et al., 2007) defines knowledge management as ‘the process of creating value from an organization’s intangible assets. The ability to share and leverage knowledge internally and externally to create knowledge innovation is the cornerstone of knowledge management’. There are four key areas of knowledge management, these are:

- Knowledge identification and capture: the identification of where the knowledge is in the organization and the expertise for it to be captured.
- Knowledge sharing: this should be recognized and rewarded for it to happen as people often do not want to share their knowledge, especially when it is seen as power.
- Knowledge application: to adopt the shared knowledge and apply it to the workplace.
- Knowledge creation: the result of sharing and applying knowledge should ultimately be the creation of new knowledge. This process through the four key areas of knowledge management tends to be continuous and this should be allowed to happen. This process is displayed in figure 6.

Figure 4: The knowledge management process

Baskin and Aronoff (as cited in Bloisi et al., 2007) state that communication has three major purposes: the co-ordination of actions by members, to share information and to satisfy social needs. Pincus (as cited in Bloisi et al., 2007) argues that satisfaction of employees about how their supervisors communicate with them contributes to job satisfaction, an increase in business outcomes and employees are more committed to the organization.

Taylor (2013) states that knowledge management programs and projects coupled with teams are the key drivers of change and create value for the organization. Increasing attention helps contribute to the promotion, development and maintenance of a knowledge sharing culture and delivering knowledge management change goals that support the organization’s strategy by the creation of knowledge sharing teams consisting of employees. That is why knowledge management of portfolio Organization should be analyzed, as knowledge management is also a key driver of change and knowledge management can be improved with a more efficient communication strategy.

2.3.1 Information visibility
The motivated information management theory presents a three-phase process that individuals go through when deciding to seek information about an issue or avoid seeking information and a similar two-stage process for information providers on which information to provide. This theory is restricted to what an individual personally finds relevant and important. Therefore the application of the theory is restricted to interpersonal interactions. The first phase for the information seekers is to assess the uncertainty they feel when they cannot predict what will happen in a specific situation. After this, they go into an evaluation phase in which information seekers decide whether or not to seek for additional information. In this decision, they make two general considerations. First they consider the costs and benefits that come from seeking the additional information. And secondly individuals consider whether they have the ability to get the information they need to decrease their uncertainty. After the evaluation phase, people will go into the decision phase. In this phase there is decided if the individual is going to seek the information, avoid the information or reconsider the importance of the issue. The information provider assesses how much information and how information will be provided to the information seeker. The provider goes through a similar evaluation and decision phase to that of the information seeker (Afifi, 2009). This process in deciding to seek information should be analyzed in order to find out how employees can be stimulated to seek information about the portfolio goals and objectives and the changes needed to achieve these goals.

In the analysis of the Case Study of Hallmark, Lapkin and Young (2010) explain the development of an information framework at Hallmark. Hallmark’s IT organization created a common focal point which was understood by the enterprise and which they could relate to. But the IT organization still needed

---

2 (Bloisi et al., 2007)
a specific tool that can identify and convey the strategic IT implications of process transformation. Hallmark’s CIO required that this tool should clarify (1) what it took to execute the company’s business process from an IT perspective, and (2) the companywide requirements and implications for a successful business transformation. A portfolio analysis tool was the result, which looked at the different aspects of IT that support a particular process. Each aspect included finance, data, applications, workforce, technology and external trends. This made it possible to examine the implications of the strategic goals in a comprehensive way for each of the aspects. In addition, interdependencies were now visible. The business was able to see all the components involved in IT and their complexity and interdependencies. The reaction to this tool was so positive that there was decided to add a map which would provide current, interim and planned future states for each IT process. This tool provided a clear current and desired future state for each process and the key IT changes required to get there. With this tool, process owners created an understanding of what it takes to support the business from an IT point of view. Limitations to the creation of this framework is that it requires total transparency, effective communication and widespread participation. In order to make a functioning framework, these three requirements should be fulfilled. This example of Hallmark can be used to create an information sharing framework in which changes are clearly explained and interdependencies are visible.

2.3.2 Collaboration

In order to have “high performance teams”, a team should overcome the model of the pyramid of dysfunctions (Lencioni, 2002). The foundation of the model is that the fundamentals of the collaboration need to be in order to get a higher position in the pyramid. The pyramid of dysfunctions has a negative look and feel and that is why figure 7 will not be used to display to the employees. Figure 8 will be used as it indicates the functions of a team instead of the dysfunctions of a team, there is spoken about what elements there is strived for and not against. This gives a more positive focus and direction in the building of teams.

In order to create a “high performance team”, team members should be able to trust one another, after that they should be able to work through conflict, after that they have to commit to decisions, then they have to be able to hold one another accountable and the for the final and highest position they should focus on achieving a group goal. This is illustrated in figure 8. Team members must have a stable foundation of trust in order to build upon the achievement of their goals. This pyramid can be shown to project teams to let them indicate which position their team has in the pyramid. When their position is determined they can see which steps need to be taken in order to get the highest

---

3 (Lencioni, 2002)  
4 (K. Jongh-van Ooijen, personal communication, 16 April 2014)
position and to become a “high performance team”. Such teams are important to succeed in the Agile and Scrum community. Portfolio Organization works with Agile and Scrum, and therefore it is possible to use the pyramid with the five functions of a team in order to create “high performance teams”.

A different model for an effective team building is Tuckman’s model of team development. This model states that teams go through five stages of growth: forming, storming, norming, performing and adjourning. Figure 7 provides an overview of the characteristics of team in a certain stage and the managers’s responsibilities in each stage. This model should positively affect the quality of the interaction of a team, which should accelerate the progress through the stages of team development which will lead to an improved quality of the overall performance (Catalyst Consulting Team, 2014).

<table>
<thead>
<tr>
<th>Stages</th>
<th>Characteristics</th>
<th>Manager’s Responsibilities</th>
</tr>
</thead>
</table>
| Forming  | Team members make decisions about each other. They try to establish safe patterns for interacting with each other. | - Provide structure to the team by clarifying tasks and role responsibilities  
- Encourage 100% participation by each team member  
- Share relevant and complete information with the team  
- Facilitate learning about each other  
- Encourage open communication |
| Storming | A time of conflict between team members as they try to understand their individual roles and gain a sense of control and direction of the team. It is important to work through this stage in order to achieve positive results. | - Help team members learn how to respect each other’s views and share ideas  
- Create a plan for making decisions  
- Facilitate a plan for conflict resolution |
| Norming  | The team works cooperatively and becomes a cohesive unit. Members have assumed their various roles, understand the mission of the organization and their team, and individual talents are respected. | - Be open about team members’ issues and concerns  
- Encourage feedback  
- Encourage consensus-based decision-making  
- Delegate to team members |
| Performing | Team members work together as a fully functioning team with each person knowing their specific tasks and producing results. The team has its own identity. | - With the team, set challenging goals  
- Find ways that the team can excel  
- Develop a way to assess the team  
- Recognize each members’ contribution  
- Develop team members so that they reach their utmost potential |
| Transforming | The team has achieved its goals. | - Honor the team’s accomplishments  
- Celebrate members’ personal growth  
- Determine if the team will continue or disband once goals are reached |

Figure 7: Tuckman’s model of team development

2.3.2.1 Collaborate with user

It is very important to keep contact with the user of a program. If there is not listened to the user, a project could go terribly wrong. An example is a $5 million project at a client from Gartner. The project team did their post implementation support after which they closed down the project and celebrated the success. They did not listen to the complaints of the users about how unhappy they were with the changed process and software. They did not keep up the communication. If they had kept up the communication the project would have succeeded, now they wrote off the entire project one and a half year later (Fitzgerald & Olding, 2013). In the feedback process of the programs of portfolio Organization there is not always enough space for users to explain their complaints. This

---

5 (Spiegel & Torres as cited in Langbert & Klipisch, n.d.)
example shows an extreme, but possible result of bad communication with users and indicates why it is important to listen to the user of a program. In portfolio Organization the client is the customer. The clients gather the opinions and needs of the end-user, so they represent the end-user. It is easier to communicate with the clients because they have gathered all the opinions and needs, therefore the communication with the clients is an indirect medium to communicate and listen to the end-user. When listing to the desired and needs of the client, he will therefore be treated as the user of the program.

The customer, in the case of portfolio Organization the client, is defined as “the source of information relevant for software development team(s) in order to successfully implement the software product” by Conboy et al. (2010). This definition indicates the importance of contact with clients in the process of software development. Portfolio Organization deals with the maintenance and development of applications. This definition of the client should therefore also be applied by portfolio Organization.

2.3.2.2 Intercultural communication
To look at similarities and differences in cultural values, Hofstede’s framework can be used. Four cultural dimensions describe the national cultures, these dimensions are:

- Individualism versus collectivism: concerns the degree of interdependence a society maintains among its members.
- Centralized versus diffused power (power distance): the degree to which power is centralized or decentralized in a society.
- Strong versus weak uncertainty avoidance: this dimension is about how a culture copes with future uncertainty. High uncertainty avoidance have high levels of anxiety regarding the uncertain future and weak uncertainty avoidance accept the uncertain future.
- Masculinity versus femininity: refers to the division of social roles between the sexes. It is determined by what motivates the people of a culture, wanting to be best is masculine and liking what you do is feminine.

This framework includes an index with scores up from 1 to 120. At portfolio Organization there is collaboration between the Netherlands and India. There are cultural differences between these two which need to be considered. This framework can be used to identify the cultural differences between the two countries. The outcomes of the framework can be used to describe, predict and explain cultural preferences for behavior and leadership (Bloisi, Cook & Hunsaker, 2007).

India scores a 50 on individualism, this says that the society is both individualistic as collectivistic. On power distance, India has a score of 80 which means that hierarchy is appreciated and there is a top-down structure in organizations and society. India has a score of 40 on uncertainty avoidance. This means that society has a medium low preference for avoiding uncertainty. And India is a masculine society as it scores 56. This is because India is very masculine in terms of success and power. The Netherlands has very different scores on Hofstede’s cultural dimensions. Netherlands has a score of 80 on individualism, this means that it is an individualistic society in which individuals are expected to take care of themselves and their immediate families only. On power distance, it has a score of 38, this means that power is decentralized and employee participation is expected in management decisions. The Netherlands is a feminine society, as it only scores 14 on this dimension. In such a society it is important to keep the life/work balance and conflicts are resolved by compromise and negotiation. Netherlands score a 53 on uncertainty avoidance which means that it has a slight preference for uncertainty avoidance (The Hofstede Centre, 2014). These outcomes from Hofstede’s framework can be used to approach employees from Cognizant as they come from a very different culture than the Dutch culture. It could be used to help these employees adapt to their new work and living environment.
The effective intercultural workgroup communication theory has nine propositions that explain the assumptions about intercultural workgroups, the propositions are:

1. A culturally diverse group will experience effective communication less likely when they face more negative contextual factors.
2. The more heterogeneous a intercultural group is, the less likely it will experience effective communication.
3. A culturally diverse group will probably use a dominating conflict strategy when they are more individualistic.
4. A culturally diverse group is more likely to use collaborating conflict strategies when they are more collectivistic.
5. When individuals in the culturally diverse group are more individualistic they will more likely take turns.
6. When individuals in a culturally diverse group are more collectivistic, the more likely they will have equal participation.
7. The chance on effective communication is higher when members of the intercultural group have other- or mutual-face concerns.
8. Task effectiveness will more likely be achieved when the intercultural group utilizes effective communication processes.
9. The more the intercultural group will use effective communication processes, the more likely they will achieve relational effectiveness.

This theory can be used to determine whether the composition of an intercultural workgroup is effective regarding their communication processes. This theory could give guidelines on how an intercultural workgroup should be composed concerning the characteristics of the group members (Oetzel, 2009).

2.4 Product

2.4.1 Value proposition
Mahoney (2006) states that organizations should use a concise value proposition to set proper expectations for the stakeholders and clarify the vision and direction for an IT organization. Analysts for Gartner, like Mahoney (2006), often speak with IT leaders about the many reasons to articulate a value proposition, including:

• Communicate with enterprise executive managers
• Justify organization or organization position
• Reinforce credibility of the IT organization
• Clarify the vision and direction for the employees, and focus and drive the activities for the IT organization
• Show that the IT organization has greater potential to contribute to business value than some business leaders or employees perceive

This last reason is applicable to the problem of portfolio Organization. A clear value proposition should be stated to show that Group ICT has a higher contribution to business value than some employees of other departments think.

There are three elements of an IT organization value proposition:

• Sourcing and delivering excellent value of IT operations and services
• Partnerships are needed for business solutions
• To deliver strategic insights and leadership

These three elements form a tripod of value proposition. The IT department should have all three legs of the tripod to make it stable and sustainable. But not all the elements need to be equally
strong, it is normal to focus strongly on only two of the three. One of these values need to be selected as the primary focus of the IT organization value. It is essential to have a clear value proposition to communicate the credibility and business value of the IT organization (Mahoney, 2006).

Michael Miller, CIO of Missouri Department of Transportation (as cited in Colella, 2009) discusses the challenge of communicating IT’s value and how he addresses this problem:

Communicating IT’s value is a challenge for every CIO. The business has other investments it can make if it doesn’t see the value from IT. Communicating IT’s value requires a communications strategy and plan aimed at helping diverse audiences understand IT’s accomplishments and its plans for furthering the business goals as well as pre-empting any negative reactions when things go awry.

Ronald Boning, Vice President and CIO of the George Washington University (as cited in Colella, 2009) also argues that it is important for a CIO to communicate IT’s value:

The enterprise needs to understand the IT factors that affect it and the business daily. The more we communicate our plans and actions, the more likely people will become engaged in the process and begin to think of it as a partnership. There are operational limitations to what IT can do, and we need to talk with our constituents about these competing priorities and needs. You lead by communicating and getting your message conveyed in everything you do. You are always communicating in one way or another, and it goes beyond just talking and body language. Communication is the most important part of the CIO job. You can have the greatest vision in the world, but if you do not share it, or people do not understand it, then everyone will be going off in different directions. Effective communications also need to be open and honest. If you are caught in a falsehood, you have shot all your credibility.

These two citations indicate that it is important to communicate IT’s value to inform on plans, actions and accomplishments. When this is communicated, people will become more engaged to the process. There is some noise in the communication between the clients and portfolio Organization, which restricts a mutual understanding of IT’s value. These CIO’s emphasize on the importance of communicating IT’s value, they give reasons why it is important for portfolio Organization to eliminate the noise in communication between the client and portfolio Organization.

2.5 Communication tools

Communication processes are changing rapidly within organizations. In the past the used communication channels were face-to-face, written and telephone communications. Nowadays there is voicemail, electronic mail, faxing, texting, videoconferencing, online messaging and personal computers which can be used for the immediate problem-solving and decision-making of complex information. Knowing how and when to use these communication channels is necessary for managers to create efficient and effective communication. That is why it is important to discuss which communication tools can be used and how the efficiency of the tools can be ensured. An overview of these tools can be useful for a manager, that is why a communication tool matrix will be created when all the tools currently used and the target groups are clarified. Figure 10 will show an example of a communication tool matrix.
2.5.1 Tools that are or can be used

There are several channels through which a message can be transmitted. Verbal communication channels are speeches, meetings, telephone calls or informal discussions. These are all forms of oral communication. Non-verbal channels like written communication channels include letters, reports, memoranda, manuals and forms. Email, voicemail, portable phones, videoconferencing, telecommuting, faxing and networked computers such as integrated database and online ‘chat sessions’ are forms of electronic communication channels. Face-to-face communication has the most potential for being the most effective communication channel. Videoconferencing or meeting which can be followed live on computer or television have about the same effect as face-to-face communication because it is like the person who is speaking is in the same room. Feedback is a very important element in communication as it tells the original sender of the message how clearly the message was understood and what effect it had on the receiver (Bloisi et al., 2007).

Campaigns use communication strategies and theories to influence large groups in a measurable way. The objective could be to influence the attitude of consumers, increase knowledge, promote awareness, or change behavior (Silk, 2009). These campaign communication theories can be used to promote awareness and the attitude, knowledge and behavior of the clients need to be influenced, this is needed for portfolio Organization thus this theory can be used. There are several potential theories that can be used to inform campaigns across the three phases: planning, implementation and evaluation.

In formative research, theory can be used to understand audiences and create a concept for the message. Two theories are often used during formative research: the transtheoretical model and the theory of planned behavior. The transtheoretical model is based on the idea that individuals have a different mindset in being willing to engage in recommended behavior, this can be used to segment the audience and identify which segment is most likely to be influenced. According to this model individuals can be in different stages regarding to their readiness to change their behavior. These stages are the precontemplation, contemplation, preparation, action and maintenance stages.

---

6 (Thorn, 2009)
Individuals in the precontemplation stage do not believe there is a problem in their current behavior, people in the contemplation stage are aware of the problem but have no commitment to change. People in the preparation stage seek information about how to facilitate a change because they intend to change. In the action phase, individuals are adopting the recommended behavior to solve the problem and they go into the maintenance phase when they continue to engage the recommended behavior over time. The message of the campaign can be adjusted to the stage the individuals you are addressing are in. According to the theory of planned behavior there are three variables that contribute to actual behavior: individual attitudes, subjective norms and perceptions of behavioral control. Attitude includes behavioral believes that evaluate the outcome of a certain behavior. Subjective norm is comprised with an individual’s belief that certain people or groups believe he or she should or should not behave a certain way. Perceived behavioral control is the perception that a person can be in control of specific behavior. This theory is useful as it can help identify how people can adopt to campaign recommendations (Silk, 2009).

Theory can be used in media design to improve the potential effect of the campaign messages. Two frequently used theories are social cognitive theory and parallel process model. Social cognitive theory is based on the idea that people learn from observation and that repetition or punishment of behavior has impact on their behavior and outcome expectations in similar situations. Also, individuals are more likely to learn when they have a high identification with the role model. The extended parallel process model uses messages that scare people by describing terrible things that will happen when they do not follow the message of the campaigns (Silk, 2009). This theory cannot be applied in this thesis so it will not be further elaborated.

Silk (2009) states that the evaluation of campaign effects consists of two parts; process evaluation and summative evaluation. Process evaluation evaluates the facets of the campaign during the implementation phase and summative evaluation occurs at the finalization of the campaign to determine the effectiveness of the campaign. Theory is important during the evaluation to determine which variables are important to monitor during the implementation. These variables are for example attitude, subjective norms and perceptions of behavioral control.

A drawback from campaigns is that they are complex as high-quality graphics and creative ideas are needed to attract and maintain attention (Silk, 2009).

Telecommuting, people working at home and doing their business electronically, has advantages and disadvantages. Advantages are:

- High speed of information transmission
- Variability in how text and graphics can be exchanged and face-to-face communication is possible through video links.
- It is accurate. Date can be recorded without having to rely on conversations.
- Exchange of information and feedback can be constant.

Disadvantages of telecommuting are:

- The large volume of transferred data can make it hard to absorb it within given time limits.
- There are costs involved for providing hardware, software and networks.
- Legal implications regarding paper signatures
- Instant delivery of emails can cause upsets when they are for example composed when the sender was upset and those emails cannot be retrieved after being sent.

Electronic communication can be managed by setting out clear rules regarding the personal use of work phones and email and by specifying the restrictions on web material than can be viewed or copied. Also outline the penalties that are enforced by policy when rules are breached (Bloisi et al., 2007). Telecommuting is very common at portfolio Organization, therefore advantages and
disadvantages should be known and clear rules on personal use and restrictions on the web should be set out and communicated.

When direct contact with the user is not possible, satisfaction surveys can be conducted to find out how the user thinks of the programs. Once a survey is conducted, the audience will establish expectations. The will want to get feedback and an action plan or else the next survey will possibly get a poor response rate. You must be very careful with the questions asked in the survey because the possible answers have to correspond with the information you would like to get. Satisfaction surveys are a double-edged sword. If they are managed properly, the feedback could be valuable for the organization. If not, they will damage the reputation of the department. GASCO (Abu Dhabi Gas Industries Ltd.) made a satisfaction survey with a scale from 1 to 10 with which employees have to indicate how much they agree with a certain statement. After each statement there is some space so the respondent is free to add a comment when he/she wants to (Brooks, Colella & Roberts, 2013). A satisfaction survey is a communication tool that can be used to find about how employees/users think of the programs and portfolio Organization. Face-to-face communication with all users is nearly impossible, that is why surveys are a good option.

In the case study of Customer Communication in Globally Distributed Software Product Development (Conboy et al., 2010) there is spoken of several efficient communication tools when working in an agile organization. The outcome of this case study mentions the efficient communication tools; face-to-face communication, presentations for the customers about the results to get feedback on the work that is done, email, videoconferencing with the testers in India and regular agile meetings with the business analysts and development teams.

In an organization there can be three directions of formal communication channels. These directions are downward communication, upward communication and horizontal communication. Downward communication is used to assign goals, provide job instructions, give information about policies and procedures, give feedback about performance, identify problems and socialize with employees. This downward communication is used by managers of people with a similar position. Communication channels that are often used in downward communication are speeches, company newsletters, memos and policy and procedures manuals. Upward communication is used to provide these managers with information about current problems, suggestions for improvements, updates about the progress towards goals, proposals for innovations and feedback about employees. Upward communication can be done in the form of employee surveys, suggestion boxes, face-to-face meetings, open-door policies or required reports. Horizontal communication cuts across work groups and departments. This communication more efficiently provides the organization with support, co-ordination and information than the vertical channels. Task forms and committees can be formed to facilitate information exchange and co-ordination between departments. The formal communication channels are summarized in figure 11.
Informal communication channels are there to serve the interests of people who want information regardless their position in the organization. A kind of informal channel is a social gathering. An example of a social gathering could be the Friday-afternoon drink, an office party or a company lunch. In an informal setting, people are more willing to talk openly. Informal one-to-one discussions are also a typical informal channel (Bloisi et al., 2007).

Woody Stoeger, CIO of Rand Corporation (as cited in Colella, 2009) discussed the importance of segmenting stakeholders and document their preferred method of communication:

The communications team takes care to tell our IT story in a nontechnical way. Segmenting stakeholders also leads to better communications. By surveying our stakeholders, we were able to identify 14 distinct groups and document their preferred method of communication. The survey showed that almost everybody preferred e-mail. We have since focused more on push communications, although we are very careful to send only important items. Focusing on the essential message and crafting it into an effective communication are team efforts. We bring in the players involved and someone from the communications team, and we talk about it. When we have focused in on the essential message or messages, we create a draft.

2.5.2 Efficiency of communication tools

Effective communication can be achieved through a better transmission of messages. This can be done by increasing the clarity of messages, developing credibility, ethical communication and requesting for feedback. To increase the clarity of messages, multiple channels should be used to ensure the receiver gets the message through more than one sense. The message should also be complete and specific by providing enough details and background information and the sender should claim the message by using ‘I’ and ‘mine’, this is an indication for the receiver that the sender takes responsibility for the message. The messages should be congruent with actions and language should be simplified. This means no technical jargon in messages to people who do not use such language. Credibility can be gained when the sender has expertise on the subject of the message or the authority to give such information. And the sender must be trustworthy, reliable, friendly, confident, positive and have a good personal reputation. Ethical communication, giving a person freedom of choice by giving accurate and relevant information, can also contribute to the better transmission of messages. And effective communication can also be achieved by obtaining feedback about the message, what did the receiver hear and what does the receiver think about the meaning of the message (Bloisi et al., 2007).

---

7 (Bloisi et al., 2007)
Tim Newing, IT director at easyJet (as cited in Colella, 2009) also believes that the language of a message needs to be different for different groups:

CIOs need to appreciate how important communications are for them. [Communications] keep people informed, while simultaneously shaping people's opinion about IT. As CIOs, we have to communicate in the right way to different groups of people. The messages may be the same, but the language needs to be different for different groups. We created a communications plan that focuses on a small set of internal and external messages to improve the perception of IT and to help ensure that my managers and I are all saying: (a) the same thing; and (b) the topmost important things. The messages get delivered anytime we are talking to our stakeholders.

The above theories and example can be used to make sure that the communication tools that will be recommended to use are efficient.

2.6 Communication strategy
Clampitt, DeKoch and Cashman (as cited in Van Vuuren & Wamsteeker, 2011) state that a communication strategy consists of the choices and trade-offs managers make, based on the organization goals and judgements on the reactions of others, which serves as a base for action. The traditional questions who, what, when and how are a good starting point for the development of the communication strategy. They state that a communication strategy is a well thought-out plan. Lewis (as cited in Van Vuuren & Wamsteeker, 2011) says that a communication strategy does not have to be created following tactical choices. In some cases strategies are created afterwards. Managers make strategic choices for communication based on their perceptions of the context of the change. Lewis (as cited in Van Vuuren & Wamsteeker, 2011) distinguishes four strategic dimensions which are essential and the base for communication during changes. She believes that these dimensions also include other tactical choices, for example for communication channels and timing. The four dimensions are:

- Input – distribution: this dimension focuses on the extent to which stakeholders are involved in the decision about the implementation of the change. Do the stakeholders need to be heard or do they just have to be informed and instructed about the changes through a top-down message?
- Focused – unfocused: this dimension deals with the extent to which a message is adapted to the stakeholders. Does the message have to be adapted to specific stakeholder groups or should the same message should be repeated to all the stakeholders?
- Balanced – positive: this dimension refers to the focus of the message. Are positive aspects of the change empathized or is the message nuanced by acknowledging the negative aspects of the change? It happens often that negative aspects are concealed.
- Need – ambition: this last dimension focuses on the extent to which a message is intended to create a need for change or to awake ambition among the stakeholders.

These four dimensions could also be considered during the creation of a communication strategy before the change. At portfolio Organization they are already implementing the changes, so the four dimensions can be used for considering what kind of communication strategy to use.

Ruler (as cited in Communication spectrum: useful instrument in the science communication practice? The necessity of combining theory and practice, 2007) distinguishes four communication strategies:

- Dialoguing; initiate a meeting with those involved.
- Informing; when a decision is taken, departments need to be informed.
- Persuading; after informing them, persuade those involved to adapt to the change.
• Forming; the change has been made and people get the last chance to adapt to the change. The difference in the strategies has to do with the interaction between sender and receiver, is it a one-way street or a two-way street, and the difference between publication and influencing. During changes these strategies should be used as steps; first dialoguing, then informing, then persuading and the last step is forming.

2.7 SWOT-analysis
A SWOT-analysis is an assessment of the strengths and weaknesses (internal resources) in relation to the opportunities and threats (external environment) (Bloisi et al., 2007). When all the causes of the fishbone diagram are researched, a SWOT-analysis should be made to identify the internal and external factors that are unfavorable in achieving a higher acknowledgement for portfolio Organization. These factors can be easily displayed in a SWOT Matrix. Figure 12 represents an example of a SWOT Matrix.

SWOT Matrix

![SWOT Matrix](image)

Figure 10: Example of a SWOT Matrix

2.8 Chapter summary
This chapter displayed the theoretical foundation for this thesis. The theoretical foundation consists of theories, scientific articles and case studies from companies which faced similar issues. The theories were displayed per (sub) cause that was indicated in the Ishikawa diagram in chapter one.

The next chapter will describe the research type and the type of data gathering. It will also explain why this research type and data gathering techniques are used. The chapter will also explain how the credibility of the research will be assured. The last part of the chapter will describe the research planning and risks to the research planning.

---

8 (Business Documents UK, 2014)
Chapter 3 Methodology

3.1 Introduction
This chapter will discuss the link between the research questions and the unit of analysis and the data collection methods. It also motivates the unit of analysis and unit of observation. The research strategy and data collection methods are discussed. At the end of that paragraph, the data collection methods per research questions will be discussed. This chapter will give more information about how the research is done and why there is chosen to do the research this way.

3.2 Research questions
The research questions are:

1. What is the gap between the current communication situation and how theories, articles and case studies state it should be done?
   1) Which communication tools are currently used for the different target groups?
   2) Are the current communication tools efficient?

2. How are the target groups defined?

3. How is the management of knowledge?
   1) How is the intercultural communication organized?

4. Is there a value proposition gap between the employees of the programs and its users?
   1) How can this gap be reduced or eliminated?

2. Which communication indicators can be used to monitor improvements?

The links of the research questions to the unit of analysis is that when these entities are analyzed, the research questions can be answered. With the analysis of the target groups, the target groups and the differences between the groups and how they are treated will become clear. An analysis of the value proposition will indicate if there are any value proposition gap, why they are existing and how these gaps can be reduced or eliminated. If research on the communication tools is done, the result will tell what communication tools are used, how they are used and if any other tools should be introduced. By looking at the management of knowledge, it will become clear how knowledge sharing is managed and if it this done efficiently or how it can be done better. By analyzing the knowledge sharing with Cognizant or also called the intercultural communication, the communication with the location in India and with on-site Cognizant employees can be evaluated.

Indicators to measure the contribution of communication to achieving the portfolio goals (cost reduction, shorter time-to-market and increase in the quality of services) should be available. These indicators should be clarified. Tools which use these indicators can already be available at Rabobank or should be created.

Theories need to be found about communication during change and communication strategies. It is important that a theoretical foundation is made on these topics to be able to give high quality solutions and recommendations for the management issue.

In the research in-depth interviews are used to collect data. The link between the research questions and the questions used to guide the interviews are the sub questions of the first main research question. The interviews are conducted to analyze the current situation of each program regarding communication.
3.3 Research strategy and data collection

The classification of the research purpose is exploratory. Robson (as cited in Saunders et al., 2009) explains an exploratory study as a valuable means of finding out ‘what is happening; to seek new insights; to ask questions and to assess phenomena in an new light’. Such a study can be used if the nature of the problems is unsure and in this thesis it is unsure what causes the inefficiency of the communication strategy for portfolio Organization and this will be researched. When the research purpose is exploratory, a research strategy that can be used and will be used in this thesis is a case study. Yin (2003) explains that a case study method could be used to deliberately cover contextual conditions because there is a belief that these are highly pertinent to the phenomenon of study. The phenomenon of this study is that the inefficient communication strategy holds back the achievement of the goals for portfolio Organization and I believe that the causes defined in the Ishikawa diagram have a big influence on that. It is a multiple case-study as each program is analyzed as a different case. All the causes identified in the Ishikawa diagram will be analyzed per program of portfolio Organization. These different cases contribute to the problem indicated at portfolio Organization in different ways. That is the reason why each program should be analyzed separately. Next to that, Yin (2003) has a second dimension to a case study and that is whether it is a holistic or an embedded case study. In this research there is an embedded case study as the unit of analysis consists of sub-units instead of one unit, for example an organization as a whole. We look at different parts of the organization and that is why this case study is an embedded case study.

Triangulation, the use of different data techniques, will be used to make sure that the data that is collected, is telling me what I think it is telling me. The data collection methods used, are primary and secondary methods. The secondary data collection method is desk research. This is often used in research projects that also use primary data collection methods. The desk research includes similar cases in other companies, theories and scientific articles. Some desk research needs to be done in the form of documentary data collection. This way data can be retrieved from the Rabobank Intranet which can help with the analysis of the current communication strategy and tools.

The primary data collection method that will be used in order to analyze the current communication strategy is the in-depth interview method. A semi-structured interview will be used. This interview is used to achieve dept. This in-depth information will be obtained by posing a number of questions concerning the different themes I am interested in. These different themes are the communication tools, the value proposition, knowledge management, intercultural communication and also the target groups. The interviewer can adapt herself during the process, that is the strength of a semi-structured interview. This means that the order of the questions can be changed during the interview and questions which are not in the interview guide but are created during the interview can also be posed. These questions can be created by following up on the answer of the interviewee. This is another strength of a semi-structured interview, it gives the opportunity for interviewees to explain their answer and you can build on their responses. This is why semi-structured interviews most of the time do not have an interview guide with questions in it, but a list of themes that should be covered. It could also be a combination of questions and themes that should be covered. These kinds of interviews may lead to a discussion about topics which you did not consider before the interview but which can be significant for your research. It also affords the interviewee to think about things which he previously did not think about. Such an interview will result in a rich and detailed set of data. Because of the mature of the interview, it is required that the interview needs to be audio-recorded or the interviewer needs to take notes.

The interviews will be conducted on a one-to-one basis, between the interviewer and a single participant. This will be done by meeting the participant face-to-face. Face-to-face interviews are done as it has some advantages over other interview techniques. You are able to see social cues as
body language, intonation etcetera. There is also no time delay between question and answer because the interviewee can react directly to the question without extended reflection. It also gives the interviewer the opportunity to create a good interview ambience in which the interviewee feels confident to give answers. A drawback in the situation at Rabobank could be that the interviewees have a very busy schedule, this way an interview is hard to schedule. Therefore interviews need to be scheduled several weeks before the information is needed so there will be enough time to find a date on which both the interviewer and interviewee have time for the interview.

Before the interview will be conducted, an interview guide needs to be made. This is needed because this way you make sure all the topics are covered and all the information that is needed will be obtained. This interview guide will contain the themes and questions that need to be discussed in order to get the information that is significant for the research. The interview guides can be found in appendix 1. There are three different kind of interview guides based on the participants in the interview. There is a guide for the program managers, collaboration with Cognizant and one for Cognizant employees. When the interviews are elaborated, the content of the elaborated interview is checked by the interviewees.

The employees who are going the be interviewed are the program managers. Information about each programs is needed as they are all different and therefore have different impacts on the achievement of the portfolio goals. They all have their own contribution to the achievement of these goals and therefore each program needs to be analyzed to see in which part they succeed and in which not. This analysis is based on the causes indicated in the Ishikawa diagram. Therefore the themes of the interviews will also be based on these three causes. Next to the interviews with the program managers, interviews will also be conducted with people who have information about and collaborate with Cognizant. Information about this collaboration needs to be obtained as they are also part of the deliverables of portfolio Organization and therefore contribute to the achievements of portfolio Organization. Interviews will also be conducted with employees from Cognizant.

The participants for the interviews will be approached by mail. An email with information about the research will be send to the potential interviewees and it will explain why the interview is necessary for the research and if they are willing to do the interview.

To answer the first research question both primary and secondary collected data will be used. In order to answer the research question, the sub questions should be answered first. To answer the sub questions the primary data from the interviews with the program managers will be used to describe the current situation regarding the target groups, communication tools, knowledge management and the value proposition. To analyze the current situation regarding intercultural communication, the interviews with Cognizant employees and interviews on collaboration with India will be used. To complete the information gathered in the interviews and further analyze the current situation, documentary data collection is used from the Rabobank Intranet. In order to see if this current situation is negatively influencing performance, the secondary data of gathered theories will be used to indicate if there is a gap between “how it is done” and “how it should be done according to theories”. To conclude this research question, a SWOT-analysis of the current situation and this analysis shows which communication areas need the most improvements will be created and solutions for these areas will be given using ideas from the program managers in the interviews and theories, articles and case studies.

The second research question will also be answered using both the primary and secondary data collection methods. But for the second research question, no interviews are conducted. The primary data that is used, is however derived from the interviews conducted for the first research question.
From the interviews information can be retrieved to see where indicators to measure improvements are needed. Secondary data, such as theories, are hard to find on indicators. The little information that is found is from case studies and articles, this information can be used as resource to help find the needed indicators in this situation.

The units of analysis, the main entities that are analyzed in the study, are the target groups of portfolio Organization, the use of communication tools, the management of knowledge, the value proposition and the intercultural communication. The unit of analysis defines ‘what’ need to be studied, generalizations are being made on these units. After analyzing the target groups, the communication tools, the management of knowledge, the value proposition and the intercultural communication a generalization will be made of these units so that it can be applied to organization Portfolio as a whole instead of being different per program.

The units on which data will be collected, the unit of observation, of this thesis are the programs of portfolio Organization. All data that will be analyzed and collected will be about the programs of portfolio Organization, in particular the program managers but they will represent the programs. The other units of observation are companies, which dealt with similar problems and successfully solved these problems, and the employees of Cognizant. These unit of observation are objects on which information is collected. For this research information needs to be collected on the programs of portfolio Organization, on other companies with similar cases and on the location in India and that is why these are the units of observation.

3.4 Assuring credibility of the research

With secondary data collection, measurement validity is one of the most important criteria for suitability of any data. Secondary data can be called invalid if it will fail to provide you with the information you need. There is no clear solution to this problem, so you have to make you own decisions about the validity. You should make sure that the information found, covers the problems that are addressed in the research. Another important criteria for the suitability is coverage. You need to make sure that the secondary data is about the subjects on which you need data. The data that is found should be applicable to the situation at portfolio Organization.

To ensure data reliability from the primary data collection, some data quality issues need to be overcome. These issues can be related to reliability, forms of bias, validity and generalizability. To ensure the reliability, the fact that the gathered information is not necessarily intended to be repeatable needs to be considered. This is because it only reflects reality at the time that information is obtained. The most common forms of bias that need to be considered when doing interviews are interviewee bias, response bias and observer bias. Interviewees may say what they think the boss or the interviewer would like them to say. Precautions can be taken in the form of good preparation for the interview and creating a good interview ambiance so that they interviewee feels confident to say what he/she thinks. The observer/interviewer may have several ways of interpreting the replies, therefore the interviewer should ask questions when he/she is not sure how to interpret an answer from the interviewee. The interviewer should also read about the discussed topic so he/she has some knowledge about it and therefore has a better understanding of the answers. The external validity, the generalizability, should be concerned concerning the extent to which the research result are generalizable. You are conducting a research for a particular company and therefore it may not always be generalizable, so if you do not claim your results are generalizable there is no problem. Generalizations about the programs at portfolio Organization can be made, so only generalizations within the organization will be made if it is possible.
3.5 Planning and execution

The first three weeks were saved for introduction at the Rabobank and getting to know the organization. The week after that, the interviews needed to be scheduled. In order for me to send a proper invitation to the potential interviewees, the content of the interview needed to be clear. After this week a start was made with chapter 1 and 2. Near the finalizing of chapter 1, a beginning for chapter 3 needs to be made. After these three chapters, a milestone was made because when these three chapters are finalized, it can be handed in as the thesis proposal. So these first six weeks of the thesis assignment are separated from the other three chapters because delivering the proposal is required. During that period, from the start of chapter 1 on, interviews were conducted as they are scheduled almost every week. This is because of the busy schedule of the interviewees. These interviews need to be conducted when the program managers, employees who work in a team with Cognizant and Cognizant employees have time, else you have the chance that they cannot do the interview when you need the information. After the proposal is handed in, a start on chapter 4 is being made. In this chapter the current situation at portfolio Organization will be analyzed. Working out the information retrieved from the interviews and conducting some extra desk research may take a long time. That is why I scheduled six weeks for the chapter. This is a long period but this is also because of in this period extra interviews can be scheduled when more information is required or needed. After three weeks of being able to focus entirely on chapter 4, chapter 5 will be started. In this chapter the communication strategy will be defined and it will be summarized how to tackle the current problem communication areas. And when chapter 4 takes less long than was scheduled first, more attention can be given to chapter 5. There are two weeks scheduled for finalizing chapter 6, then the thesis draft needs to be handed in for a final feedback and then the final thesis report can be handed in.

Risks for the schedule can be delays with the interviews, not being able to spend enough time on the assignment or delays in the communication with the RBS thesis supervisor. A lot of the interviews are already conducted before this first milestone and the other interviews are already scheduled. So this risk is taken care of due to good planning and scheduling the interviews a few weeks before the information is needed. The second risk is something which I can control myself, so I should have a tight schedule and keep myself to the schedule. This way I should be able to finish the thesis in the scheduled eight weeks. The last risk is hard to control as RBS teachers can be very busy. This risk can be reduced by setting clear appointments about the submission of new parts. If the RBS thesis supervisor does not respond within the five days stated in the thesis guide, the student can send a reminder by email or swing by his office to remind him or ask for a meeting. The student can also try to call to the RBS front office to try and reach the RBS supervisor by phone.

Figure 11: Thesis planning

3.6 Summary

In this research a case study strategy will be applied. The data collection methods that will be used in this case study are desk research and in-depth interviews. Triangulation is used to ensure that the collected data is telling me what I think it is telling me. The in-depth interviews will be conducted
with the program managers, employees who work together with Cognizant and with Cognizant employees. The interviews will be semi-structured and face-to-face.

To ensure validity and reliability of the research, the quality of the information will be reviewed and checked very often. Biases that can occur from the interviews will be minimized through good preparation of the interviewer and setting a good interview ambiance for the interviewee. Generalization will only be done when it is sure that the information can be generalized. Else no assumption about generalization will be made, or only made for portfolio Organization. This is to ensure the external validity of the research.

The next chapter will describe the deviations to the original research design. Next to that it will also answer the research questions by analyzing the findings with the concepts derived from the theories, articles and case studies as displayed in chapter two. An analysis of the current communication situation will be given in comparison with how the theories, articles and case studies state it should be done. The analysis of the current situation compared to how it should be done, will be summarized in a SWOT analysis to give a clear overview. Further in the chapter, indicators will be described that will be used to monitor the improvements which are needed to get from the current communication situation to effective communication. This effective communication, especially about change, is needed to contribute to the achievement of the portfolio goals and this will lead to an increase in the performance of portfolio Organization.
Chapter 4 Research findings

This chapter will firstly discuss the research justification to see if there are any deviations from the original research design as explained in chapter three. The other paragraphs in this chapter will analyze the findings from the research with the theories, articles and case studies as introduced in chapter two. For the first research question the gaps in the current communication will be analyzed with the use of the concepts introduced in chapter three. The second research question can be answered by mainly analyzing the findings from the interviews and documentary data collection to find out where indicators are needed to measure improvements. The gaps that result from answering the first research question can be used to find these indicators.

4.1 Research justification

The research is done following the design described in chapter three. All the interviews are conducted, with the employees from who information was needed. The intranet is also used for the necessary additional information. A deviation from the original design is that there were a lot of short conversations which resulted in additional information on the current situation regarding communication. These short conversations occurred because a lot of employees walk by every day and when they know what the thesis is about, they like to give their opinion. These opinions and experiences are used and incorporated in answering the research questions.

4.2 What is the gap between the current communication situation regarding change and how theories, articles and case studies state it should be done?

To analyze a possible gap between the current communication situation focused on change and how theories, articles and case studies state it should be done, the three sub-questions need to be answered. When these are answered a SWOT-analysis can be conducted, which will indicate the strengths, weaknesses, opportunities and threats of the current communication situation regarding how theories, articles and case studies state it should be done. This question will be answered when the sub-questions are answered. The answer can be found in paragraph 4.3.

4.2.1 How are the target groups defined? & Which communication tools are currently used?

The answer to these two questions is given in one subchapter because target group – communication tool matrixes should be created in order to give a clear overview on how target groups are defined and which communication tools are used to communicate with the different target groups.

It is necessary that each program has defined its own target groups because all the programs are different from each other. A lot of the target groups from the different programs are similar to target groups from other programs. This is because they all need to have a client, a group of employees who execute the project and the users of the program/projects. These target groups can be divided in internal and external employees. This distinction must be made in the formation of the target groups as they receive different kinds of information because of the confidentiality of some information. Young (2000) explained that communication is critical with those affected by a change, they should be persuaded to adapt to a change and understand the personal implications of the change. Woody Stoeger, CIO of Rand Corporation (as cited in Colella, 2009) discussed that segmenting the stakeholders leads to better communications as each distinct group has a preferred method of communication. And Tim Newing, IT director at easyJet (as cited in Colella, 2009) stated that the language for these different groups also needs to be different. You have to communicate in the right way to different groups of people. These different messages should be similar in what is being said and the topmost important things, but then written or communicated differently to the different groups. These are all reasons why target groups should be defined clearly. An overview of
the target groups and which communication tools are currently used for each target group, is very useful for a manager. This is why a target group - communication tool matrix should be created.

The target groups and communication tools are indicated by the managers of the programs in face-to-face interviews and documents from the intranet. Some target groups have unclear names but are known to the Rabobank employees by these names, these target groups are explained in the footnotes. Abbreviations are also explained in the footnotes. The used communication tools will be shortly explained below the corresponding matrix. In some cases the communication to a certain target group is not done by the program but by their clients, this can be seen from empty boxes in the matrix and an explanation will be given below the matrix. After the matrixes, there will be indicated which communication tools are efficient and which are inefficient.

4.2.1.1 Target group - communication tool matrixes

**Mambo**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Mambo meeting</th>
<th>Newsletter portfolio Organization</th>
<th>Newsletter Mambo</th>
<th>ProcesWeb</th>
<th>Project team contact</th>
<th>Mail (very occasionally)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rabobank Netherlands (RN) users</td>
<td></td>
<td>X</td>
<td>X (only representatives)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local bank (LB) users</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees directly involved to the program</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Matrix 1: Mambo**

The Mambo meeting is a meeting for all employees involved in the development of the program. In such a meeting all matters (releases, issues, future releases etc.) of the program are discussed.

The newsletter portfolio Organization is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee.

The Mambo newsletter is sent to a group as wide as possible. This group is involved in the development or maintenance of Mambo, the users do not get the newsletter. This newsletter is sent once a month.

ProcesWeb is a tool used to provide information about the standard processes for the end-users of the program.

Project team contact means that there is communication because employees work in a project team together. They have to communicate in order to deliver the project. RN users are included because each project team holds one representative of the RN user.

The occasionally sent email is for announcements. These emails could include a link to the program with an corresponding explanation of how to use this program if it is new or it has changes (Freeman, 2014, appendix 2).
**DNA**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Steering committee meeting</th>
<th>Project board</th>
<th>Triangle meeting</th>
<th>Portfolio sessions</th>
<th>Program meeting</th>
<th>Communication sessions</th>
<th>Newsletter Portfolio Organization</th>
<th>DNA &amp; Procurius newsletter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering committee⁹</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projectboard¹⁰</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Triangle¹¹</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees in project teams and stakeholders</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees from Portfolio Organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control Rabobank Group (CRG)¹²</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>End user of the program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Matrix 2: DNA**

The steering committee meeting is held once in four weeks with the steering committee. This committee has four tasks: (1) agree on assignments and frameworks for these assignments, the annual plan and budget are included, (2) approving project plans, (3) grant discharge for the end of a project, (4) redirect a project when this is needed, for example when something goes wrong or extra time or money is needed.

The project board is also held once in four weeks. The project board has the same tasks as the steering committee but the project board is a level lower in hierarchy than the steering committee. All these tasks are first executed by the project board and after that, when needed, by the steering committee.

The triangle meeting is held once in two weeks. This meeting is about the coordination of projects. Portfolio sessions are organized three or four times a year. The ADM manager talks about all kinds of developments in portfolio Organization.

For the program meeting, all people from the program are invited. An overview of matters in the program is discussed, for example the annual plan and certain themes (Agile or scrum).

Communication sessions are three times a year. The content of DNA is discussed, as well as the annual plan and striking projects. After the session a drink is organized.

The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee.

The DNA & Procurius newsletter is for all employees involved in the program, not the users, and it is filled with matters from the program of the past month, it is more detailed about the projects (Oosterkamp, 2014, appendix 2).

The program has no direct communication with the end user. There is communicated about DNA to the end user by the project group and consultation sessions. There is communicated to the end users

---

⁹ The steering committee consists of the client and representatives of users and suppliers.

¹⁰ The Projectboard consists of a program manager, a project manager, a senior supplier and a senior user. A program manager is the client from the steering group. He asks the project manager to manage a project and is responsible for the execution of all projects. The project manager is responsible for the progress of a project. The senior supplier supplies people for projects. The senior user represents the users of the project.

¹¹ The triangle consists of the business change manager, the business architect and the program manager.

¹² The Control Rabobank Group (CRG) guarantees the financial stability.
with communication letters but these letters are sent by project groups and letters are uploaded to RaboWeb (the intranet website) (Oosterkamp, 2014, appendix 2).

Oosterkamp (2014, appendix 2) explains the fact there are overlaps in employees from DNA en Procurius and that is why the newsletters are combined on program level. For Procurius it is interesting to know what is happening with DNA and vice versa because sometimes people transfer from DNA to Procurius or the other way around.

**Procurius**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Steering committee meeting</th>
<th>Project board</th>
<th>Triangle meeting</th>
<th>Portfolio sessions</th>
<th>Program meeting</th>
<th>Newsletter portfolio Organization</th>
<th>DNA &amp; Procurius newsletter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering committee</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projectboard</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Triangle</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees in project teams and stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees from Portfolio Organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control Rabobank Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Matrix 3: Procurius**

All the communication tools used for Procurius are the same as used for DNA. But the steering committee meeting, project board, triangle meeting and program meeting are focused on Procurius and projects for Procurius and for DNA it is only focused on DNA and its projects. This is because these two programs have the same program manager, Jacob Oosterkamp, he combines the tools where they can be combined because there is an overlap in employees from the two programs. If these tools cannot be combined, he will adjust the tool to the content of the program (Oosterkamp, 2014, appendix 2).

**HR Services (HR Dienstverlening)**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>RaboWeb</th>
<th>Newsletter Portfolio Organization</th>
<th>Program newsletter</th>
<th>HR Portal</th>
<th>ProcesWeb</th>
<th>Quarterly meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular employee (users)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers (users)</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR professional (users)</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy HR RN (client, directly involved)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT (executor, directly involved)</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Services (receiver and client, directly involved)</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core group</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Matrix 4: HR Services**

RaboWeb is the intranet website from Rabobank. In this case, it is used as a tool to provide information about the program. It can be used by all employees from Rabobank, but for HR Services it is used as a tool to communicate about the program.

13 HR = Human Resource
14 RN = Rabobank Netherlands
15 The Core group consists of the project manager, business change manager and other employees involved. It includes around fifteen employees.
The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee. The program newsletter of HR Services is more detailed and focused on the projects of HR Services. HR Portal is a product from HR Services and it holds information about projects and information on the implementation of projects. ProcesWeb is a tool used to provide information about the standard processes for the end-users of the program. The quarterly meeting discusses matters in the program in an exclusive small group (Freeman, 2014, appendix 2).

**Business Management (Bedrijfsmanagement)**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Quarterly sessions</th>
<th>Newsletter portfolio Organization</th>
<th>Steering committee meeting</th>
<th>Project board</th>
<th>Triangle meeting</th>
<th>Bila</th>
<th>Project meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users local banks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eBM16</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal employees (ADM17)</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>External employees (not ADM)</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most important stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**Matrix 5: Business Management**

Quarterly sessions discuss matters of the program. The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee. The steering committee meeting is held once in four weeks with the steering committee. This committee has four tasks: (1) agree on assignments and frameworks for these assignments, the annual plan and budget are included, (2) approving project plans, (3) grant discharge for the end of a project, (4) redirect a project when this is needed, for example when something goes wrong or extra time or money is needed. The project board is also held once in four weeks. The project board has the same tasks as the steering committee but the project board is a level lower in hierarchy than the steering committee. All these tasks are first executed by the project board and after that, when needed, by the steering committee. The triangle meeting is held once in two weeks. This meeting is about the cooperation of projects. A Bila is a face-to-face meeting between two persons. It derives from bilateral which means two-sided, undertaken by two parties. Project meetings are about the progression and development of a project. Therefore only employees involved in the project are invited (Oostveen, 2014, appendix 2).

Oostveen (2014, appendix 2) explains that communication with the users in local banks is done by the client eBM. Sometimes there is communication between a project team and a representative of users from a certain local bank. Changes or implementations are displayed on a special business management section of RaboWeb.

---

16 eBM = Rabobank Netherlands Business Management  
17 ADM = Application Development & Maintenance
**PDDM**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Newsletter Portfolio Organization</th>
<th>Program newsletter</th>
<th>Direct contact</th>
<th>Middleman</th>
<th>Away day</th>
<th>Lunch sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees local banks</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RN users</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RN clients</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders RN</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders PO(^{18})</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project employees (ADM)</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Project employees (not ADM)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Matrix 6: PDDM**

The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee.

The program newsletter of PDDM is more detailed and focused on the projects of PDDM. There is no program newsletter yet, it is in the set-up phase.

Sometimes there is direct contact between employees from the local bank and project team members from several PDDM projects.

When there is no direct contact between the employees from the local bank and PDDM employees, sometimes a middleman is used to contact with the users from the local bank.

Away days are organized when there are big changes in PDDM. The goals of an away day are getting to know each other and improving collaboration.

Lunch sessions are for smaller groups from ADM employees. These are sessions for a project team about the project or for example for all the business analysts of PDDM because they work in different projects but they should know each other. It is an informal setting in which all matters to the group can be discussed (Oostveen, 2014, appendix 2). The goal of a lunch session is to discuss current issues in the project groups. The reorganization of Group ICT to meet the portfolio goals is a widely discussed topic at the moment (K. Jongh-van Ooijen, personal communication, 10 June 2014).

**Logical Identity Access (Logische toegangsbeveiliging)**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Consultative group meeting</th>
<th>Meeting with clients</th>
<th>Newsletter portfolio Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees from local banks</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RN employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT(^{19}) of RN employees</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Client BM(^{20}) en ITO(^{21})</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**Matrix 7: Logical Identity Access**

The consultative group meeting is a meeting where coordination between the different departments takes place.

There is regularly a meeting with clients, there is no specific name for it that is why this tool is called meeting with clients.

The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One

---

\(^{18}\) PO = Portfolio Organization  
\(^{19}\) MT = Management Team  
\(^{20}\) BM = Business Management  
\(^{21}\) ITO = IT Operations
version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee (Oostveen, 2014, appendix 2).

Oostveen (2014, appendix 2) explains that local bank employees are approached by their local Business Management, through eBM communication for a specific local bank or they are generically approached through RaboWeb. RN employees are approached through the Management teams of different departments RN. There is no direct communication between the program and its users (Oostveen, 2014, appendix 2).

**Internal Information Security (Interne Informatiebeveiliging)**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Program newsletter</th>
<th>Newsletter portfolio Organization</th>
<th>Workshops</th>
<th>Information session</th>
<th>Newsletter from ICT Actueel</th>
<th>Alert (campaign)</th>
<th>RaboNews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local banks employees</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>RN employees</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project team members</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**Matrix 8: Internal Information Security**

The program newsletter of Internal Information Security is more detailed and focused on its projects. The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee.

There are workshops to increase the awareness for possible security threats. Information sessions are organized for all the important stakeholders to give updates about the program. The problem that was mentioned with this tool is that often only the ICT part of the stakeholders shows up at such a session.

Once a year there is an awareness champagne called Alert. It is organized to raise the general awareness for security threats (van der Nat, 2014, appendix 2).

RaboNews is a topic on RaboWeb which includes all kinds of news regarding Rabobank.

The newsletter from ICT Actueel (current ICT topics) is only sent to managers/directors from local banks and covers the latest strategic and tactic developments of IT services. The content of this newsletter is determined by ICT Actueel, it cannot be influenced by the program.

There are updates on RaboNews about Internal Information Security but van der Nat (2014, appendix 2) points out that these updates are delivered by Security & Risk Management, so the program has no influence on the content of this information.

From the two above communication tools, it can be seen that there is not direct contact between Internal Information Security and the users of the program.

**Intranet**

<table>
<thead>
<tr>
<th>Target groups / communication tools</th>
<th>Program newsletter</th>
<th>Newsletter portfolio Organization</th>
<th>Program-meeting</th>
<th>RaboWeb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal employees</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Rabobank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The program newsletter of Intranet is focused on the progress of the program and nice information for and about the program employees.

The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee.

The program meetings are organized to exchange information about the program. Information on the Intranet, new projects or changes in projects is placed on the Intranet. This information is provided by Webmanagement, the client. There is no direct contact between Intranet and its users (Landweer, 2014, appendix 2).

Landweer (2014, appendix 2) points out that Webmanagement communicates with the customers. They do this through Intranet but also have conversations/meetings with the managers of local banks.

**Group services**

The portfolio Organization newsletter is a newsletter for employees of all the programs and their stakeholders. This newsletter is sent twice a month because there are two different versions. One version covers updates about each program and the other version is focused on the employees, covering all kinds of news which is nice to know or should be known to the employee.

The other communication tool of Group services is a meeting with the management teams of these four departments. These are meetings consisting of three, four or five employees and they discuss the specific desires of the department (Landweer, 2014, appendix 2).

Landweer (2014, appendix 2) explains that these internal staff departments have specific desires for IT support. It is not interesting for them to receive general information about group services as each project is very specific. Therefore most of the communication is done in meetings to discuss the specific desires of each internal staff department.

---

22 The external employees can be from Achmea, Interpolis, Obvion, Rembrandt, Lage Landen and Rabo real estate (Rabo vastgoed in Dutch)

23 External employees from Robeco have other restrictions than external employees from other companies, that is why they are treated as a different target group.

24 There are four major internal staff departments with which projects are often done. These are Legal and fiscal affairs, core economic research, Directorate for monitoring (in Dutch Directoraat Toezicht) and Audit Rabobank Group.
4.2.1.2 Are the current communication tools efficient?

The communication tools which are displayed in the target group – communication tool matrixes are the tools which are mentioned by the interviewees. Analyzing the communication tools showed that there are two kinds of communication tools, tools used to share information and tools used to communicate with colleagues. Through observation I noticed that some managers forgot to mention some communication tools in the interviews, especially the tools used for the communication between colleagues. The available communication tools at Rabobank are: Microsoft Outlook (email), Communicator (online messaging tool, only possible with colleagues), phone calls, texting, WhatsApp messenger, videoconferencing, faxing, Bilas, Yammer (internal social media tool), reports, manuals, speeches and face-to-face meetings. Conboy, Korkala and Pikkarainen (2010) concluded from their case study that efficient communication tools in an Agile environment are face-to-face communication, presentations for the customers, feedback from the customers, email and videoconferencing. All these tools are used except the presentations for the customers, this tool is missing. The Rabobank organization is too big to give presentations to all the users of the portfolio Organization programs, therefore this communication tool is not an option for portfolio Organization.

Rabobank Netherlands works following a flexible working method. Employees can decide themselves, in agreement with their manager, that they can work several days, or one day a week at home. Therefore there is a lot of computer-mediated communication. The tools used in this communication are Microsoft Outlook, Communicator and videoconferencing. New computerized media as phone calls, texts and WhatsApp messages are also used as communication tools. These tools are more often used than other tools because a lot of employees work with the flexible working method. This flexible working method is called telecommuting by Bloisi, Cook & Hunsaker (2007). A disadvantage of telecommuting is that a large volume of the transferred data via computer-mediated communication can make it hard to absorb it within given time limits. To ensure the efficiency of this communication, the volume of transferred data should be kept to a minimum (Bloisi et al., 2007). When an employee asks a question to their colleague via mail, they actually put the responsibility to find an answer on that question on their colleague, while it is actually the responsibility of the employee who asks the question. Because the responsibility is given to a colleague, a task is added to their to do list. If this colleagues receives more questions that day, it could get hard to respond in a given time limit. This is another example of a too high volume of transferred data (K. Jongh-van Ooijen, personal communication, 12 May 2014). Oosterkamp (2014, appendix 2) confirms that there is a too high volume of transferred data by admitting that he does not read or pays attention to everything he receives in his email inbox because sometimes he receives too much information (news and/or emails) in a day. Oostveen (2014, appendix 2) and Oosterkamp (2014, appendix 2) both have a way to reduce the information overload. Oostveen (2014, appendix 2) has no specific newsletters focused on Business Management, PDDM or Logical Identity Access because he thinks this is redundant besides the portfolio Organization newsletter. Oosterkamp (2014, appendix 2) combines the specific newsletters of his programs, DNA and Procurius, because there is an overlap in these two programs and this reduces the information overload. The analysis of the current communication situation did not show an information overload. It could be that employees have this feeling because they receive a lot of general information via email, colleagues communicate by email and then the needed communication is also sent by email. This generates the feeling of an information overload.

When analyzing the matrixes, it can be seen that some program managers only discuss the communication tools specifically used by the program and other matrixes mainly consist of general communication tools for the entire department or which are used by every program. As said before,
the managers forgot to mention certain tools during the interviews. The general tools, or tools used by every program that some managers forgot to mention, are the portfolio Organization newsletter, ProcesWeb, RaboWeb, portfolio sessions, ICT Actueel (current ICT topics) and the lunch sessions. The steering committee, project board and triangle are present for every program, therefore the corresponding communication tools; steering committee meeting, project board meeting and triangle meeting, are tools that are used in every program. The lunch sessions are organized separately for each program. Each program has lunch sessions twice a year. The portfolio manager, Paul Bogers, leads the session. The goal of a lunch session is to discuss current issues in the project groups. The reorganization of Group ICT to meet the portfolio goals is a widely discussed topic at the moment (K. Jongh-van Ooijen, personal communication, 10 June 2014). The newsletter from ICT Actueel (current ICT topics) is sent to managers/directors from local banks and covers the latest strategic and tactic developments of IT services. The content of this newsletter is determined by ICT Actueel, it cannot be influenced by a program. This newsletter could include information on one of the programs, and therefore it can be indicated as a communication tool for every program. ICT Actueel is also placed on RaboWeb where everyone with access to RaboWeb can read it. This newsletter has a very big scope. RaboWeb also has a very big scope and is used to display information about the programs, but also display information on all other departments from Rabobank. ProcesWeb is a tool used to provide information about the standard processes for the end-users of the program. It therefore also has a very big scope and includes information on all kinds of processes besides information on the processes of portfolio Organization. RaboWeb and ProcesWeb are therefore very general tools, but they should be indicated as communication tools for each program because information on the programs can be found on these two tools.

Landweer (2014, appendix 2) states that not all meetings with employees of a program are efficient. This is because most employees work together in some way and therefore already share a lot of information. This way the meeting is less interesting regarding the sharing of information and is more of a cozy gathering. But during social, informal gatherings, people are more willing to talk openly according to Bloisi et al. (2007). This informal setting could therefore increase the efficiency of a meeting.

A relatively new communication tool at portfolio Organization is The week of Organization. This tool is used by all the programs, as it is a collective tool to gain more awareness for all the programs. This tool is not mentioned during the interviews, only afterwards in short conversations with portfolio Organization colleagues. This communication tool is comparable with a campaign. Slik (2009) defines the objective of a campaign as to influence the attitude of consumers, increase knowledge, promote awareness or change behavior. The week of Organization is organized to increase knowledge on all the programs and projects of portfolio Organization and to promote awareness for portfolio Organization. It was organized to give an overview of everything that happens within the portfolio and the direct links with other portfolios. During the week it was explained how portfolio Organization implements current challenges and challenges of the future. These challenges also include changes in order to achieve the portfolio goals. The week also focused on creating knowledge on the direct links with other portfolios and possibilities within each program. For a week, every day an infographic paid attention to an important theme. These themes were data Thursday, future Friday, secure Saturday, social Sunday (funday), management information Monday, document management Tuesday and web&app Wednesday. These infographics were used to increase knowledge on these important themes. At the end of the week, there was a final event in which each theme presented itself. This final event provides interaction between the complete team and the clients/stakeholders (K. Jongh-van Ooijen, personal communication, 13 March 2014). The message of the campaign should be adjusted to the readiness to change of the individuals you are addressing. People learn from observation and repetition, keeping this in mind can improve the potential effect
of the campaign message (Slik, 2009). Werder (2009) also indicates that themes and messages of media can be delivered through repetitive delivery.

Next to repetitive delivery, a better transmission of messages also ensures effective communication. This can be done by; providing enough details and background information, the sender should take responsibility for the message, messages should be congruent with actions, no technical jargon in messages to people who do not use such jargon and as last the sender must be trustworthy, reliable, friendly, confident, positive and have a good personal reputation. Feedback about the message, on what did the receiver hear and how does he think about the meaning of the message, is also a way to achieve effective communication (Bloisi et al., 2007). A more effective communication is needed in the communication between the portfolio and its clients. At the moment there is noise in the transmission of the message and therefore the message does not receive the client or the content of the message does not receive the client as how the portfolio intended the message to be received by the client. The repetitive delivery and better transmission of the message can remove the noise in the communication between portfolio Organization and the client. This noise can also be caused due to the behavior, attitude or too little knowledge of the receiver. The behavior and attitude can be positively changed when the receiver will feel more involved to the department. This will increase their interest in the department and therefore the message can be better received. To make the client feel more involved in the department, first they should be informed using the proper communication tools and after that there should be communicated with the clients which will eventually result in the client feeling involved to the department or sometimes even committed. This is a positive change in the attitude of the client and means a positive change in the behavior on how the client will use the information communicated to them. Involvement and eventually commitment can be achieved by following Quirke’s communication escalator (Quirke as cited in Harrin, 2013). This escalator is displayed in figure 12 and the figure also indicates which communication tools can be used in which stage. Currently the clients only have the awareness of other programs but they do not have an understanding of these programs as they do not know what the programs include and how using parts of other programs can benefit the quality of their program.

![Quirke's communication escalator](image)

All programs, except PDDM and Group Services, have no direct contact with the end user. Brooks, Colella & Roberts (2013) state that when no direct contact is possible with the end user, satisfaction surveys can be conducted to hear the opinion of the users. After these surveys, the feedback or the

---

25 (Quirke, n.d.)
action plan created regarding this feedback needs to be communicated to the users. This is necessary for the users to know that their opinions are important. Van der Nat (2014, appendix 2) adds that measuring the satisfaction on a program, is an opportunity in which awareness for the program is created. Van der Nat (2014, appendix 2) also indicates that the quality of the communication to the users of the programs will increase once they communicate the information themselves instead of using a middleman to communicate about their program and its developments.

4.2.2 How is the management of knowledge?
Baskin and Aronoff (as cited in Bloisi et al., 2007) explain that communication has three purposes, one of them is to share information. This subchapter will explains how information is shared and how this can be improved. This sub question will discuss the management of knowledge of portfolio Organization.

Knowledge outdates faster than ever. Rabobank is a knowledge organization, therefore it is crucial that they can quickly find, share and create knowledge. The better the collaboration, the more efficient this knowledge sharing will be. Digitalization is an essential element (Rabobank, 2013c). Thus good and efficient collaboration is needed. Lencioni (2002) states that several stages of collaboration need to be achieved in order to become a “high performance team”. First, team members should be able to trust one another, then they should be able to work through conflict. The next stage is that they have to commit to decisions, after that they should be able to hold one another accountable and the final stage is that they should focus on achieving a group goal (Lencioni, 2002). If this final stage is achieved, the team will be in the highest stage of collaboration and the knowledge sharing will be most efficient. Tuckman (as cited in Catalyst Consulting Team, 2014) argues that an increase in the quality of the interaction of a team, will lead to an improved quality of the overall performance of a team. He developed a model of team development that should positively affect the quality of the interaction of a team. A team goes through five stages of growth: forming, storming, norming, performing and adjourning. In order to get to a next stage, the corresponding manager responsibilities displayed in the model need to be fulfilled. When the performing stage is achieved, collaboration in a team is very good, which means that the knowledge sharing in that team is very efficient. The fifth stage, adjourning, explains that teams should feel good about their achievements and experience recognition after the completion of a task (Chapman, 2013). These stages and manager responsibilities are explained and displayed in figure 13.
Figure 13: Tuckman’s model of team development

<table>
<thead>
<tr>
<th>Stages</th>
<th>Characteristics</th>
<th>Manager’s responsibilities</th>
</tr>
</thead>
</table>
| Forming | Team members make decisions about each other. They try to establish safe patterns for interacting with each other. | • Provide structure to the team by clarifying tasks and role responsibilities  
• Encourage 100% participation by each team member  
• Share relevant and complete information with the team  
• Facilitate learning about each other  
• Encourage open communication |
| Storming | A time of conflict between team members as they try to understand their individual roles and gain a sense of control and direction of the team. It is important to work through this stage in order to achieve positive results | • Help team members learn how to respect each other’s views and share ideas  
• Create a plan for making decisions  
• Facilitate a plan for conflict resolution |
| Norming | The team works cooperatively and becomes a cohesive unit. Members have assumed their various roles, understand the mission of the organization and their team, and individual talents are respected. | • Be open about team members’ issues and concerns  
• Encourage feedback  
• Encourage consensus-based decision-making  
• Delegate to team members |
| Performing | Team members work together as a fully functioning team with each person knowing their specific tasks and producing results. The team has its own identity. | • With the team, set challenging goals  
• Find ways that the team can excel  
• Develop ways to assess the team  
• Recognize each member’s contribution  
• Develop team members so that they reach their utmost potential |
| Transforming | The team has achieved its goals. | • Honor the team’s accomplishments  
• Celebrate members’ personal growth  
• Determine if the team will continue or disband once goals are reached |

Not only good collaboration in teams is needed, but collaboration with clients of the programs is also essential. Convoy et al. (2010) their definition of a customer, in this case the client, explains the importance of good collaboration with the customer to increase knowledge sharing. Convoy et al. (2010) defines the customer as “the source of information relevant for software development team(s) in order to successfully implement the software product”. The knowledge sharing with the clients is not optimal. The clients all have different needs and they only have knowledge on the applications that are created to fulfill their needs. Knowledge and technologies used to create an application for one client, can also be used in a project for a different client. For example a very clear lay-out of a program can be used in multiple programs. If the client has no knowledge on this clear lay-out in a different program, he will not know that this is also available for his lay-out (K. Jongh-van Ooijen, personal communication, 25 May 2014). There is noise in the communication between the client and the department, as the message does not reach the client and therefore does not influence the client as how it is intended by portfolio Organization. This noise could be regarding attitude, behavior or knowledge of the clients. If this issue is because of too little knowledge of the clients on the programs, this would explain that they do not understand the message that is communicated to them. So to be able for portfolio Organization to share the knowledge with the clients, the expertise for the knowledge should first be captured. This restricts the process of knowledge management to happen (Liebowitz as cited in Bloisi et al., 2007). To be able to communicate this knowledge with the clients, the client should first capture the expertise on the programs. The general information needed for the clients to have enough knowledge on the programs is communicated to them with different communication tools. So the efficiency of these communication tools should be tested, this is discussed in paragraph 4.2.1.2.

Knowledge management is a key driver of change and creates value for the organization (Taylor, 2013). To be able to share knowledge, shared information should be easy to find for employees. The information visibility at portfolio Organization, the availability of information when employees seek

26 (Spiegel & Torres as cited in Langbert & Klipisch, n.d.)
for it, should be high as information should be visible for employees. Afifi (2009) argues that people go through a three-stage process when they decide to seek information. They first feel an uncertainty, then they decide whether or not to seek for additional information and then the decision is made whether to seek or avoid the information. All the changes at portfolio Organization cause a lot of employees to feel uncertain about the implementation and effect of these changes. Therefore they would like to seek for information, and then this information must be easy to find for the employees. For the correct management of knowledge, it should be identified where the knowledge is in the organization. These places of knowledge, in this case tools, should be recognized in order to share knowledge (Liebowitz as cited in Bloisi et al., 2007). There are several tools available for the employees in which they can find information. These tools are the intranet/RaboWeb, Yammer and ProcesWeb. Below the knowledge sharing ability of each of these tools will be reviewed. If these knowledge tools are properly used, shared knowledge can be adopted and will lead to the creation of new knowledge (Liebowitz as cited in Bloisi et al., 2007).

The intranet, RaboWeb, is for information sharing between all the employees of Rabobank and its partners (except for Robeco). Here you can find all kinds of documents such as information about departments, information about programs or applications, program plans, manuals etcetera. There is too much information available on intranet. It is hard to find the specific document when you don’t know where to find it and you need the search function, because a lot of results are displayed. More than 10,000 documents spread over more than 70,000 pages are to be found on the Intranet. It is too complex and unclear to find the information you need, that is why knowledge is not shared too its full potential. Intranet is a tool for employees to quickly find information, but because it is too complex and unclear the information cannot always be found and employees have to contact someone who may have the right information (Landweer, 2014, appendix 2). This slows the process of information sharing instead of speeding it.

Another tool which is used for information sharing is Yammer. Yammer is a social network from Microsoft for the internal knowledge sharing between colleagues. It can be compared with Facebook or Twitter, but Yammer is only available for Rabobank employees. Yammer is used to make the organization smarter and more transparent. Employees get a quicker response on their questions and can use their own expertise to help their colleagues. The organization becomes more transparent as employees can give feedback and it is more clear how employees are occupied and colleagues can inform each other more regular and in smaller steps. Yammer offers a more open way to work, making it easy to discover conversations and share ideas across the organization (Rabobank, 2014b). According to K. Jongh-van Ooijen (personal communication, 10 June 2014) Yammer is useful to gain insight into questions and mindsets of employees. Employees can discuss current issues or ask each other questions over coffee, but then you cannot keep an eye on what is said or what answers are given. On Yammer you are able to see what is discussed and when incorrect answers are given, you can indicate that and give the correct answer. A downside to Yammer is that not everyone is in favor of social media. B. de Boer (personal communication, 3 June 2014) says that he is not in favor of social media, he does not use Facebook, Twitter or a similar popular social media tool and therefore he also does not use Yammer. Some Rabobank employees share the same opinion as Bart and therefore Yammer still needs to be promoted so that every employee will eventually have a Yammer account. To increase knowledge sharing within portfolio Organization, special groups can be created on Yammer, which can only be seen and accessed by portfolio Organization employees.

ProcesWeb is a portal with all process information for local banks. It makes information about standard processes more accessible and this way banks can better and faster implement changed processes. Freeman (2014, appendix 2) adds that these information on ProcesWeb could be about changes in current processes or about the release of new processes. ProcesWeb shares knowledge
on process information. This cannot be shared face-to-face to every user, as this takes too much time and will slow down the implementation time. Therefore this is a very much needed knowledge sharing tool. The overall satisfaction on ProcesWeb scores a 6.85 while the goal for overall satisfaction is 7.8. The score of ProcesWeb reduces the overall satisfaction score. The users indicate the user-friendliness and functionality of the program as points for improvement (Klantencontact mitch, 2014).

It is good for the information visibility that RaboWeb, ProcesWeb and Yammer are available. But the tools RaboWeb and ProcesWeb are sometimes too complex for users to easily find the information they need. The knowledge management with the clients should also be improved because at the moment the knowledge and information sent to the client is received with noise. So the message that is communicated is not understood by the clients as how was intended by portfolio Organization.

4.2.2.1 How is the intercultural communication organized?

If we look at the framework of Hofstede and its cultural dimensions, several differences between the cultures of India and the Netherlands can be indicated. These differences will be shown in table (number), so it is easier to compare and see the differences in the scores of the cultural dimensions.

<table>
<thead>
<tr>
<th>Cultural dimensions</th>
<th>India</th>
<th>Netherlands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism vs. collectivism</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td>Power distance</td>
<td>80</td>
<td>38</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>40</td>
<td>53</td>
</tr>
<tr>
<td>Masculinity vs. femininity</td>
<td>56</td>
<td>14</td>
</tr>
</tbody>
</table>

Table 1: The score of India and the Netherlands on Hofstede’s cultural dimensions

India scores a 50 on individualism, this says that the society is both individualistic as collectivistic. On power distance, India has a score of 80 which means that hierarchy is appreciated and there is a top-down structure in organizations and society. India has a score of 40 on uncertainty avoidance. This means that society has a medium low preference for avoiding uncertainty. And India is a masculine society as it scores 56. This is because India is very masculine in terms of success and power. The Netherlands has very different scores on Hofstede’s cultural dimensions. Netherlands has a score of 80 on individualism, this means that it is an individualistic society in which individuals are expected to take care of themselves and their immediate families only. On power distance, it has a score of 38, this means that power is decentralized and employee participation is expected in management decisions. The Netherlands is a feminine society, as it only scores 14 on this dimension. In such a society it is important to keep the life/work balance and conflicts are resolved by compromise and negotiation. Netherlands score a 53 on uncertainty avoidance which means that it has a slight preference for uncertainty avoidance (The Hofstede Centre, 2014).

These differences in cultural dimensions are also indicated in the interviews with Clarien Hoving, Koert Joosten, Derk-Jan van de Berg, Danesh Deivasigamani and Ashok Vijayasundaram. Hoving (2014, appendix 3) indicated that in India they value hierarchy very much, therefore they are more constrained and less pro-active. While the idea of Agile working is that everybody is equally important. Joosten (2014, appendix 3) and Van de Berg (2014, appendix 3) also mention that hierarchy is present in the Indian work culture. It is very challenging to let them give your opinion to you. The hierarchy is also noticeable in conference calls, the person highest in hierarchy is the one who talks in conference calls. It does not matter who you address the question to, that one person highest in hierarchy will answer it. Oetzel (2009) confirms this observation with his theory, he states that a culturally diverse group with an individualistic culture will more likely take turns in the
communication. When individuals in an intercultural group are more collectivistic they will have equal participation. Joosten (2014, appendix 3) and Van de Berg (2014, appendix 3) also both indicate that Indian employees almost always say yes, even when these deadlines are impossible. But they will not say it when they do not understand something or cannot reach the deadline. Therefore it is important to have daily contact, gain trust and for some employees to work on-site. Hoving (2014, appendix 3) clearly states that on-site employees enable a connection because they understand how things work in India and in the Netherlands. Joosten (2014, appendix 3) adds that with working on-site or having daily conference calls will enable the employees to get to know each other which will result in more trust and them opening up and expressing their opinions. Van de Berg (2014, appendix 3) works with fixed teams, this means he has the same employees in his teams for different projects. Working with these fixed teams provides a very efficient collaboration as trust is created and expectation from both sides are matched. Hoving (2014, appendix 3) adds something very important “you cannot change a culture, so you will have to learn to work with it”. To ease the collaboration, we mainly work with Teamleads, these employees are called like this because it is easier to work and communicate with them as they are more adjusted to the Dutch working culture.

To look at this intercultural communication from the other side, two Cognizant employees who work on-site were interviewed. Vijayasundaram (2014, appendix 4) found it striking that no hierarchy was noticeable when he just came to work on-site for Rabobank. Deivasigamani (2014, appendix 4) also states that there is a more open culture in the Netherlands. They both indicate that trust was initially not there and that the expectations from both sides did not match. The trust was gained and expectations were matched during the years. But Vijayasundaram (2014, appendix 4) mentions that when a project is done they sometimes have to change from manager to work on a different project and then there is a struggle again in the beginning because we need to build a new relationship of trust.

Each interview indicates that it is very good that once a year a trip to India and from India to the Netherlands is planned. This is good because you actually get to know the people you work with, which will ease the communication, and both sides can see the working conditions on the other side. This also helps to match expectations. Van de Berg (2014, appendix 3) states that these visits are used to gain trust, and that you can benefit from such a visit for months because it improves collaboration. Vijayasundaram (2014, appendix 4) mentions that these trips are good as finally they have to go back to India.

Every interviewee indicated that the most frequently used communication tools are conference calls. This is the most efficient tool as you can see who you are communicating with, even though they are located on the other side of the world. This increases trust and the longer you are working in a project, the more Cognizant employees will share their opinion. Van de Berg (2014, appendix 3) indicates that once a month there is a big video call with all business analysts and Indians in which new projects or issues are discussed. He also has a big video call three times a week with everyone involved in the projects and then everyone is obligated to say something. He does this because uncertainties and ideas can be expressed by every employee, without paying attention to the employee’s position in hierarchy. So the conference call is used to communicate with on-site as well as offshore Cognizant employees. For other project related communication, the telephone, Communicator or a face-to-face meeting is used.

Vijayasundaram (2014, appendix 4) and Deivasigamani (2014, appendix 4) indicate some interesting struggles in communication. They both indicate that all communication at Rabobank Netherlands is done in Dutch, the working language is Dutch. Since last year there is an English version of the portfolio Organization newsletter, which they receive once a month. But important information,
especially the information on the portfolio goals, is communicated in Dutch. Deivasigamani (2014, appendix 4) says there is too little communication in English on these ongoing changes. Vijayasundaram (2014, appendix 4) adds that they cannot think in line with the Rabobank when this information is not in English. If they had a better understanding on these ongoing changes, it would improve the collaboration. He does not know if top management from Cognizant does receive this information, but when they do it does not reach the floor. He would like to receive more emails containing this information.

Deivasigamani (2014, appendix 4) indicates a second problem, that he end-products, the reports are written in Dutch; “we do understand the functionality of the product but we do not understand the content of this report, so we have to trust someone that the content of the end-product is good”.

There are quarterly meetings organized at portfolio Organization, the portfolio sessions. In these meeting there are speeches from managers or other employees. But the Indian employees never attend these speeches as they do not understand what is said because the speeches are in Dutch. Sometimes these meetings are translated to them or summarized to them by colleagues, but it would be better if this was directed from top management (Vijayasundaram, 2014, appendix 4).

Deivasigamani (2014, appendix 4) notices that now that he is working for a longer time with his colleagues, they gain more common interest. His Dutch employees put more effort in communication with the Cognizant employees, they are more interested in India. He thinks that this is because they sometimes see things about India on TV, for example a documentary about India on Discovery channel and then they come and ask things about India. “And as they know more about India, they understand me better” (Deivasigamani, 2014, appendix 4). Oetzel (2009) explains in his effective intercultural workgroup communication theory that the when members of an intercultural group have mutual concerns that the chance on effective communications is higher.

The interviews with the employees from Cognizant do not conclude that all communication should be done in English, but it is more about that the communication is not translated afterward. A summarization of these sessions in English would be sufficient for them. A conclusion from all the interviews can be that in order to collaborate efficient with these intercultural project team, trust should be created and therefore the focus in the start of a new intercultural team should be on getting to know each other and building trust. And to make it easier for Rabobank to collaborate with Cognizant they should have Teamleads in every project team.

Oetzel (2009) states that task effectiveness is more likely to be achieved when effective communication processes are used by the intercultural group. The achieve effective communication processes, the struggles in communication that are faced by both the Dutch employees and the Indian employees should be solved. The struggles from Dutch employees are more focused on cultural differences, so these can only be solved, as said before, by getting to know each other and building trust. The struggles in communication that the on-site employees from Cognizant face are more regarding the language of communication. Especially important information regarding the portfolio goals should be translated in order for them to understand the direction of where the Organization is going and why changes are happening.

4.2.3 Is there a value proposition gap between the employees of the programs and its users?

Mahoney (2006) argues that in order to clarify the vision and direction for an IT department and to set proper expectations for stakeholders a concise value proposition should be used. The articulation
of a value proposition can be used to show that the IT department has a great potential to contribute to the business value. In order to communicate IT’s value, Miller (as cited in Colella, 2009) says that a communication strategy and plan are required, which are aimed to help different audiences gain an understanding on the accomplishments of IT and its plans for executing the business goals in the future. Boning (as cited in Colella, 2009) also states that a value proposition can be used to communicate IT’s plans and actions, which will lead to people being more engaged to the IT department. There are a lot of different programs at portfolio Organization. They each have their own perceived value. In order to communicate one concise value about portfolio Organization, the portfolio should have on single value proposition that is communicated to the clients and the other target groups. The clients are mentioned separately from the other target groups as they have no awareness of all the possibilities for applications. This is because there is noise in the communication between portfolio Organization and the clients. The current value proposition that is communicated is Organization Heartbeat. This is because the products that are delivered by portfolio Organization are seen as basic supply, as taken for granted. It works. And often it works so well that people are not aware of how hard people work behind the scenes. Compare it to your heart. When it beats, it always beats. You don’t think about it. The second part of the meaning of this value proposition is that the heart is the most essential part of the body, it is needed for the body to work and survive. Portfolio Organization is also needed for the organization to work, as they provide the employees with tools to ease their job. This value proposition does emphasize the importance of the portfolio but it does not emphasize or hint on the interdependencies between the programs as knowledge from one program can also be used to improve aspects of a different program. A concise value proposition that will aim on the possibilities within portfolio Organization can be used to create awareness on all possibilities for programs and applications for the client. A higher awareness of all possibilities will show to the clients that knowledge from other programs can be combined to get to an improved end-product for the client. This contributes to the portfolio goal to increase the quality of the services.

The employees of portfolio Organization perceive the same value of the programs as the clients do. The clients ask for a program and a project team will develop a program or application to their needs. The client is the most important user of the program as a client provides a budget for portfolio Organization to work with. Therefore it is most important to, in the first place, fulfill the needs and requirements from the clients. The client represents the needs from the end-users but that does not always mean that the end-users are satisfied with the programs, this can be resulted from lower than average scores in MITCH and TIM reports for several programs.

The end-user does for example not like the functionality of a program due to the lay-out. If a different program scores high on functionality, it might be possible to use this lay-out to improve the functionality of a different program. If all the possibilities from the different programs are known to the clients and they compare this with the satisfaction scores, they can contribute to increasing the satisfaction of the end-user. This can be done very easy by using the knowledge on the parts with a high satisfaction score to improve similar parts in different programs that have a low satisfaction score. This increase in knowledge on the possibilities of portfolio Organization could therefore contribute to increasing satisfaction scores from the end-user. There are some value proposition gaps between how the program managers and clients thinks of the program and how the end-user thinks of a program. Users do not always perceive the program as how the client intended it to be perceived. The reduction or elimination of the gap between the value proposition of the program manager and client and the end-user, can be a result of a better collaboration and knowledge sharing between the portfolio and its clients. A concise value proposition focused on all the possibilities that are offered by portfolio Organization, can be the starting point to gain more knowledge on these.
possibilities which will enable knowledge sharing and will lead to a better collaboration between portfolio Organization and its clients.

4.2.3.1 The value proposition gap analysis
To analyze if there is a value proposition gap, the managers of the program had to answer the following question in an interview: “How do you describe the value of (the name of the program)?”. And in order to find out if they are aware of any possible gap in how they and the user value the program, the following question was asked: “How do customers describe the value of (the name of the program)”? And to really focus on the possible value proposition gap, a third question was asked: “Do you see a gap between those mindsets?”. There are no clearly defined value propositions for the programs, so there is more spoken of a perceived value in the interviews.

The end-user does not recognize the programs Internal Information Security (Van der Nat, 2014, appendix 2), Business Management and Logical Identity Access but that is also not a goal of the program, the client is satisfied and recognizes the program and that is the goal. PDPM is a too new program to know the perceived value of the end-user (Oostveen, 2014, appendix 2). Group Services works with a target audiences and applications entirely designed to fit their needs, so here there is also no value proposition gap (Landweer, 2014, appendix 2) The end-user thinks that HR Services does not have a nice interface (Freeman, 2014, appendix 2). The intranet is reviewed as unclear and complex (Landweer, 2014, appendix 2). In the program Mambo, it takes too long before new information is available and for changes to be implemented (Freeman, 2014, appendix 2). And the end-users give the programs DNA and Procurius a low score on the user-friendliness (Oosterkamp, 2014, appendix 2).

4.2.3.2 How can this gap be reduced or eliminated?
As can be seen, there is a value proposition gap for the programs Mambo, HR Services, Intranet, DNA and Procurius. These gaps can be reduced or eliminated by the use of knowledge in other programs. The application MI4U from Mambo has a very nice interface with a high user-friendliness, the knowledge on how to create this appreciated interface and high user-friendliness can be used to also create good interfaces or a higher user-friendliness in other programs. This will satisfy the needs of the end-user and that again will satisfy the client as he is the representative of the end-user and the clients want what is best for the end-user. This is possible by presenting all the available knowledge and possibilities to the clients so they can specify their wants and needs. A concise value proposition which emphasizes on the possibilities within the different programs of portfolio Organization, can create more knowledge on IT’s value and IT’s accomplishments to the clients. The needs of the end-user and client could be better fulfilled when they have knowledge of all the possibilities, this will contribute to an increase in the quality of the services, one of the portfolio goals.

4.3 The current communication situation versus how theories, articles and case studies state it should be done
The findings derived from the research sub questions can be displayed in a SWOT matrix. This SWOT matrix is an illustration of the strengths, weaknesses, opportunities and threats of the current communication situation according to how theories, articles and case studies state it should be done.

Strengths
As indicated in the theories it is very important to distinct different target groups and communicate with them differently. The communication should be adjusted to the different target groups. The target groups are clearly defined by each program. The information visibility is very high. Employees can search for all kinds of documents on the intranet and new releases or projects are displayed on ProcesWeb. Yammer is a strength of the current communication situation as it can be compared to Facebook. People know how to use it as they are used to facebook. This tool can be used to share
knowledge and connect people throughout the entire organization. A downside to this tool is that not everyone is in favor of social media, but the use of Yammer should be stimulated because this tool has a very wide scope.

**Figure 14: SWOT matrix of the current communication situation**

**Strengths:**
- Clear target groups
- Tools which enable high information visibility
- Yammer

**Weaknesses:**
- Intercultural communication
- Steps for effective collaboration are unknown
- Use of communication tools
- Too complex tools for information visibility
- Value proposition regarding possibilities

**Opportunities:**
- Use of social media as communication tool

**Threats:**
- Programs are compared to social media tools

**Weaknesses**
The weaknesses of the current communication situation are the criteria where there is a gap with how theories, articles and case studies state it should be done. These criteria are reasons why communication lacks to contribute to the implementation of changes. These changes are needed in order to achieve the cost reduction, shorter time-to-market and increase in the quality of the services. The achievement of these goals leads to a higher performance of portfolio Organization. Thus it can be said that these weaknesses in the current communication negatively affect the performance of portfolio Organization.

Firstly the intercultural communication is a weakness as there is no communication available in English about the portfolio goals and which steps will be taken in order to reach these goals. The working language of Rabobank Netherlands is Dutch and this makes it hard for Cognizant employees to understand what is communicated. There should be documents or summaries on the changes available in English. The portfolio goals and what changes need to be realized to achieve these should be explained in English. The current communication about change, for example speeches in Dutch, should be summarized in English and then sent to the Cognizant employees. This way they can think in line with the Rabobank employees and contribute to the realization of the changes. Next to that, the cultural differences make collaboration difficult in the beginning of a collaboration. This is because trust between the employees needs to be created and the expectations of what can be delivered by the employees are not clear to both parties. This trust can only be gained over time, therefore when this trust is gained the team should keep working on projects in that formation because they know what can be expected from one another. Cognizant employees are very used to hierarchy so in the beginning of a new collaboration, they tend to hold back their opinion because they are not used to giving their opinion and taking responsibility. This trust is not only important in intercultural teams, it is the foundation for every project team in order to achieve effective collaboration. The steps on how to achieve effective collaboration should be known to the project teams because then they can discuss in what stage of collaboration they are and what they can do in order to achieve effective collaboration.

Another weakness is the use of communication tools. Not all communication tools are used efficiently and consistent. Communication tools have two different uses; to communicate with colleagues and to inform employees. The communication tools used by employees, or that can be used, for them to communicate with each other are also not recorded in a document. If all these communication tools are recorded in a document, employees can easily see how they can
communicate with each other besides for example only using emails. Communication matrixes can be stated in each program plan to make communication part of a process, or checklist, to make sure this is not forgotten. An overview of the available communication tools and which target groups can be addressed with those tools, a target group communication tool matrix, can be used so it is clear for a manager which communication needs to be done by the program’s employees and which communication is taken care of. This will prevent sending out communication twice. It will also show if there is a communication overload or too little communication in a program. Next to that, the current communication tools that are used to communicate portfolio Organization’s value to the clients of the department are not transmitting the message as how it was designed. There is some noise in the communication. This can be caused by the attitude, behavior and too little knowledge of the receiver, the client. The attitude and behavior of the client can be changed by focusing the communication on creating more awareness and involving the clients more to the department. A higher involvement can be created by first informing to the clients and then communicating and dialoguing with the clients (Quirke as cited in Harrin, 2013). Involvement can be eventually created by involving the clients in decision-making processes on, for example, changes. Then they will feel appreciated and more involved to the department. This will change their attitude and behavior against portfolio Organization and this can eliminate the noise in the communication between the portfolio and their clients.

The availability of tools that ensure a high information visibility is a strength. But the tools that are available are a weakness. This is because the available tools RaboWeb and ProcesWeb are too complex and therefore employees find it hard to find the right information they need in these applications. Not being able to find the right information about change causes uncertainty for employees. When the employees have high uncertainties, they will have low readiness for change and therefore are not willing to contribute to the implementation of changes. This will slow down the implementation of changes, this negative influences the achievement of the portfolio goals. Therefore employees should be guided in how to find the right information and they should be stimulated to find this information in order for them to lose the uncertainties and feel a high readiness for change so that they will contribute to the implementation of changes.

The last weakness is the fact that the clients have no knowledge on all the possibilities of portfolio Organization. The clients only value their own needs, but these needs can be better fulfilled when knowledge from different programs is used. This message is communicated to the clients but it is not received. This is due to noise in the communication. This noise could be caused by the attitude, behavior or too little knowledge on the subject of the clients. This behavior can be changed with the efficient use of communication tools as explained above. But the knowledge might also increase when there is a concise value proposition focused on the possibilities of portfolio Organization. Currently there is only a value proposition drafted by the portfolio focused on the importance of the department.

Opportunities
The opportunity for portfolio Organization is the use of popular external communication tools. These tools are the different social media tools like Twitter, Facebook, LinkedIn, Instagram, Google+ etcetera. At the moment they use their own social media tool called Yammer. This is comparable with Facebook but can only be seen and used by employees with a Rabobank account. The popular external social media tools can be seen by everyone, except when a certain page is shielded against outsiders. The access to certain pages can be limited to people who need to be accepted by a group administrator or the page can only be seen by those who are invited to be part of the group. These groups are secret groups on social media. If already existing social media is used to communicate or share knowledge, no costs are needed for the maintenance of Yammer as this is then not needed anymore.
**Threats**
The threat for portfolio Organization is that the lay-out and ease of use of the programs are compared to the popular social media tools. Employees are used to the look and feel of these tools and therefore want to have a similar positive experience with the applications of portfolio Organization. They subconsciously want to have the same experience with the applications and programs of portfolio Organization as they have with popular social media tools. It is like being used to read from left to right, employees are now used to look at certain parts of a screen when we for example look for the search function. So the expectations from employees on the lay-out and user-friendliness of the programs are higher than before social media tools became so popular. Standardization of the programs because of the cost reduction, may therefore lead to lower satisfaction scores.

4.3 Which communication indicators can be used to monitor improvements?
The weaknesses indicated in the SWOT matrix need to be improved in order for the communication to get a higher contribution to the implementation of the portfolio goals. The overall communication situation of portfolio Organization can be improved by turning these weaknesses into strengths through effective communication. In order to see if there are any improvements on the aspects indicated as weaknesses, indicators should be identified which can monitor these improvements. The improvement of these weaknesses should eventually lead to the achievement of the portfolio goals, therefore there should also be a link between the indicators and the achievement of the portfolio goals. So these indicators should measure the improvements of the weaknesses and how this improvement contributes to the achievement of the portfolio goals.

The weaknesses that should be monitored are intercultural communication, the steps for effective collaboration, the use of communication tools, the tools for information visibility and that the value proposition is only focused on the importance and not on the possibilities within and between the different programs and applications of portfolio Organization.

When the tools which provide information visibility, ProcesWeb and RaboWeb, are less complex they would be easier to use by the employees. That way information on changes and the implementation and effects of these changes is easier to be found on these tools. When this information is easier to be found, employees will have a better understanding on the changes in their processes. This should be noticeable as a decrease in complaints reported to the service desk. Portfolio Organization is part of a bigger department of Group ICT called Application Development & Maintenance. The numbers that can be retrieved from the service desk at the moment are complaints reported on Application Development & Maintenance. But only the number of complaints regarding portfolio Organization issues or programs should be known in order to see if there are improvements in the information visibility of portfolio Organization. So in order to create this indicator, the service desk should indicate when a complaint is about portfolio Organization. They now only indicate whether a complaint is about Application Development & Maintenance or from one of the other departments. They should register the number of complaints about portfolio Organization. When the amount of complaints on the processes of portfolio Organization decreases over time, this will indicate an increase in the quality of the services. This increase in the quality of the services of a portfolio goal, so this improvement would contribute to the achievement of the portfolio goals.

Important communication on changes is not translated into English, this is regarding the email or online communication as well as the information given to employees in speeches. This information should be translated in English after this is communicated in Dutch. Therefore numbers on how much information is translated into English, should increase. At the moment there is one newsletter a
month which is translated. The number of Dutch communication that is sent should match with the number of English communication that is sent each month. When a special edition of a newsletter is sent including information on the portfolio goals, this newsletter should also be translated into English and then sent to the English-speaking employees. Therefore the number of Dutch communication should match the number of English communication. It does not matter what language someone speaks, colleagues should be able to think in line with each other and understand what changes are needed to achieve the portfolio goals and how these changes affect them.

The steps for effective collaboration should be known to the project team. But how can we measure if these steps are known and if the project teams try to achieve a higher level of effective collaboration. Surveys can be created in which the levels of collaboration are displayed and explained. Employees have to indicate in which project they work and then the stage in which they believe their project team is in regarding collaboration. Both the stages of the high performance teams of Lencioni as well as the model of team development from Tuckman will be used in the survey. Over time the project teams have to indicate an improvement of the stage of collaboration they are in, both in Lencioni’s pyramid as well as in Tuckman’s model. Thus, the stages of collaboration can be used as indicators and it can be measured using a survey.

The use of communication tools is also a weakness of the current communication situation which should be monitored. In this paragraph, the use of communication tools to communicate with colleagues is discussed. The Agile work method works most efficiently when the most common communication method is face-to-face communication. An indicator could be the exact number of back and forth face-to-face communication in a project group during the implementation of a change. The implementation time of a change should also be monitored. When both the exact number of face-to-face communication and the implementation speed are monitored, it can be seen if there is a relationship between those two indicators. The expectation is that the implementation speed will increase when there is a higher number of face-to-face communication. A shorter implementation time will contribute to the portfolio goal of a shorter time-to-market. A lot of changes are made to achieve cost reduction, for example the standardization of processes. When the implementation of these standardized processes happens faster, the contribution to the cost reduction will happen faster. Therefore this will also contribute to achieve the cost reduction within the given timeline.

It is difficult to find an indicator that can monitor the increase in the clients’ understanding of IT’s value and accomplishments with a value proposition focused on the possibilities to combine knowledge of different programs. A value proposition focused on these possibilities will increase knowledge on these possibilities for the clients, which helps them to improve the programs. This will contribute to an increase in the quality of the services. An increase in the quality of the services will result in higher scores on satisfaction surveys. But the increase in quality due to a higher knowledge on what is offered by the portfolio is not only because of a better value proposition, it could also be another factor of noise that is reduced which causes a better understanding for the clients. An increase in the efficiency of the communication could also reduce the noise in the communication between the client and portfolio Organization. So these higher satisfaction scores mean a higher knowledge of the clients about what is offered by the portfolio and how this can help them, because this will improve the programs and applications requested by them and tat increases the quality of these programs and applications.

4.4 Chapter summary
In the beginning of this chapter, the deviations from the original research design were displayed. There was only one deviation from the original research design. This deviation is that information is
also gathered through small conversations with employees from the portfolio Organization department. This chapter also combines the theories, articles and case studies, as introduced in chapter two, with the findings. These concepts as introduced in chapter two help to analyze the findings. This way the answer can be given to the first and second research question. The first research question could be answered by providing a summary of the answers of the sub questions. This summary was displayed in a SWOT analysis. The weaknesses indicated in this SWOT analysis could answer this research question on what is the gap between the current communication situation and how theories, articles and case studies state it should be done. The weaknesses are the intercultural communication, no knowledge on the steps how to achieve effective collaboration, the inefficient use of some communication tools, the tools for information visibility are too complex and the value proposition for the clients is not focused on the portfolio’s possibilities. To answer the second research question, these weaknesses were used to find the spots where indicators are needed to measure if there are improvements in these weaknesses. When these weaknesses are improved, they will turn into strengths of the current communication situation.

In the next chapter, chapter 5, the conclusions based on the entire research will be given. Based on these conclusions, recommendations will be given. The conclusions and recommendations will be given separately for research question 1 and 2. The chapter will also show the Ishikawa diagram and this will indicate which of the assumed (sub) causes have the highest contribution to the management issue.
Chapter 5 Conclusions and recommendations
This chapter will give the conclusions based on the entire research. These conclusions will be discussed per research questions. This means that a conclusion will be given on the question “What is the gap between the current communication situation regarding change and how theories, articles and case studies state it should be done?” and a conclusion will be given on the second question “Which communication indicators can be used to monitor improvements?”. When the conclusions are given, the Ishikawa diagram will be shown again and the (sub) objectives that were indicated in the fishbone will be discussed to see which are most important. Then the second part of the chapter will present the recommendations to remove or reduce the current inefficiencies in communication. At the end of this chapter, a summary will be given and in this summary the Ishikawa diagram will be displayed, including an overview of the main causes.

5.1 Conclusion per research question
The research questions were formulated this way because when the answers to these questions were given, it could be seen where in the current communication situation the communication was lacking which caused the communication not to contribute to the portfolio goals.

5.1.1 Conclusion research question 1
The first research question is stated as “What is the gap between the current communication situation regarding change and how theories, articles and case studies state it should be done?”. With the help of the sub questions, these gaps are found and analyzed. The sub questions used to analyze the current communication situation versus how it should be done, are:

1. How are the target groups defined?
   1) Which communication tools are currently used for the different target groups?
   2) Are the current communication tools efficient?
2. How is the management of knowledge?
   1) How is the intercultural communication organized?
3. Is there a value proposition gap between the employees of the programs and its users?
   1) How can this gap be reduced or eliminated?

The findings derived from the research questions can be displayed in a SWOT matrix. Based on theories, articles and case studies the strengths, weaknesses, opportunities and threats of the current communication situation can be displayed in this SWOT matrix. The weaknesses indicated in this SWOT matrix, are the aspects where a gap can be indicated between the current communication situation and how theories, articles and case studies state it should be done. The aspects which are indicated as strengths of the current communication situation are that each program has clearly defined target groups for which communication is adjusted to the different target groups, that there are tools available which enable employees to seek for information when they want to and the use of Yammer as a company-wide knowledge sharing social media tool.
An opportunity for portfolio Organization is to use external social media tools as knowledge sharing platforms. These tools are already available and therefore no maintenance or development costs are involved. The only downside is that it can be seen by the entire world if you do not block the page for not-Rabobank employees. So it is important when external social media tools are used, access to the Rabobank pages is only granted to Rabobank employees.

The threat of the current communication situation is that due to the increase in popularity of the external social media tools, employees subconsciously compare the programs and applications developed by portfolio Organization with these social media tools. This causes the employees to have high expectations, which makes it harder to match these expectations.

The weaknesses that resulted from comparing the current communication situation with how theories, articles and case studies state it should be done are the struggles with intercultural communication, the unknown steps for effective collaboration, the not efficient use of some communication tools, the too complex information visibility tools and the value proposition for the clients should be focused on the possibilities of portfolio Organization.

The struggles with intercultural communication are the cultural differences faced in the start of a new collaboration and the working language at Rabobank Netherlands is Dutch. The creation of trust in a new intercultural project team is very important to match expectations from both sides. The cultural differences between India and the Netherlands also influence the way people work. Intercultural teams have to get used to each other’s way of work so they know what they can expect from their intercultural colleagues. The other struggle is that all important information of portfolio Organization is communicated in Dutch. From returning a laptop, to the end-report of a project and information on the portfolio goals. In order for a intercultural project group to think in line and head in the same direction, it is especially important to provide information on the portfolio goals in English.

The steps to create high performance teams that ensure effective collaboration are unknown to the employees. They do not know what stage of effective collaboration their team is in. When these stages are known, employees can determine in what stage their team operates and they know what to improve in order to get into the highest stage and ensure effective collaboration. Highly effective operating teams contribute to a more efficient knowledge sharing.

There are two kinds of communication tools, the tools to inform employees and the tools for colleagues to communicate with each other. The flexible working method of Rabobank results in a lot
of computer-mediated communication. Face-to-face communication is indicated as the most effective tool but a lot of computer-mediated communication is used. Videoconferencing is a digital version of face-to-face communication so this is also very effective. But an email is often used to ask questions. Employees can receive a lot of emails during a day and therefore it could take a long time before an email is answered or sending an answer could be forgotten. The focus should be on communication tools that require direct contact, such as face-to-face meetings, videoconferencing and phone calls. The communication tools that are used to inform employees are newsletters, portfolio sessions, lunch sessions, reports, manuals, ProcesWeb and RaboWeb. Sometimes employees feel like they get an overload of information or double information, so the consideration must be made when which tools are needed and if all these tools are needed. The efficiency of the tools used to communicate with the clients should be improved as there is noise in this communication. The clients do not receive the message as how it was intended, this can be because they do not understand the message. Therefore a better transmission of messages should be achieved through increasing the clarity of messages, developing credibility, ethical communication and requesting for feedback. Noise can also be present because of the attitude or behavior of the receiver. In order to change the attitude or behavior of the clients, the communication with them should also be focused on involving them more in the portfolio. To ensure that the recommended communication is available for all employees to read, the communication tools and communication plans for the programs should be stated in each program plan. Currently there is a small chapter on communication in the program plans, but this should be more detailed with the target group communication tool matrices and an overview of communication tools.

The applications ProcesWeb and RaboWeb which are used to spread information on changes in processes and in general, are reviewed as too complex by the Rabobank employees and therefore they cannot find the information they want in these applications.

The value proposition is not focused on the possibilities within portfolio Organization. This could be a cause for why the clients do not have knowledge on the interdependencies between the programs and this is useful as knowledge from one program can be used to improve aspects of a different program. The current value proposition used to describe the department is focused on the importance of the department. This is a very good and effective value proposition but for the clients a different value proposition should be created. The value proposition focused on importance is good for the employees to feel the importance of their department, it makes them proud. But the clients need a message that focuses on IT’s value and accomplishments. This message is currently communicated to the clients but restricted by noise. As mentioned before this noise can be caused by the attitude and behavior of the client, but it could also be cause by having too little knowledge on the subject to understand the message. A simple and concise value proposition focused on the core of what portfolio Organization tries to communicate to the client, could be a base for the clients to gain knowledge of the possibilities within portfolio Organization.

The conclusion from these different weaknesses of the current communication situation versus how theories, articles and case studies state it should be done, is that there are several inefficiencies in the current communication structure. To achieve the portfolio goals of cost reduction, a shorter time-to-market and an increase in the quality of the service, some changes need to made. Employees should be informed about these changes and how these changes can affect the way they do their job. If employees are informed and involved in the decision-making process for these changes, they will feel involved in the process and the department. This makes them feel a high readiness for change, which will make the change effort more effective and this positively contributes to achieving the portfolio goals. There are some inefficiencies in communication on three aspects, the management of knowledge which includes the different kinds of collaboration, the value proposition
and the use of the communication tools. Removing these inefficiencies will make it easier for portfolio Organization to achieve their goals. Especially the management of knowledge is an area of attention because there are big inefficiencies in the communication with the employees of Cognizant and in the communication with the client of portfolio Organization.

5.1.2 Conclusion research question 2
The second research question is stated as “which communication indicators can be used to monitor improvements?”. Indicators need to be available to monitor the improvements of the current communication situation in order to contribute to the achievement of the portfolio goals. The indicators are based on the weaknesses described in the SWOT matrix. The weaknesses are the reasons why the current communication does not contribute to the achievement of the portfolio goals. This resulted from the analysis of the current situation versus how theories, articles and case studies state it should be done.

The indicators that will be used to monitor improvement in the weaknesses of the current communication situation are:

- The number of complaints reported to the service desk about portfolio Organization. A decrease in the amount of complaints will indicate an increase in the quality of the services.
- The amount of communication sent to the Dutch employees should match the amount of communication sent in English to the Cognizant employees. When the Cognizant employees receive more information in English they are able to think more in line with their colleagues and this will improve the collaboration which will make it easier to achieve the portfolio goals.
- To measure if the steps for high collaboration are known by the employees, a survey can be held once or twice a year. In this survey project teams have to indicate the stage of collaboration they are in regarding Lencioni’s pyramid and Tuckman’s model. The outcome of these survey should show an improvement in what stage the project teams are in. An improvement of this outcome will show that employees know how they can create a highly effective team, if they did not already operate in a highly effective team. High collaboration in teams will lead to a more efficient knowledge sharing in the department.
- The exact number of back and forth face-to-face communication during the implementation of a change, this means a new project or a new release. The implementation time of the change should also be measured. The relationship between these two number should indicate that when there is more face-to-face communication, the implementation speeds will increase. A shorter implementation time will contribute to the shorter time-to-market portfolio goal.
- An increase in the satisfaction scores on programs and applications of the portfolio will mean an increase in quality of the offered services. This is an important indicator as it will indicate if the clients have received and understood the message that is sent to them by portfolio Organization. When they understand the possibilities with and interdependencies between the programs and applications of portfolio Organization, the clients will have a higher knowledge of what could be offered to them so they can readjust their needs. This results in a higher quality of the programs and applications.

5.2 Summary of the conclusions
The inefficiencies in the current communication that resulted from comparing it to how theories, articles and case studies state it should be done can be divided into three areas of attention; the management of knowledge, the value proposition and the use of communication tools. The inefficiencies in the area of knowledge are mainly on the collaboration with the Cognizant employees and the collaboration with the clients. These problems can be solved with a more efficient use of the
communication tools for both informing and communicating with employees and to set a clear foundation for the knowledge sharing with the clients, a good and concise value proposition focused on the possibilities of portfolio Organization must be created. So the inefficiency with the value proposition and use of communication tools also lead to a not optimal collaboration with Cognizant employees and the clients. Some indicators have been identified which can monitor improvements in the communication structure. This improvement of the communication structure will contribute to the implementation of changes needed to achieve the portfolio goals.

In chapter one of this thesis, an Ishikawa diagram was given with the possible (sub) causes that could contribute to the management issue. As can be concluded from the findings, the most important (sub) causes are the intercultural collaboration and the collaboration with clients. The collaboration with clients is not indicated as sub-cause in the fishbone as this cause did not seem that big of an issue when writing the first chapter, further along the research it became very clear that this was a very big and important sub-cause. The other (sub) causes indicated in the Ishikawa diagram were also important but these two sub causes showed the biggest gaps in the current situation and how it should be done. So the new Ishikawa diagram would look like this, with the most important (sub) causes in bold.

![Revised Ishikawa diagram](image)

**Figure 16: Revised Ishikawa diagram**

### 5.3 Introduction recommendations

The second part of this chapter will give the recommendations for the inefficiencies present in the current communication situation. These recommendations will be discussed per research theme. The research themes are based on the research and sub research questions. The first research theme is focused on the current communication inefficiencies, which are indicated as weaknesses of the current communication situation. The main efficiencies are regarding the knowledge management, especially the intercultural collaboration and the collaboration with the client, and the use of communication tools. The second research theme is focused on the indicators used to monitor improvements in the communication situation. Recommendations will be given for both these research themes.

### 5.4 Recommendations current communication situation

The recommendations will be given for the weaknesses indicated in the current communication situation. These weaknesses are on the areas of intercultural collaboration, collaboration with the clients, collaboration in general, information visibility, the use of the communication tools and the value proposition.

The intercultural collaboration lacks in communicating efficient with the Cognizant employees. They do not receive enough information on the portfolio goals and changes made to realize the portfolio goals. Information on these goals and changes is communicated with the use of newsletters, videos and speeches given during sessions. The issue with this communication is that it is all communicated in Dutch. Therefore I recommend to translate this communication in English. It is very time consuming to make every video or speech in Dutch and English, and time means money. Therefore I
suggest that when videos are sent or speeches are given in Dutch, a summary of the core components of the information should be made in English and sent to the Cognizant employees. The Cognizant employees are in minority, as they work for Rabobank Netherlands. So it is not needed to communicate everything in English, but it is important that the Cognizant employees also receive this information. It is essential to share the knowledge on the portfolio goals and changes needed to be made to achieve these goals with Cognizant employees because it will also affect the way they do their jobs and this makes it possible for the Cognizant employees to think in line with the department. The end-reports are also written in Dutch, so the Cognizant employees cannot check the end-report on its quality and have to trust their employees that the end-report is complete. As it is a Dutch organization, I suggest that the end-reports stay published in Dutch. But the Rabobank is currently trying to combine Rabobank Netherlands with Rabobank International. When this step is made, the end-reports should also be written in English. So when this step is made, the end-reports should be published in English.

The collaboration with the clients is not optimal because the clients have no knowledge of the possibilities to combine aspects and knowledge of different programs. When aspects of other programs are used to improve the program of one client, this will improve the quality of the program. The clients have no knowledge on these possibilities while this is communicated to them by portfolio Organization. This means that the message does not reach the receiver, there is noise in the communication. This noise can reduce through a more efficient communication. The efficiency of the communication can be ensured through a better transmission of the message. This can be achieved with repetitive delivery of the message, this is already done by sending newsletters each month to the clients. Therefore the portfolio should continue sending these newsletters. The transmission can also be improved with the use of multiple communication channels. So besides the newsletters, different communication channels should be used. Therefore sessions could be held once a month to give the clients an overview on updates of the programs and how these can benefit them. The benefits should be underlined, so that they know that there are more possibilities to satisfy their needs. The sender should also claim and take responsibility for the message by using ‘I’ and ‘mine’. The transmission can also be improved by simplifying the language. The clients may not know all the techniques that are used for the different programs, when they do not understand what is said about the different programs, they do not know how it can benefit them. The receiver should give feedback about the message, so that you can verify if the receiver understands the message. So especially after important messages, for example on the portfolio goals, feedback is needed from the receivers of the information to see if they understand the information. The recommendation is ask for feedback about the communication, this way you can determine if there is any noise in the communication channel.

Different sources of noise can be the attitude, behavior and too little knowledge of the receiver. When the clients have a negative attitude or behavior against the communication from portfolio Organization, they will not read or listen to the information or they will not implement their gained knowledge. This negative attitude or behavior can be turned into a positive attitude or behavior when they feel involved in portfolio Organization. This can be done by following the communication escalator of Quirke. The first step of awareness is already achieved. First I recommend there should be focused on the understanding because that is what the problem is all about, once understanding is created the next steps can be easily achieved as the clients then see the benefits from the other programs and therefore the benefits in receiving information on these other programs. Understanding can be created with the use of roadshows, video, conferencing and forums. I recommend the use of roadshows where programs can present themselves to the clients. This has to be done as a sort of interactive presentation where the clients are free to ask questions. During these roadshows videos can be used to contribute to delivering the message. These roadshows can also be
used as a sort of campaign, such as The week of Organization. This is a very good initiative to raise awareness but also, if clients show up, to gain more understanding on the different programs. During such a week there should be more focus on the interrelationships between programs and the programs should be shown to the client. When the client sees the program, he sees for example a very user-friendly lay-out while his program scores low on user-friendliness. Then this aspect can be used to benefit his program. Such roadshows, or campaigns, should be organized more often. It is recommend that it will be organized once every half year to keep everyone up to date on new aspects and changes in programs. The use of videos is also a good tool to create an understanding about the interrelationships between the programs for the client. Therefore I also recommend that each program should make a video in which all their competencies and the benefits and drawbacks from their program are mentioned. Creating understanding also contributes to creating more knowledge on the programs for the clients. The use of a value proposition focused on the interrelationships between programs and that several aspects can be used from programs to benefit different programs, can be a starting point to communicate on. When a concise value just as Organization Heartbeat is created on this message, this could be put into all communication channels used to communicate with the client. If this value proposition is used in every newsletter, speech, email, roadshow and other communication channel used it will reach the client because of the repetitive delivery.

There is no current standard to which project teams can compare themselves to see if they are a highly effective team. Lencioni’s pyramid and Tuckman’s model need to be introduced to the employees. The project teams have to indicate in what stage their collaboration is in the pyramid as well as in the team development model. The steps to get into a higher stage will be indicated along with these illustrations so that the project teams will know how they can become a highly effective team. If a project team already finds itself in the stage of a highly effective team, they should maintain this position by honoring their accomplishments and focus on achieving a group goal. For example having a shorter time-to-market, this way they keep challenging their project team. This survey will be sent once every half year to see if there are any improvements compared with the outcomes of the previous survey(s).

A communication tool with a very broad reach is Yammer, the internal social media tool of Rabobank. It is best to keep this social media tool internal instead of using already existing external social media tools. If only employees from the Rabobank can log in to it when they are using their Rabobank account, you can be almost 100% that no outsiders can read this information which can be confidential. My recommendation is to do a promotion campaign for Yammer to stimulate all employees to actively use Yammer. At the end of May, every employee got an email with a link to join Yammer. This was done to stimulate the use of Yammer. Employees do not need to use the Yammer account because when employees have joined Yammer, they get daily updates via email that presents the newest messages on Yammer. They get an update on the issues that are discussed on Yammer and the knowledge that is shared on Yammer, so without being active on Yammer they still experience the knowledge sharing ability of Yammer. It is not possible to make the entire organization actively use Yammer when the promotion is only done by portfolio Organization therefore the goal should be to make every employee of portfolio Organization actively use Yammer. This message to actively use Yammer can be included in a small piece in the portfolio newsletter, on the portfolio Organization information site and posters can be made to put up on the department floors. The active use should be stimulated because that way, when messages are uploaded with information on the portfolio goals or changes needed to achieve those goals, you can be sure that it will be read by a big amount of the portfolio Organization employees. Then the tool can be used as a knowledge sharing tool. But information posted on Yammer should also be communicated to the
employees with other communication tools, for example the newsletter, to make the message reach the target groups through repetitive delivery.

The information visibility is good at portfolio Organization. There are applications available in which employees can look for information about the portfolio goals and changes needed or already implemented in order to achieve the goals. But the tools ProcesWeb and RaboWeb are considered as too complex by the employees. So they cannot always find the information they need or it may take a long time to find the information. These are not inefficiencies in the communication, but communication can be a part of the solution. Manuals on how to use both tools should be created which will indicate how information can be found in the tools. It should include how the search function can be used to its full potential, so that when the information is hard to find they can use the search function in the tool. Descriptions on how to use the right keywords in the search functions, can make it easier to find the needed tools. This can be communicated to the employees with a sort of search manual. I recommend that such a search manual is developed.

Every year program plans are written for each program in which budgets, results of the past year, the way of work, planning, activities and projects for the next year are discussed. To make sure that the needed communication is taken that will contribute to achieving the portfolio goals, the communication needs to be included in the way of work. I recommend that it will be included in a checklist, or in a list with all processes that need to be finished in order to deliver a high quality program or application. As indicated in the conclusions, there are two kinds of communication tools; to inform employees and to communicate with colleagues. An overview should be made on each communication tool that can be used to communicate with colleagues and the benefits and drawbacks of each tool will be indicated. This overview will be included in the communication chapter of the program plan. This chapter also needs to include the target group communication tool matrix. As all employees from portfolio Organization involved in a program can read the program plan or at least the most important parts, they will know what kinds of communication they could expect and they will have knowledge on the communication used to inform other stakeholders. To give the employees knowledge on what kinds of communication they can expect, may reduce the feeling of getting an information overload. The analysis of the current communication situation did not show an information overload, therefore tricks must be used that will make it appear that there is less of an information overload. Having knowledge on what communication can be expected, is a possibility to send the newsletters with a different channel than an email. With the current technologies, it is possible that an application can be created in which newsletters are updated once every two weeks. When a newsletter is added, people get a notification on the device on which they downloaded the application. This way employees can easily look in previous newsletters and this information is separated from all other information received by email in a day. The only drawback from developing the application is that you need to ensure that everyone should download the application because it is essential that everyone keeps receiving the newsletters. The application should be tested on success with all the portfolio Organization employees before this idea can be communicated to the stakeholders.

A different idea that can be used to reduce the information overload, is to sometimes organize a certain day, call it portfolio Communication, and then it is not allowed to communicate with colleagues via email. It can also have a different name but it should indicate that the focus is on the communication. This way you stimulate employees to reach out to more direct approaches when they try to communicate with their colleagues. You will guide them in using more often their telephones, videoconferencing and (not via online video) face-to-face conversations. The use of communicator, WhatsApp or text messaging will also increase but there is no indication of an
information overload from these communication tools. These are less efficient than the more direct approaches, so the aim is to let the employees use more direct approaches of communicating with colleagues.

5.5 Recommendations on the indicators that should be identified
I highly recommend the use of indicators that can measure the improvement of the current communication situation. When these identified indicators are watched, it can be monitored if applying what theories, articles and case studies state to the current communication situation results in an improvement of the communication. It is important to monitor an improvement, because when no improvement occurs it can be more difficult for portfolio Organization to achieve the portfolio goals. Currently there are no indicators to monitor improvements, except for the satisfaction scores given by the users but these are more of a secondary indicator as the satisfaction scores do not only improve when the clients have a better understanding of the possibilities within portfolio Organization. One indicator, the amount of complaints registered at the service desk, already exists but this is not focused on portfolio Organization and is not used to monitor any improvements in the amount of complaints regarding portfolio Organization.

The recommended indicators are the number of complaints reported to the service desk regarding portfolio Organization, the amount of communication sent in Dutch and the amount of communication sent in English, comparing surveys on the steps needed to become a high performance team, the exact number of back and forth face-to-face communication during the implementation of a change, the implementation time of a change, the relationship between the number of back and forth face-to-face communication and the implementation time, and the last recommended indicator to use is the increase in satisfaction scores on the programs.

5.6 Summary of the recommendations
In this part of the chapter, recommendations are made to ensure an improvement in the current communication situation so that it has a higher contribution to the achievement of the portfolio goals. The recommendations are; to translate the important communication messages into English for Cognizant employees to understand these messages and think in line with their Dutch colleagues, the noise in the communication with the client should be removed and this can be done with a better transmission of messages and a new value proposition aimed on the possibilities of portfolio Organization, this noise can also be reduced or eliminated by involving the clients more to the department with the use of Quirke’s communication escalator, the steps for effective collaboration should be known to the employees so they know the steps how they can become an effective team and strive for this goal, the active use of Yammer should be promoted, manuals on how to search information on ProcesWeb and RaboWeb should be made and the communication should be included in the program plan and tricks to make the employees feel less like there is an information overload are recommended to use.

Chapter 6 will describe the implementation plan for the given recommendations and the actions that should be taken to follow up on these recommendations. The actions stated in this chapter are feasible. The implementation plan will include a feasible timeline, a financial overview and a risk analysis of the proposed recommendations.
Chapter 6 Strategic implementation plan

This chapter will give the strategic implementation plan needed to implement the recommendations. This implementation plan will describe what feasible actions need to be taken in order to implement the recommendations. The implementation plan will include a timeline, this timeline will indicate when the recommendations can be implemented. All recommendations can be implemented within a year from now so the terms short-term, mid-term and long-term will not be used to determine the timeline of a recommendation. A financial overview will be given that is needed to implement the recommendations, the costs and benefits of the proposed actions will be mentioned in this financial overview and the last part of the implementation plan will describe a risk analysis of the recommended action.

6.1 Implementation based on the recommendations

Several actions need to be taken in order to implement the recommendations given in chapter 5. To enlarge the knowledge of the clients on the possibilities within portfolio Organization and how this can benefit them, the noise in the communication needs to be reduced or eliminated. First, more understanding can be created with the creation of a new value proposition focused on the possibilities of the department. This value proposition will be used in all communication with the clients. It is also recommended to make the client feel more involved to portfolio Organization. The communication escalator of Quirke can be used to engage the stakeholders, in this case the clients. Currently the clients are in the awareness stage of the escalator and it is recommended to make them go through to understanding and supporting stage to the stage of involvement. But the first action needed to be taken is to get the clients in the stage of understanding. Some communication tools can focus on creating an understanding and those tools are roadshows, videos and conferencing. For the roadshows and conferencing, I recommended the more regular use of The week of Organization, this week can be used to create more awareness but also a higher understanding of the content of each program. The recommendation is to organize such a week once every half year, the first week was organized in week twelve and thirteen so the next week of Organization should be organized in September, around week 38. The action is to inform the Management Team that a new week of Organization will be organized. The problem is that this week is just after the holiday period, this is good to refresh everyone’s memory but it is hard to organize such an important week when everyone is on their holiday. Therefore the week can be replaced to a few weeks after week 38, but informing the employees that another week or Organization will be organized should start in the first week of August and then preparations for the week should start. The aim should be on week 38 but if this is not feasible, the week can be postponed to a few weeks later. The elimination or reduction of noise discussed above is focused on the change on the attitude, behavior or knowledge of the client, but the noise can also be caused because of the bad transmission of the message. There are recommendations given for a better transmission of messages, these recommendations can be stated in a guideline which can be used during the drafting of a message. So the action needed to implement this recommendation is to put together all the recommendations that can be used to ensure a better transmissions of messages and put it into a document. This information should be displayed as guidelines because then employees can follow these guidelines to ensure that they can guarantee a good transmission of the message.

A different recommendation is to create a manual for the use of ProcesWeb and RaboWeb. So the action needed to implement this recommendation is to inform the project team of ProcesWeb and RaboWeb that a manual is needed for employees to make it easier to search for information. The basic information needed for the manual should be obtained from these project teams as they have the most knowledge on how to use these tools because they developed the tools. When this information is gathered, the communication professional should combine this information and make it into a clear and easy-to-use manual.
Other recommendations are focused on the improvement of the intercultural collaboration. These recommendations are to translate the most important communication into English and after the transition from Rabobank Netherlands and Rabobank International into one Rabobank, the end-reports should also be published in English. The actions that need to be taken to ensure this recommendation is to, from the moment when this document is presented, summarize and translate the most important information which is only communicated in Dutch into English and send it to the Cognizant employees. The transition between Rabobank Netherlands and Rabobank International happened on July 1, 2014. Therefore, starting on August 1, 2014 the end-reports should be published in English so Rabobank International employees can also read the reports. The action needed to enable this is to discuss this idea with the Management Team and if they agree, the managers can communicate it to their project teams. If this is not feasible because of language barriers, someone with good Dutch and English writing skills should translate the end-reports into English so that there are two versions available, one in Dutch and one in English.

A next action needed in order to implement a recommendation is to make a promotion plan to stimulate the active use of Yammer. The promotion plan should focus on stimulating the use of Yammer by adding small messages to the newsletters and putting up some posters on the department. This action needs to be done by a communication professional.

The idea of the recommendation to introduce a day called portfolio Communication should be discussed with the Management Team. This is the first action needed for this recommendation. If this idea gets the approval of the Management Team, it can be discussed when this day of portfolio Communication can be organized for the first time. When a day is picked, the next action will be to create a message for the employees which will include the ‘what, why and when’ of portfolio Communication. It will discuss what it includes, why this day is organized and when this day will be. Because it is the first time, this communication will start a month before the day of portfolio Communication. Then a reminder needs to be send a week and a day before the day of portfolio Communication and then on the day itself, in the morning a reminder will also be send so that employees will see it when they automatically open their email.

Another action needed to implement a recommendation is to determine the feasibility of the development of an application that will display and notify about the portfolio newsletters. This can be done by discussing it in a Management Team meeting and when they approve the idea, meetings with developers of applications should be scheduled in order to determine how much this will cost and how much time the development will take. The costs should be low as there is a goal of cost reduction and there is only budget for essential programs and applications. If costs are too high or the Management Team does not value this recommendation enough to implement it, portfolio Organization should stick to only sending newsletters by email.

To make sure that every project team will aim to be or is a high performance team, the survey in which project team can indicate their stage of collaboration should be initiated. First a short and clear explanation of Lencioni’s pyramid and Tuckman’s model must be written including an illustration of both theories. This survey will be done every beginning of a new year and before the summer holidays, in the first weeks of January and in the first weeks of July. The action to set out this survey can therefore wait until January 2015. The actions that can already be done is to write a clear explanation on both models, a clear introduction on why it is important to aim on being a highly effective team and the questions used in the survey can already be drafted.
A very important action that needs to be done is to include a more detailed communication chapter in the program plans, this is because it is essential to insert communication into the way of work process. This way it will become a part of the process and employees will automatically start to check the communication part after some time, as then it will be a part of the process which needs to be completed in order to deliver a program or application to the client. These plans are published in the beginning of each year, so the next plan will be published in 2015. The information that will be placed in this communication chapter should be discussed between the communication professional and the program manager, therefore they can agree on what information on communication tools and target groups can be published in the communication chapter. There are currently ten different programs so these meetings will take a lot of time of the communication professional. These meetings needed to agree on the content of the communication chapter of the program plan, should therefore be scheduled in October and if needed also in November. This way there is enough time to schedule and process the meetings and include it in the program plan.

It would be best if all these actions to implement the recommendations were combined with the already existing communication tools in a communication plan for portfolio Organization. This will provide a clear overview of all already existing and effective communication tools and the new tools that will be introduced or tools that will be improved.

6.1.1 Timeline
The timeline for the implementation of the recommendations will start on August first as the thesis will be presented to the Management Team of portfolio Organization in the end of July. Figure 17 displays the points in time when actions need to be done.

A lot of actions should be done in August 2014. The first is to make a clear overview of the current communication situation together with the recommendations, this can be done in a communication plan. So the first thing to do is to add the recommendations in the communication plan. The start with the development of a new value proposition for the clients should start in August, together with the preparations to inform employees that a The week of Organization gets its second edition in September or October and a guideline for a good and efficient transmission of messages should be created. These actions should be taken in August, these actions will focus on improving the collaboration with the client and increasing the quality of the services. The important messages that are only communicated in Dutch should be translated into English starting in August. It is essential that the Cognizant employees also receive this information in a language they can understand and therefore this also needs to be initiated in August. The end-reports should also be published in English from August on because the transition between Rabobank Netherlands and Rabobank International took place the first of July.

As August is a very busy month to implement the recommendations, some recommendations could better be implemented in September 2014. These recommendations are the start with informing the Management Team and if the idea is accepted also informing project teams about the idea to create a manual on the use of ProcesWeb and RaboWeb. Another recommendation that should be discussed in a Management Team meeting in September is the use of an application to publish and store portfolio newsletters. Further actions and timelines for these two recommendations will follow from the decisions made in the Management Team meetings. The promotion of the active use of Yammer should also start in September. Next to these recommendations, The week of Organization should be Organized in September around week 38. The week of Organization can also focus on the
active use of Yammer as a social media and knowledge sharing tool and that is why these two actions can be done both in September.

The idea of the day of portfolio Communication can be introduced to the Management Team when the busy days around the organization and execution of The week of Organization are over. So in October this idea can be discussed. Preparations for the first survey to check the efficiency of the collaboration in project teams can also start around this period. And the communication professional should start in October with scheduling meetings to discuss the implementation of more detailed communication chapters in the program plans. These meetings and processing these meetings will be done in October or November so the parts are done before the deadline of the program plan approaches.

And then in January 2015 the first survey to check the efficiency of the project teams will be sent to the employees. End January or maybe later in 2015, the new program plans will be published, incorporating the more detailed communication chapters.

6.1.2 Financial overview
There is no budget available for communication initiatives. Therefore it might be impossible to realize an application for the newsletters, but this should result from the meeting in August. The only costs that are needed to make is the salary of a communication professional as he/she is needed to ensure that the communication plan is pursued because this is essential to achieve the portfolio goals. The salary of a communication professional is on average €2.797,80 (Human Resources Rabobank, 2013). These are the needed costs to execute the recommendations. Currently the team of portfolio Organization already includes a communication professional, so no additional costs are needed.

6.1.3 Risk analysis of the recommended actions
The possible risks per recommended action will be discussed in table 2. In this table it will also be mentioned how these risks can be reduced or eliminated.

<table>
<thead>
<tr>
<th>Recommended action</th>
<th>Possible risks</th>
<th>How to deal with the risks?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement recommendations in communication plan</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Create a new value proposition for the clients</td>
<td>This new value proposition will also not contribute to increasing the understanding of the clients</td>
<td>Start using the value proposition simultaneously with other attempts to increase the understanding of clients</td>
</tr>
<tr>
<td>Organize a second week of Organization</td>
<td>Too shortly scheduled after the summer holidays</td>
<td>The aim is on this date but it is no problem to delay the week for a few weeks</td>
</tr>
<tr>
<td>Create a guideline for the good transmission of messages</td>
<td>This guideline should be used for the draft of every communication message to ensure efficiency and consistency</td>
<td>Emphasize on the importance to use this guideline and let the communication professional check every message before it is sent</td>
</tr>
<tr>
<td>Translate important messages into English</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Make the end-reports in English</td>
<td>Translating every end-report may be too much work for the communication professional</td>
<td>Find employees that have good English skills who can help with the translation</td>
</tr>
<tr>
<td>Create a manual to use ProcesWeb and RaboWeb</td>
<td>The project teams from these projects might find it unnecessary</td>
<td>Present the project teams why this is needed</td>
</tr>
<tr>
<td>Create an application to display the portfolio newsletters</td>
<td>High costs while there is no budget will hold back this recommendation in the implementation</td>
<td>The benefits of the application should be higher than the costs, so weigh the costs against the benefits</td>
</tr>
<tr>
<td>Promote the active use of Yammer</td>
<td>This promotion will still not trigger the active use of Yammer</td>
<td>Discuss this issue with other communication professionals and this issue might need to be tackled together</td>
</tr>
<tr>
<td>The day of portfolio Communication</td>
<td>Can reduce the performance of the portfolio for one day</td>
<td>Inform clearly and regularly on this action, so the employees know the date of this day and are prepared to use other communication channels.</td>
</tr>
<tr>
<td>Surveys to check efficient collaboration in project teams</td>
<td>The theories used in this survey should be very clear to the employees</td>
<td>Make a document in which the theories are discussed clearly which employees can consult while filling in the survey</td>
</tr>
<tr>
<td>Incorporate a more detailed communication chapter in the program plans</td>
<td>The chapter may not be too detailed as it needs to be easy to implement as a component in the checklist for delivering a new program/application</td>
<td>The communication professional needs to fine-tune the chapter with the program manager</td>
</tr>
</tbody>
</table>

Table 2: Risk analysis of the recommendations

The next chapter will discuss the level of competencies of the thesis writer. It will assess whether they are on a BBA degree required level or not. Next to that, the chapter will discusses the lessons learned and points for improvement of the student. And last but not least, I will discuss my eligibility for the BBA degree.
Chapter 7 Reflection
This chapter will include a reflection on my competencies. It will also discuss the lessons I learned throughout the process of writing this thesis and on what points I can improve so that my performance can improve in the future so that it is easier to reach deadlines. When my competencies, lessons learned and improvement points are discussed I will discuss my eligibility for the BBA degree.

7.1 Reflection on the competencies
There are nine profession-related competencies and seven generic competencies, these will be reflected in this paragraph. The nine profession-related competencies are:

- International business awareness; My international business awareness reached to level three during my minor abroad, when I needed to use my knowledge to solve questions on international trade systems and several principal institutions on international business. The use of different international approaches was already learned in projects such as setting up a project in an emerging market.

- Intercultural competence; The base for this competence was learned in classes such a sociology but the ability to work in an environment with different cultures to consider is something I learned during my stay in Curacao as the students there have a very different approach to things and different values on for example gay marriage. During my thesis placement I analyzed the intercultural collaboration and I also learned that collaboration is not easy from the start because of intercultural differences. I learned that cultural differences cannot be eliminated but people need to learn to work with each other and that the most important factor in this collaboration, between students or employees, is trust. I can say that my intercultural competence is on the BBA level.

- International strategic vision development; The ability to translate environmental trends to opportunities and threats and strategic limits is a competency that has developed during several projects, strategies needed to be created or improved during this projects so the knowledge that was thought in the courses could be applied in these projects. The consequences of a vision and strategy is something I learned when I did my placements, you can see that it impacts a way of work and when a strategy or vision changes, the way of work from the employees will change.

- Business processes & change management; This competency reached to the needed level for a BBA degree during my final placement, the management issue was partly focused on the communication during change so I learned a lot about change management and communication during change and how to apply it to the needed situation when I was trying to find solutions for the management issue of Rabobank.

- Entrepreneurial management; The base for this competency was learned in some courses but this knowledge was tested during the course entrepreneurship, an opportunity in the fast food market was found by my project group and our personal entrepreneurial skills needed to be assessed in this course. This course helped me to get to the desired level for this competency as I did not participate in the junior enterprise project because our group was assigned a different project and therefore I had no experience yet in applying the needed knowledge on entrepreneurial management before the course entrepreneurship.

- International marketing and sales management; During several marketing courses we gained the knowledge on marketing and sales, this knowledge was tested when we needed to operate in an online market. My function was to monitor the sales, that is when I needed to apply my knowledge into a simulated market in order to become the market leader. I also watched the deputy store manager during my third year placement when he was writing a marketing plan, he explained some parts of what he was doing that is how I saw how he was applying the knowledge I learned in writing a marketing plan for my placement company.
This was also a good learning moment. I saw how the knowledge was applied in a real market besides applying it in a simulation. This is when I dare to say that my competency reached the desired level for a BBA degree.

- International supply chain management; There were a lot of logistics or supply chain management courses during the first three years of my IBMS studies. During my third year placement I had two days in which I worked on the logistics department and when they generally explained what kinds of logistics they applied. This was when I noticed how the theories I learned in my books were applied in the logistics management at my placement company.

- International finance & accounting; We learned to do a lot of cost and revenue calculations during the years but it was only during the finance and risk analysis course in my minor abroad that I needed to apply it into real life situations. This data was needed to make some investment decisions and to assess debt and equity financing, this was the first time I learned about LIBOR. I thought it was late in my studies when I first learned about LIBOR and how it can be used to determine interest rates, I also learned to apply it into realistic situations during projects. Therefore I obtained this competency on the desired level during my minor abroad.

- International human resource management; The importance of HR data and information for the evaluation and development of organizational strategy become clear to me during my two placements. The formulation of responsibilities and tasks for a HR department to run and to motivate employees is something we learned in our human resource course and I saw how this was applied in organizations during my placements. I did not apply this knowledge myself in realize but I saw how important it was to create a company culture to involve employees to the organization and motivate them to their jobs.

The seven generic competencies are:

- Leadership; The leadership abilities were learned to us by involving us into project group, that is where you had to take initiative and in some project groups you needed to take the leadership role, to determine your group members’ tasks and set deadlines and make your group members live up to those deadlines.

- Co-operation; The co-operation is a competency we gained by working in groups with classmates in several projects. It was also needed during my third year placement and thesis placement, to co-operate with colleagues in order to gain trust to get the information you need for the assignments. A good co-operation during a placement could mean a good reference on your CV which can help you when you want to build a career. My biggest compliment I ever received was from my third your placement company colleague, he said that with my mindset I could get very far not only in the business life but also in life.

- Business Communication; The ability to fluently speak and write in English is obtained due to the fact that the study is entirely in English so all conversations, presentations, assignments and exams need to be done in English. This is a competence in which I feel perfectly on the BBA degree level as it has become a sort of normal to speak and write in English because I have been doing that for several hours a week during the past three years. We also get to choose a second language next to English and your native language to learn about, I chose French and now I can understand and read it very well but it is still hard to start a conversation in French without a guideline to follow as we always had during the lessons.

- Business research methods; The theories on basic research methods were learned to us in several research courses but the first time to really apply all those theories in one assignment is during the writing of a thesis. We did had to write small reports for which research needed to be done, but for the thesis the research is done for a company and to serve a company and therefore I am still in the learning process of this competency during the writing of my
thesis. When I have finalized and succeeded my thesis, then I can say I possess the needed level for a BBA degree for this competency.

- Planning and organizing; For each project or assignment or even exam weeks I make a schedule to reach a deadline in the least stressful state of mind. I do not always live up to my planning and that is something I need to work on, but the competence to make a realistic planning is there and I dare to assess my own performance while comparing it to how I planned it. Therefore I believe that I can say that I have obtained this competency to the required level, but there is still room for improvement in the follow up of a planning.

- Learning and self-development; I know the limits in my own competencies, I am afraid that I do not have the right competencies and I am too shy to say “look at me, I have all my competencies on a required level”, there is always room to learn more and especially to learn more about applying these competencies in real life situations but I do believe that I am on the right level with my competencies, where a BBA graduate should be. My learning points are that I should me more self-confident and I always want to figure everything out myself before I want to ask something but it is ok to ask questions and that is a point I need to work on. I am very good in working in teams but also in working independently, my only disadvantage is that when I work too often independently I sometimes forget that there are group members or colleagues that can help you and want to have conversations with you. I need to find my balance between working independently and in groups. I noticed this during the writing of my thesis that I was seen as a grey mouse as they called it because I was so focused on my thesis that I forgot that I was part of a team. This is not the social and happy person I am and therefore I need to keep the balance between working in groups and independently all the time.

- Ethical and corporate responsibility; Theories on this competency were learned to us in several courses but one course really focused on this subject. This was a very important course as later on during our placements these were very important issues. It is a good thing that I did my placements at such different companies because then you can see the different ethical, normative and social issues that different companies face. The have matching issues but also very differing issues as the companies operate in different branches. The ability to see this differences and how the companies deal with those issues indicate that I have the required level of this competency.

7.2 Lessons learned throughout the process
I always thought that I could work perfectly fine in groups and independently and that I found the balance between the two. But during the writing of my thesis, I was so busy doing my own thing that I forgot to communicate with my colleagues. They saw me as a grey mouse as they called it, but that is the opposite of my personality. So after that feedback I more often turned myself away from my computer to communicate with my colleagues. So I learned that even though you are working on a project which does not require much interaction with your colleagues, it is good to keep having conversations with them, this way they will be more eager to help you when you ask something.

Something else that I learned was that it does not matter how good you make your planning, if you have to deal with other people in the process besides yourself you will face many struggles. For example the busy schedules of the managers who I wanted to interview, luckily this struggle was recognized very soon and therefore no problem. But another struggle I did not think about was that my RBS supervisor would be very busy, sometimes so busy that he would not have any time for me to have a meeting or answer my emails. This struggle was hard to overcome, therefore I just kept sending him emails but sometimes I just went to school to see if he was around for a meeting, and often he was. This is a very important lesson that a learned; once you work with different parties you
need to find a way to match the needs from both sides but you will also need to find a way how you can get the attention of both parties when you need it because of their very busy schedules.

7.3 Improvement points
My improvement points are that I need to combine working independently more with working in a group. For an independent assignment, the interaction with colleagues is not needed but it is preferred by the colleagues and therefore I need to improve on my communication with colleagues when I work on an independent assignment. Another point for improvement is that I need to have more trust in myself. When I hand in a part of my thesis I got so nervous because I was so afraid it would be very bad, this is something I need to work on because if you do not trust your own work, then who will?! I should also have more guts, sometimes I am afraid to ask a stupid questions and then I will figure out the question myself. This can give good results but sometimes you will make wrong assumptions, so there are no stupid questions. I should had more guts when my RBS supervisor did not answer my emails, I needed to visit or call him. In the first weeks I was afraid of what he might think but I needed the feedback as it was needed for my process. So when someone does not answer my questions, I should not be scared to use other ways to contact someone.

7.4 Eligibility BBA degree
When I assess the level of my competencies I can proudly say that I am on a BBA degree level. I have learned all the theories and saw how these could be applied during projects but also during my placements. During my placements I noticed how the theories that were taught to us were used in real life situations. I know my strong and weak points and I am prepared to, and I currently do, pay attention to my weak points to make them into strong points or to learn how keep an eye on my weak points so that they will not negatively influence my performance. I am prepared to apply my competencies in real life when I will find for a job but before I will do this I want to further explore my competencies and how to apply these in complex situations by following a master program at the Tilburg University. So I am ready to receive my BBA degree and take the next step.

7.5 Chapter summary
This chapter discusses whether or not I am on a BBA degree level with my competencies. I can proudly say that I think I am on a BBA level with my competencies. This chapter also discussed the lessons that I learned during my thesis writing in combination with a thesis placement and I also discussed my points of improvement. After these points were indicated I shortly explained my eligibility for the BBA degree, I have learned so much during my studies and now it is time for me to take the next step.
Bibliography


Getting everyone on the same page

*Improvement of the communication strategy in order to contribute to the portfolio goals.*

Appendixes
Appendix 1 Interview guides

Interview guide for program managers

Themes to be discussed:
- Target groups
- Communication objective
- Used communication tools
  - Per target group
  - Suggestions for new tools
- User satisfaction
- Thoughts about the program
  - Thoughts of the user
  - Discover a possible value proposition gap
- Thoughts on communication at portfolio Organization
  - Too much or too little

Questions that can be asked:
- What are the target groups from this program?
- Does this program have a communication objective?
- Which communication tools are used?
  - Can you discuss them per target group?
  - Do you have suggestions for extra communication tools that can be used?
- What do you know about user satisfaction?
- What is your thought about the program? Can you describe it in a few words?
  - How does the user think about the program?
  - Do you see a gap between these two mindsets?
- What do you think about the communication at portfolio Organization?
  - Is there too much of too little communication?

Interview guide for collaboration with India

Themes to be discussed:
- Communication with Cognizant
- Cultural differences

Questions that can be asked:
- What is exactly done at that location?
- How is communication done with Cognizant?
  - Who is responsible for this communication?
- What differences do you see in cultures?
  - How do you cope with that in the collaboration?
  - What is striking in the behavior of Indian employees?

Interview guide for Cognizant employees

Themes to be discussed:
- Cultural differences
- Communication with Rabobank
- Experiences in collaboration with Rabobank
Questions that can be asked:
- What differences do you see in cultures?
  - How do you cope with these differences?
  - What is striking in the behavior of Dutch employees?
- How is the communication with the Rabobank?
  - What do you notice of the communication of portfolio Organization?
- How do you experience working with Rabobank?
Appendix 2 The elaborated interviews with the program managers

Guus van der Nat – Internal Information Security (18-03-2014)

The goal of the program Internal Information Security is to protect and, if necessary, improve the confidentiality, integrity and availability of data (information).

“Does Internal Information Security have a communication objective?”
There is an old communication plan for the program. I will email this to you. There is also a communication chapter, or actually a small communication plan in the program plan.

“Which target groups do you define for Internal Information Security? And how do you communicate with these target groups?”
We have the local banks and Rabobank Netherlands on the one hand, and the stakeholders on the other hand.
There are two communication streams:
1. Once a year the awareness campaign, it is called always alert.
2. Several moments a year the regular communication from the program.

“What communication tools do you use to communicate with the target groups?”
We use newsletters and have face-to-face meetings. We have no direct communication with the users from local banks and Rabobank Netherlands. And we have our own newsletter, de Veiligheidsspeld (safety pin when translated in English), which is also send to the stakeholders.

If we want a higher quality of information, we have to make and send the communication ourselves. But do we have time for that? At the moment, we don’t, but we have to make time for that.

A few weeks ago we sent a phishing mail to all Rabobank Netherlands employees to see how many would open it and click on the link that was inserted in the mail. If we receive the results we would want to send these as soon as possible to the employees but it takes three to four weeks before a message with the results of the test phishing mail is uploaded on RaboWeb.

“Which communication tool is used for which target group?”
The newsletter is not send to the local banks. The director of business management of the local banks could very well receive a newsletter, he monitors security so it could be interesting for him. Once a month a newsletter is send to all stakeholders of Rabobank Netherlands and Group ICT. And then we have face-to-face meetings with the directorate business management for local banks. In two weeks we will organize workshops for employees of local banks. This workshops are aimed to raise awareness about security and security threats. These workshops are not structurally organized.

News on the program can be found on Rabonews. This content of this news is created by IRM (Security & Risk management), not by us but this news reaches everyone. We also organize information sessions for all important stakeholders, but most of the time only IT will show up. And there is also a newsletter send by ICT Actueel, this newsletter is send to local banks. We have no influence on the content of this newsletter.

“What is your thought about the program? Can you describe it in a few words? How do you describe the value of the program?”
Our slogan is “To secure by the optimal deployment of people and technology, that is the idea!” We see ourselves as innovative, a lot a techniques are used in the project. For the securing of things, the technology is very new, you could say that we are early adopters. It would be nice if we could
communicate what the program contributes to. Then we could explain there are several security threats, which come with certain risks and these threats and risk are reduced with our projects.

It is also possible that employees could lose their USB stick, or that they accidentally download corrupt software, or that employees send a wrong email. There are secure USB sticks, these can be requested by employees. They are more expensive than normal USBs because there is a password on it, but it is safer. But is this needed? Why do people have the need to carry information on a USB stick? At Rabobank it is possible to work with your laptop at any place you want, so all information is right before you on your laptop.

“How does the user think about the program? How does the user describe the value of the program?”
They do not think of us as early adopters, they don’t see us as innovative because of the little communication we have with them. But we are not allowed to communicate with local banks. A newsletter is send by IRM, they write the content following a policy which must be followed regarding the sharing of secret information. Information security is not a subject where you can talk about, when it is going well, why should we pay attention to it? Then if you show an example of something that happened to a different bank, a security attack, and you show it to the employees they would say ‘yes that could happen, but that never happened before so we don’t have to worry’. But this did happen before to the Rabobank but this cannot be communicated as we are afraid the customers could find out and then they could lose their trust in Rabobank.

“Do you see a gap between these two mindsets?”
The users do not perceive the same value of the program as we do. This is because we cannot give them the information we want to because of the confidentiality of this information. If we could communicate a little more with the users of the program, thus everyone in Rabobank, they would more likely perceive the same value as we do.

“What would you like to communicate to the different target groups?”
We would like to promote awareness to all target groups. More things have to be visible for the employees, they need to be confronted more with solutions from the program. In some projects we could include some employees of the local banks, this could create more publicity at local banks. But the policy does not prefer this, however this should not be a reason to hold us back.

The satisfaction on the program is not measured. It is measures with stakeholders from Rabobank Netherlands, but when satisfaction would be measured from all employees this would create a moment of awareness.

We are going to use some videos during the Week of Organization. This could maybe be used to create awareness besides the Week of Organization. These videos are from Youtube, so they don’t contain highly confidential and secret information.

The problem is that we really want to communicate to raise the awareness but the things we would want to communicate are often filled with highly confidential and secret information and we are not allowed to communicate about that.

Ralph Freeman – Mambo and HR Services (18-03-2014)

Mambo
The program Mambo focuses on the development of management information for local banks and Rabobank Nederland and hereby contributes to better supervision and control. MAMBO stands for
Management Accounting Maximum Better Organizing and is Swahili for ‘How are you?’, an important question for directors, managers and controllers.

“What are the target groups from Mambo?”
You actually have two different groups; the users and those who are directly involved, they are involved in the development. With users we mean Rabobank Netherlands and the local banks.

“Which communication tools do you use for the different target groups?”
We have a Mambo meeting, this is only for the employees directly involved with the program. A plan is delivered to the local banks, focused on the groups of controllers who work in the local banks. There is a website which is only accessible by controllers and this way we can communicate this plan to that specific target group. This site is called the business management site, this site is least accessible by employees from all intranet sites accessible by local bank employees.

We have a Mambo newsletter, this is send to a wide as possible target groups, but it is not send to the users. It would be an idea to also send this newsletter to the managers of the local banks. Tools which are used for the users are much more regulated.

To communicate with local banks there are certain sites where announcements are made to let them know something is coming, and then we also inform them when something is implemented. There is also the ProcesWeb in which employees of local banks can find the changes in processes.

With Rabobank Netherlands the communication is different as they are more involved in the projects. This is because some Rabobank Netherlands employees are involved in the project teams, therefore they are up to date about the program. They are closer to the program and therefore it is easier to talk with them or approach them about the program. Therefore no actions are needed to communicate with Rabobank Netherlands. Only a few weeks ago something was announced with an email. In the email there was a link to the program with a corresponding explanation about the program. But this does not happen that often, this happens once in a while when it is really necessary.

There is also a program meeting once in the quarter. This meeting is only attended by employees directly involved with the program.

Communication to the end user is something we have little to do with. But the communication towards the directly involved is well constructed.

“What is your thought about the program? Can you describe it in a few words? How do you describe the value of the program?”
We see the program actually the same as how the users see it. We know what is wrong and we are trying to change that image of the program by improving the program. An improvement could be that the goals with matching numbers are available earlier in the month.

“How does the user think about the program? How does the user describe the value of the program?”
The users think that it takes a long time before information is available and it takes too long before changes are implemented. The program is not consistent, in different lists are different numbers while these numbers are supposed to be identical. And next to that it is difficult to search something in the program. But they think the basic information is ok. Shortly said, the program does not work well, it is slow and you have to search too much.
“Do you see a gap between these two mindsets?”
We know that the users have this image of the program because of the satisfaction surveys we have. The base of the program is remade and released last year. Evaluation surveys are held and once in a while the results from these surveys are linked back. And sometimes a member of a project group will go to local banks to ask for their opinion.

The users want speed, correct numbers and information and this information must be clear-cut. This is the message we would like to communicate to the users and eventually the value of the program we would share with the users. It is not easy to find information because SAP has as difficult user interface. We are developing an new generation of management information which will create an easier user interface.

So there is a gap, but we are working on reducing this gap. We want to make this changes but this does not happen as fast as the user would like this to happen.

HR Services
The program HR Services focuses on convenience, time saving and HR information. An employee can maintain his personal profile online. Managers and HR professionals receive all current HR information on their screens.

“Which target groups does HR Services have?”
We have the users, these are all employees of the bank. The employees can be split into three categories: the normal employee, the manager and the HR professional. And on the other side we have the directly involved employees. Within Ict these are HR policy Rabobank Netherland, this is the client, ICT is the executor and HR Services is the receiver and client of the projects.

“Which communication tools are used to communicate with the target groups?”
The users are approached the same as at Mambo, via the web.

For the employees of the program we have a newsletter that is sent once a month and a meeting with the core group. This group includes the project manager, business change manager and other employees involved in projects. The group consists of around 15 people and is held once in the quarter.

We have a HR portal which includes information and is used to display information after the implementation of changes.

The local banks has a website on which announcements are made and new processes are also displayed on ProcesWeb.

“What is your thought about the program? Can you describe it in a few words? How do you describe the value of the program?”
We are very satisfied. The programs are received very well. We have done a lot the past year. We set some goals in 2010 which now could be achieved easily before 2015. HR Services also has something innovative about the program because we are the first to use cloud solutions. But this also brings along several problems as a group of people finds this scary because information in the cloud means that some HR information is saved beyond the doors of Rabobank.

“How does the user think about the program? How does the user describe the value of the program?”
In the past we had a sort of consultative group of local banks. This group discussed what topics and issues were discussed in local banks so we could adjust better to the desires of local bank employees.
But they still have the feeling that things are poured out upon their back. This is because the users get more self-service as this is requested by the policy. For example, we have manager self-service at the moment. The intermediaries are removed for the implementation of STP, straight-through process. In the past the manager needed to ask the secretary to fill in a form for a new employee and now the managers has to do it himself. This way the manager has the idea that he has to do more while he is already very busy, while it makes the process far more efficient.

SAP is not a pretty system, but it is an old system. We implemented a new system, but the old system is also still useable. Satisfaction measurements, which are done each month, do not show improvements in the satisfaction. But the systems are used to fill in assessments forms and these assessments are not seen as positive. The system is implemented in the months when assessments are done and therefore satisfaction scores in these months are even lower than normal. The increase in satisfaction will be measurable after a year.

“Do you see a gap between these two mindsets?”
Employees from the program think ‘wow we did a good job, another self-service program from HR Services is completed’. And this is while the managers do not like these changes.

“What kind of extra communication tools would you like to have?”
The program meeting could be for a broader target group, this could be very useful.

The program site, SharePoint, could also be used as tool. It could be an active platform where information on the program can be shared.

Caspar Landweer – Intranet and Group Services (19-03-2014)

Intranet
The program Intranet is responsible for the Intranet environment of the Rabobank. It is an indispensable platform for all employees within the Rabobank organisation.

“What are the different target groups of intranet?”
Our target group is every employee from the Rabobank, also employees from Lage Landen etcetera. Only Robeco has no access to the intranet. Webmanagement is the client of intranet and they communicate to the outside world. They do this with the use of intranet, but also have conversations with the directors of local banks. Then we distinguish the participants of the program, they are the ones who co-operate on the program. Another target group is the management, this group can also be named the internal client. And then we have the most important stakeholders, the stakeholders from portfolio Organization.

“How is the communication with the different target groups?”
We started with sending our own newsletter, the first edition is out and soon we will send the second edition. We are planning to send it once a month, to the employees of intranet and the other directly involved. A newsletter is read little generally and I want the newsletter to be read more than what is normally the average because it will include nice information for and by employees. We organized some program meetings. Everyone thought this was fun but it was less useful regarding the exchange of information. Most of the people who attended the meeting already knew all information because those people work together and therefore communicate often.
“How can you describe the value of the program? And how does the user describes the value of the program?”
The program is unclear and too complex. Because every program wants to describe and emphasize its own value and to profile the program. Why does this all has to be separately from each other?

The problem is that the user is unfamiliar with what we have, an overview of the whole should be provided, there is too little marketing about everything we can offer. But this marketing is done by Webmanagement, the client, not by ourselves.

The speed and ease that people experience with using social media at home is an enormous gap with what is offered in the organization. We call it the “Sunday experience against the Monday morning experience”. This is because we necessarily want to have our own app store, it is more of a luxurious problem. Why do we need our own app store?

There are more than 10.000 documents to be found on the intranet and these documents include more than 70.000 pages. And there is a very big difference between the amount of documents we have and how much the average employee knows about these documents.

The program is just to unclear and complex. The employee sees that we are taking steps to improve this but it is not enough. Intranet has as bad reputation because it is too complex.

**Group Services**

“What target groups are defined for Group Services and how do you communicate with them?”
There is no uniform target group. The target groups are internal small staff groups, these are small staff departments with specific desires for IT support. Four big groups withing these staff departments are:
- Legal and fiscal affairs
- Core economic research
- Directorate for Monitoring *(In Dutch Directoraat Toezicht)*
- Audit Rabobank Group

These department all have specific desires so general information is not interesting for them to receive. However, there is specific communication with the departments by frequently organizing management meetings of three to five persons.

The do receive the portfolio Organization newsletter.

“How can you describe the value of the program? And how does the user describes the value of the program?”
The appreciation is much higher. It is a very targeted audience with focused applications. Supply and demand are much easier and better to match.

“Do you see a gap between these two mindsets?”
No but this is because we work with a targeted audience with applications entirely developed to their desires.
Jacob Oosterkamp – DNA and Procurius (24-03-2014)

DNA

The program DNA (Data ‘N Accounting) focuses on the continuity of financial accounting processes and systems, external reporting obligations and data & data logistics.

“What are the different target groups of DNA and how do you communicate with these target groups?”

The three most important target groups together are called the governance. The governance consists of:

- The steering group, this is the highest level. This is held once in four weeks with the steering committee. The steering committee consists of the clients, the representatives of the users and the suppliers. The steering committee has four tasks:
  o agree on assignments and frameworks for these assignments, the annual plan and budget are included
  o approving project plans
  o grant discharge for the end of a project
  o redirect a project when this is needed, for example when something goes wrong or extra time or money is needed

- The project board, this is one level lower than the steering committee. This meeting will get more into detail than the steering group. The project board is also held once in four weeks. The project board has the same tasks as the steering committee but the project board is a level lower in hierarchy than the steering committee. All these tasks are first executed by the project board and after that, when needed, by the steering committee.

- The triangle with the triangle meeting. This meeting is held once every two weeks. There are three persons involved in the triangle.
  o The Business Change Manager, he discusses the content of the projects from the business side and sets priorities.
  o The business architect, he thinks of the right IT solution for the demand.
  o And then myself, the program manager, he is responsible for the total implementation and prioritization.

There are portfolio sessions, three of four times a year for the DNA teams. These sessions are organized by Karin Jongh – van Ooijen and Paul Bogers. Paul (the manager of portfolio Organization) will talk about developments to all employees of portfolio Organization.

Next to that we have a program meeting. For this meeting all employees of the program are invited. An overview of matters in the program is discussed, for example the annual plan and certain themes like Agile or scrum.

Three times a year there is a communication sessions of DNA. For this sessions people are invited who work on DNA projects but also the ones who do something in the direct environment, so people from business as well as from IT are invited. The content of the program is discussed, like the annual plan but also striking projects. After the session a drink is organized, this is also important as people can talk more openly.

Then there are more communication utterances like the two kinds of newsletters. The newsletter from Karin about portfolio Organization and the DNA newsletter, this one is more detailed on the project. This DNA newsletter is sent to Control Rabobank Group and the project teams.
Communication to the end users is done through the project group and consultative sessions. There is also communicated with communication letters but also out of the projects and pieces are placed on RaboWeb.

“How can you describe DNA in a few words? How can you describe the value of the program?”
We are professionals who know what it is about. There is an entrepreneurial endorsed culture with a deep commitment to that culture. Things do not take care of itself in our assignment environment. We are proud. The projects which are already running are doing well, but projects in their start-up phase could go a faster.

“How does the user describe the value of the program?”
On the MITCH report we score a 7,5, but this is only a judgment on the system. The user-friendliness from a number of systems is a little lower, but we made the deliberate decision to use standard systems instead of using the UX (user experience test center) lab. The clients are satisfied with the systems. The start-up is slow.

“What extra communication tools would you like to have?”
I would like to know more about the direct feeling of the users, I would like to have more of the ‘fingerspitzengefühl’ to feel what is happening in the projects. We do not always get to see what the users get to see and how they think about that. To find out what the users thinks you would have to incorporate this into existing structures which we check during the set-up of a program. This way it will be incorporated into the process and not needed to set up something separately only for contact with the users.

There is some information on Yammer, but far too often these are subjects I cannot relate to. And sometimes you can read of receive such a big amount of information that you do not see or read everything.

**Procurius**
The program Procurius performs projects and maintenance for the benefit of the procurement system RaboShop.

“Which target groups does Procurius have?”
The roles of the target groups are the same as for DNA. Again we have the Governance with the steering committee, project board and triangle meeting. The triangle meeting is less important at Procurius than at DNA.

“How do you communicate with the different target groups?”
I try to combine the communication tools of the two programs. There are overlaps in employees in DNA and Procurius and therefore I combine the newsletters on program level. It is for Procurius interesting to know what happens in DNA and the other way around because employees sometimes move from the program DNA to Procurius and back.

“How would you describe the value of Procurius?”
I think of Procurius as a sort of testing ground to try new things, for innovation. This is because Procurius is a lot smaller than DNA as a program. For example I can try to use an external party to see what the risks, costs and results are and when these are good, I can also use this external party on big projects of DNA. The projects of DNA are too big to try this so that is why I try this in Procurius.
"How would the user describe the value of Procurius?"
The users are satisfied about the application but the user-friendliness gets a low score. So the users are critical.

The thoughts on this are now; why don’t we ask bol.com? We are busy with looking from the outside to the inside instead of looking from the Rabobank. People are so used to webshops as bol.com. A kind of standard arises of how a screen should look like. We are programmed in a certain way to read a screen by the often use of facebook and other social media. We expect that a link is on a certain place on the screen because the link is on that place when we use facebook. This also counts for the lay-out of a screen. It is the same as the example that we read from left to right, because we are programmed that way, while in Arabic countries people are programmed to read from right to left.

"A goal of Procurius is to increase the user satisfaction by adding functionality. How is this user satisfaction measured?"
We have MITCH reports once in a quarter and these provide detailed information. These results are send to us. A lot of employees of Rabobank can see the report data and scores. This is done by Customer Contact, I do not know how these results are communicated to the end user. But I believe it is important to communicate it to the end users, so they also know how other users think about the program.

The difficulty or problem with this is how do you know you do the right things in your project that will have the biggest contribution to the user friendliness.

Guus Oostveen – Business Management, PDDM and Logical Identity Access (31-04-2014)

Business Management
The program Bedrijfsmanagement covers all project-based Group ICT activities that are being executed in the field of Business Management local banks and Rabobank Nederland Facility Management.

"How are the target groups of Business Management defined?"
You have the users from local bank, they use the tooling ProcesWeb. Then you have the client eBM, this stands from Rabobank Netherlands Business Management.

"How is the communication with these target groups?"
The communication with local banks, the side where implementation takes place, is done by eBM, the project teams, RaboWeb and the Business Management of local banks.

Then we have a newsletter from portfolio Organization this is send to the employees involved to the program. There is no Business Management specific newsletter because this will be redundant. Next tot that we have several meeting and quarterly sessions with only employees from Application Development and Maintenance.

"How would you describe Business management or the value of Business management?"
A maintenance program that will produce projects efficiently. It is a very diverse program, a multi-project program.

"How do the users of Business Management describe the program?"
The local banks do not recognize the program but that is not the goal of the program. It is used to carry out all sorts of projects. The client recognizes the program, it has a desirable form to carry out projects.
**PDDM**

*Program Domain Document Management (PDDM)* represents the decisive execution and delivery of integral document management services. PDDM has the goal to organize and centralize all document management services to be able to support processes end-to-end. In addition, PDDM is committed to making existing Document Management-solutions generic for the customers, and the stimulation of Document Management-innovations in business processes.

"What target groups does PDDM have?"

All the employees of the local banks are one target group. A lot of employees from Rabobank Netherlands are also a target group, this group consists of users and clients.

The goals of the program is to take away a lot of manual labor.

Rabobank Netherlands has a large field of stakeholders, especially with the commercial directorates. Other stakeholders are the lead business change managers from all the programs.

"How do you communicate with the target groups?"

We are busy with the set-up of a PDDM specific newsletter.

The communication is directly to the local banks or via an intermediary. The communication related to de Electronic Customer Dossier is done by CRM.

The Electronic Customer Dossier is used from SIEBEL and we piggyback on the communication of SIEBEL. When changes occur, we also use the communication of SIEBEL.

We also have quarterly sessions which are at the moment only focused on Application Development and Maintenance employees else there will be too much subjects to talk about if we also include employees from the other IT departments.

"How would you describe the value of PDDM?"

PDDM is focused on change, based on pride. We had two away days, these were very positive, these were followed up by newsletters and we emphasize on pride in this communication.

It is a relative new program so the value of the program to the users cannot yet be determined. We have to find out how we can communicate and make this a priority, we have to find the right way in order to collaborate with the user.

**Logical Identity Access**

*The program Logical Identity Access establishes the identity of employees in a demonstrable, uniform, factually correct and efficient way. Further the program regulates their access to systems and processes and oversees which actions with what limitations employees are entitled to do.*

"How are the target groups of Logical Identity Access defined and how do you communicate with these target groups?"

One target group includes all local bank employees. The communication to this target group is done by the local Business Management. The communication can also be done by eBM focused on a specific bank or in general by posting news on RaboWeb.
The RN employees is another target group. The communication to them is done by the different Management Teams of the Rabobank Netherlands departments. There is a consultative group in which adjustment takes place with different, and the most important, departments.

There is no separate newsletter of Logical Identity Access, we only use the portfolio Organization newsletter.

The clients of Logical Identity Access are Business Management and IT Operations. With these different departments we have regular meetings.

There are no quarterly sessions at the moment, not yet with all the employees involved in the development of the program.

“How do you describe the program or the value of the program?”
It is a complex program with a lot of stakeholders, complex technology and it affects every employee of the bank. But we are doing some exciting things, but we do not have that awareness yet in terms of technology and ownership throughout the entire organization.

“How does the user describes the program?”
We are recognized as how we see ourselves. We are in control on authorizations, this has to be arranged. On the bank level there are some limitations to authorizations, these are received as positive. And the unburdening of local banks needs to be done. This includes standardization, one thinks this is positive, while others thinks this is negative. Flexibility has to weigh against standardization.

There are also changes for Rabobank Netherlands, changes on this area are not received very positively.
Appendix 3 The elaborated interviews for collaboration with India

Clarien Hoving – Head of portfolio Organization (14-04-2014)

“What kind of work is done by Cognizant?”

Only the SAP parts of portfolio Organization is outsources to Cognizant. Business analyses are done. A draft document is made and built in India, then it is sent back to Rabobank and tested. Questions from users are sometimes also answered by employees from Cognizant.

You have to think about around 60 people, they take care of the maintenance- and developing proceedings.

“How is the communication with this location in India?”

A lot of communication is done via the internet, like conference calls. We work with Cognizant for around five or six years now. In the past, the collaboration was not really interactive. An analysis was made of what Rabobank wanted to be made and this was thrown over the wall. This way resulted in a lot of questions. Now we have agile sprints of two weeks. These make it possible for offshore employees to actively think about and contribute to all questions and issues. Now, there is a better way of work, whether this is agile or improved communication, it results in better products.

“Who is responsible for this communication?”

The communication is done by project management and the business analysts. We have got Derk-Jan van de Berg, he mainly works with teamleads, these are men or women who rise above other employees because it is easier to work and communicate with them. This is mostly because these men and women are more adjusted to the Dutch working culture. Derk Jan put it a lot of effort in the collaboration, but this resulted in him having a fixed team to work with. This is a very effective and good team because a lot of effort is put into this collaboration and because it is a fixed team.

Koert Joosten has difference experiences with India than Derk Jan. This is because he had to work with the first fixed fee project. Normally we keep paying a team, even if they have nothing to do at that moment but with this project they have to work for a certain and fixed amount. He does not work with a fixed team and because of this he keeps having to deal with cultural differences with the start of a new collaboration with Cognizant employees.

Meetings are organized each month to keep the teams stable, keep the members of a team together and prevent outflows from a team. This does not always succeed but then we try to engage the Cognizant employees, who flowed out, in other projects. This is better because we know these Cognizant employees and they are already or almost used to the Dutch working culture. A fixed team works better and that is why we try to prevent outflows of team members. This is because a fixed team works more efficient and quick the longer they work together, then they adapted to each other and the situation.

“Is it difficult to communicate because of the cultural differences?”

There are two noticeable cultural differences; in India they are more restrained and therefore not always pro-active, they are also very hierarchically. They always listen to their leader very well and do not dare to oppose to or have different ideas than their leaders.

This can be noticed very well in a conference call. If you do not take the lead, the whole conversation will stop. While the idea of agile working is that everybody is equally important and are, almost, equal to each other.
You have a few teamleads, men and women who do work following our working culture.

You cannot change a culture so you will have to learn to work with it.

Around 20 to 30 percent of Cognizant employees are on-site. We use a 70/30 or 80/20 ratio for the number of on-site and offsite employees. If you do not have employees on-site it would be very hard to communicate. The on-site employees enable a connection, these are most the teamleads, but they also understand how things work in India. This improves the collaboration.

Releases and repetitive work are often done completely offshore because this is cheaper and because the team is familiar with the application which makes it possible for a fixed team to work on this.

In the case of new applications and new technologies with corresponding complexities, offshore employees are less convenient because you want to be able to get together in the same room for meetings. An example is the project FIRE, this is all new. Therefore we do not have a team to which we can give this project. FIRE 2 or 3 will probably be done entirely offshore because then we will have found out to which team we can give this project.

Koert Joosten – Project manager, did two fixed price projects with Cognizant (16-04-2014)

“What differences do you see in the Dutch and Indian culture?”
What strikes out is that employees from Cognizant almost always say yes, to every question you ask. You really have to do the best you can to challenge them to give their opinion to you. This is because they are used to hierarchy. When you make a conference call with them, they are often sitting in a row. This row is hierarchically arranged, the one with the highest position sits in the front and the one with the lowest position in hierarchy sits at the end of the row. When you ask a question, it does not matter to who you ask the question, the one in front of the row, thus with the highest position, will answer your question. You do notice that this happens less the longer you work on a project together but you keep noticing it.

It is hard to work with people from India because they do not dare to express their opinion. This is very bothersome as they are often very smart people who could have very good ideas. You will have to do your best to let these people open up. That is why it is important for them to work on-site. This way you could get to know each other by having lunch together or having face-to-face meetings. And when you know each other a little better, they will open up and they will express their opinion more often. This also happened when you work with certain people for a longer time. Some employees from Cognizant are already working here for a couple of years and in their comings and goings they are practically Dutch.

Another point is that Indian employees do not take their responsibility, they think this is scary. When they discover a mistake, they will ask for permission before they will improve and adjust it. If something goes wrong afterwards, it will not be their mistake because they asked for permission to change the mistake. A Dutch person would adjust the mistake and let their manager know that they adjusted something.
"How did you experience managing the fixed price projects?"
The first fixed price project was difficult to manage. The Cognizant employees were assigned to a period of four months to complete a project. It turned out that they could not complete the project within the given period resulting in people making days of fifteen or sixteen hours and often also in the weekend. In India, they thought this was very normal. When we traveled to India to meet each other, to ease the communication because then you know who you are dealing with, we found out about these long working days. We immediately said that they could not continue working like that and that we were going to make a new, more realistic planning. This way you notice that the leaders are more strict. When something tends to fail, you have to work a little harder. This caused people to work for fifteen or sixteen hours a day.

You see a big difference between Cognizant employees who already worked in Europe once and employees who have never been outside of India. When employees have been in Europe once or several times, they are more empowered.

Derk-Jan van de Berg – Project manager, works with fixed teams (17-04-2014)

“What differences do you notice between the Dutch and Indian culture?”
I noticed that the Indian work culture is very formal. And the person that has the highest position in the hierarchy is the one who talks in meetings. The Indian employees almost always say yes to deadlines, even when these deadline are impossible. And then they tell you far too late that they cannot make the deadline. The collaboration will only work when you have daily contact. They do not say it when they do not understand something or cannot reach a deadline, so you want to have daily contact. It is also good for the communication to remove the intermediaries. We have a big video call three times a week with everyone involved in the project and then everyone is obligated to say something.

You will need a lot of thrust between the two parties in order to get good communication and collaboration. When you have fixed teams you will have more insight in what certain employees can and cannot do, you will know more about their competencies.

“How is the communication with the employees from Cognizant?”
Once a month we have a big video call in which all business analysts and Indians are present. Then we present new projects or issues we run into. Next to that, we try to go to India once a year and to bring a group of Indians to the Netherlands once a year. This is to gain trust. In a conference call, the setting is always formal because you talk about work. When you see someone in person, you are also able to ask different questions. You can benefit from this visit for several months. When you go to visit Cognizant in India, your entire agenda gets stuffed with sales presentations for every department of Cognizant.

When you finish a project with Indian employees they find it very important that they receive a certificate. They do not fancy a thanks, they like it but to get a certificate is very important to them. And employees find it a real award when they get to go to the Netherlands.

Someone who is working offshore should be directed by an Indian, who is working on-site or offshore and which is well known by its employees and trusted, else you will lose grip on the employees working offshore. They have to be directed by someone who has a good position in the company, else they are going to raise walls between Cognizant and everything outside Cognizant.
Appendix 4 The elaborated interviews with the Cognizant employees

Interview with Danesh Deivasigamani (23-04-2014)

“What did you notice of intercultural differences when you started working for Rabobank?”
My collaboration with Rabobank started around six years ago. There are differences in the cultures regarding expectations, we did not know what to expect from each other. Dutch people are more straightforward in the approach of each other. There is a different way of work in the Netherlands, there is a more open culture. We changed ourselves, and also the Dutch people changed during the years in how they approach us. They now know what we mean, we gained a better understanding of each other throughout the years. First sometimes we said yes, but meant no and the Dutch people did the same. But now we know what we can expect from each other so what we can ask from each other and what can be done. Trust was initially not here, now there is more trust and because of this they are more keen on what we say. Our opinion is more important for them since there is more trust.

Initially there was a problem with the language, almost all communication was in Dutch. Only when we specifically were addressed, it was done in English. It took a long time for them to start communicate in English so we can understand the process. English is not the working language at Rabobank. Another problem is that the end-product, the report is in Dutch. We do understand the functionality of the product but we do not understand the content of this report, so we have to trust someone that the content of the end-product is good. The relationship between us and the Dutch is more maturing with the years. We both know what we can expect from each other this is because of the enduring relationship.

There are trips to India and from India to the Netherland. This is so the people in India know how we work here and the other way around because it is different here. Here we have laptops and flex places and we can work at home. In India the information is more secure, as we work only on the office and the information stays there. In India we cannot work at home, we have to go to the office to work. Initially Rabobank did not know that people had to go to the office to work but because of the trips they now know that. This way expectations are more clear.

Now that I work longer with Rabobank I notice there are more common interests with the Dutch employees. They put more effort in the communication with us, they are more interested about India. This is because they sometimes see something on TV on discovery or so about India and then they come and ask about India. For example they found out that there is no common language in India because it is such a big country, therefore we communicate in English a lot at work or so. People did not know this before but now they know. They know more about India so they understand me better.

“What do you notice of the communication of portfolio Organization?”
From the communication we don’t notice much. We only receive an English newsletter and this is since a year or so. Most information we receive is from word-of-mouth. I would like to get more information through communication. For example on vision 2016, how it is going to impact us and the way we work. It is not written in the terms, or language, we understand. There is too little communication on these kinds of ongoing changes. To higher management levels of Cognizant these information may be communicated, I don’t know that, but when it does then it doesn’t reach the floor. I would like to receive more emails or so on what is going on.
Nowadays there is also more video conferencing, it is better so you know who you are communicating with and you can get to know each other better. The time difference is only three and a half hours and four and a half hours in the winter, so it is possible to do videoconferencing. First in India they had no idea how we work and now they know it more because of the trips and videoconferencing.

**Interview with Ashok Vijayasundaram (01-05-2014)**

**“What differences do you see in cultures? And how did you cope with these differences?”**

It is striking that a hierarchy is not noticeable here, it is not present. In India if you do a good job, you get appreciation immediately. In the Netherlands if you do a good job, you get no real appreciation because they think it is just normal to deliver a good job.

When I first came here, I noticed that I needed to build trust with the customer, with my new colleagues. I tried that by always being on time, and being assertive etcetera. This trust is built and now we are more comfortable. After 2-3 years of trust, I merged and blended in. But it is hard that we change from project every time, and therefore also change from manager to manager. After one or two years we change from manager and then there is a struggle again in the beginning with building this new relationship of trust.

**“How is the communication with the Rabobank? Do you face any struggles?”**

A few weeks ago we received an email that said we needed to return our laptops. This email was in Dutch, so we did not know what to do. No important communication is in English. Only the program newsletter is in English. But information about vision 2016 or so is only in Dutch. We cannot think in line with the Rabobank because of this lack of English information. If we had a better understanding of all this, it could improve the collaboration.

There are also quarterly meetings. In this meeting there are speeches from managers or certain people. These speeches are in Dutch, so we never attend the speeches because we do not understand what is said. Sometimes colleagues translate it for us, so we can understand it but it would be better if this is directed from top management.

We get a lot of information from our colleagues, as no information is communicated in English. But we also get information about living in the Netherlands and for example about insurance policies and about receiving money for our children. This is very useful, especially when you just moved to the Netherlands and you get overwhelmed with everything you have to take care of. But we miss out on news about the city where we live. We are not aware of what happens and what we should be aware of because it is in Dutch.

**“How do you communicate with your colleagues? And how do you communicate with India?”**

With our project teams we have meetings once in two weeks with all the managers. This is a conference call. The daily communication is by phone and with communicator. We go back to India once a year, this is good to see both sides because finally (in 2-3 years) we have to go back.

**“Did you noticed sometime else that was striking when you arrived in the Netherlands or is there something else you would like to add to this interview?”**

Something that was very striking when we arrived in the Netherlands is that we needed to create a bank account and we wanted to do that with Rabobank. But they do not offer a site in English so we
were forced to do it with ABN AMRO even though we didn’t want to, because we work for the Rabobank. But we had no choice as we did not understand how to create a bank account with Rabobank as this was only explained in Dutch.