

The concept of use of PR in the Internal Communication of Deloitte Luxembourg

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1. Zpracujte rešerši teoretických východisek k tématu práce.
2. Analyzujte současný stav interní komunikace ve firmě Deloitte S.A. Luxembourg.
3. Zpracujte marketingový průzkum spokojenosti zaměstnanců zvolené firmy s interní komunikací a využitím nástrojů PR, vyvodte závěry.
4. Na základě zjištěných údajů navrhnete projekt vedoucí ke zlepšení interní komunikace ve zvolené firmě aplikovatelný v praxi, definujte finanční náročnost realizace a způsoby měření efektivity navržených kroků.

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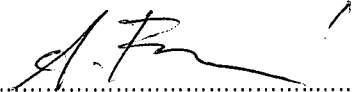
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ABSTRAKT

Diplomová práce se zaměřuje na analýzu interních PR společnosti Deloitte S.A. Luxembourg. Cílem práce je zjistit současný stav interní komunikace v dané firmě a míru spokojenosti zaměstnanců s tím, jak je interní komunikace implementována do běžného pracovního života. Dosažením tohoto cíle budu schopna samostatně podat návrhy na zlepšení interní komunikace ve zvolené firmě. Zvolenými pracovními metodami jsou analýza, dotazníkové šetření, hloubkové rozhovory a benchmarking.

V teoretické části se zabývám teoretickými poznatky o odvětví public relations se zaměřením na interní PR, marketingovém výzkumu a definici poradenských služeb jakožto odvětví, kterým se společnost Deloitte zabývá.

Praktická část mé diplomové práce potom rozšiřuje teoretické poznatky o analýzu interních PR zvolené firmy z hlediska používaných nástrojů, v praktické části bylo také provedeno dotazníkové šetření spokojenosti zaměstnanců s interní komunikací ve firmě a hloubkové rozhovory s partnery firmy.

Na základě výsledků z tohoto šetření byla zpracována projektová část, ve které jsou zpracovány konkrétní návrhy na zlepšení interní komunikace.

Klíčová slova:

Deloitte, Interní komunikace, Public Relations, Zaměstnanecké vztahy, Marketingový výzkum, Dotazníkové šetření, Výzkum spokojenosti zaměstnanců, Benchmarking

ABSTRACT

The focus of the following master thesis is on the analysis of the internal PR at Deloitte Luxembourg SA. Its aim is to verify the current state of the internal communication in the firm and the level of staff satisfaction with the internal communication and how it is implemented into their work balance programme. By achieving this goal I will be able to give specific proposals on how to make the internal communication better (if necessary).

In the theoretical part the focus is on the public relations with focus on internal PR, marketing research and consulting and audit services as a Deloitte's field of work.

The analysis part then extends the theoretical knowledge with an analysis of the current situation of the internal communication in the firm and benchmarking. An employee survey and in-depth interviews were led in order to well identify and uncover the staff opinion regarding the internal communication.

The project phase based on the results of the analysis part then provides specific proposals to improve the internal communication, i.e. more effective use of tools, new tools used in the internal communication with its description, etc.

Keywords:

Deloitte, Internal communication, Public Relations, Employee relations, Internal PR, Marketing research, Staff satisfaction survey, Benchmarking

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“Slovo nezmůže nic bez myšlenky.”

Guyau

I hereby declare that the print version of my Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

In Zlín, 15 September 2011

Alexandra Forétová

Obsah

INTRODUCTION	11
I. THEORY	13
1 PUBLIC RELATIONS	14
1.1 CHARACTERISTICS OF PR	14
1.2 PR AS A TOOL OF INTEGRATED MARKETING COMMUNICATIONS (IMC)	15
1.3 TYPES AND TOOLS OF PR	16
1.4 TRENDS IN PR	17
1.5 INTERNAL PR	18
1.5.1 CHARACTERISTICS OF INTERNAL PR	19
1.5.2 PRINCIPLES OF INTERNAL COMMUNICATION	21
1.5.3 INTERNAL COMMUNICATION TOOLS	21
1.5.4 FEEDBACK	22
2 MARKETING RESEARCH	23
2.1 INTERROGATION	24
2.2 MEASURING EMPLOYEE SATISFACTION	26
3 AUDIT, CONSULTING AND TAX SERVICES	29
3.1 AUDIT	29
3.2 CONSULTING IN A BUSINESS SPHERE	29
3.2.1 BIG FOUR.....	29
3.2.2 DELOITTE	30
3.2.3 PRICE WATERHOUSE COOPERS´, ERNST & YOUNG AND KPMG	31
4 OBJECTIVES AND METHODOLOGY	33
4.1 ASSESMENT OF THE THEORETICAL KNOWLEDGE	33
4.2 HYPOTHESIS	33
4.3 OBJECTIVES	33
4.4 METHODOLOGY	34
4.4.1 ANALYSIS	34
4.4.2 EMPLOYEE SURVEY	34
4.4.3 IN-DEPTH INTERVIEWS	34
II. ANALYSIS	35
5 ANALYSIS OF THE CURRENT SITUATION	36
5.1 ANALYSIS BY CHANNEL	36

5.1.1	INTERNAL COMMUNICATION SENT VIA EMAIL	36
5.1.2	INTERNAL COMMUNICATION VIA INTRANET.....	37
5.1.3	INTERNAL COMMUNICATION VIA <i>BEYOND THE DOT</i> PODCAST	38
5.1.4	DIGITAL SCREENS	38
5.1.5	SCREENSAVERS	39
5.1.6	INTERNAL COMMUNICATION VIA POSTERS IN THE LIFT	39
5.1.7	INTERNAL COMMUNICATION VIA INTERPERSONAL TRANSFER OF MESSAGES	39
5.1.8	INTERNAL COMMUNICATION VIA EXHIBITIONS	40
5.2	ANALYSIS BY IMPORTANCE OF COMMUNICATED NEWS	40
5.3	ANALYSIS BY TOPIC.....	41
5.3.1	BUSINESS NEWS	41
5.3.2	OPERATIONAL NEWS.....	43
5.3.3	FIRM INITIATIVES NEWS	44
5.3.4	EVENTS.....	46
5.3.5	FIRM MANAGEMENT NEWS	47
5.3.6	TRAININGS	48
5.3.7	OTHER FIRM NEWS	50
5.4	GLOBAL OVERVIEW OF TRENDS.....	50
5.5	EMPLOYEE INTERNAL COMMUNICATION SURVEY	52
5.5.1	KEY FINDINGS	52
5.6	IN-DEPTH INTERVIEWS WITH IC STAKEHOLDERS	58
6	BENCHMARKING.....	62
6.1	BENCHMARKING INSIDE DELOITTE	62
6.1.1	BENCHMARKING REGARDING THE USE OF CHANNELS BY TOPICS COMMUNICATED.....	63
6.1.2	BEST PRACTICES IN DELOITTE COUNTRIES	65
6.1.3	ELECTRONIC NEWSLETTERS - DAILY PLANET	65
6.2	BEST PRACTICES OUTSIDE DELOITTE	67
7	KEY CONCLUSIONS OF THE ANALYSIS PART	69
III.	PROJECT.....	70
8	RECOMMENDED SOLUTIONS	71
8.1	GUIDELINES IN THE INTERNAL COMMUNICATION	71
8.2	MASH-UP.....	72
8.3	E-NEWSLETTER HOTSPOT	74
8.4	INTERNAL MAGAZINE ACUMEN.....	75
8.5	SCREENSAVERS.....	75
8.6	REGULAR STAFF MEETING.....	76
8.7	THE FINANCIAL BUDGET NEEDED FOR THE REALISATION OF THE RECOMMENDED SOLUTIONS	76
8.8	MEASURING EFFECTIVENESS OF THE RECOMMENDED SOLUTIONS	77
	CONCLUSION.....	79

BIBLIOGRAPHY	81
LIST OF PICTURES	83
APPENDICES	85

INTRODUCTION

“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”

Anthony Robbins, world’s leading motivational leader and coach

Internal communication now becomes a key strategic issue of every firm. While companies continue focusing on business strategies in order to strengthen and drive their business, there is a growing need for effective communication with employees. The internal communication is a subset of effective business communication and where appropriate mechanisms are in place, it has been shown to improve not only employee engagement with the firm, organisational values and firm objectives but also firm revenues. The pressure that we can see nowadays consists mainly of finding solutions to an increasingly difficult and varied range of internal communication issues.

During the university classes we learn a lot about the importance of the internal communication for every company however usually most of us - young marketers – have the first experience from the marketing agencies where the internal communication is not dealt that much or sometimes at all. As I have professionally never been in touch with the internal communication in real either, I was a real pleasure when Deloitte Luxembourg proposed me to manage this project on my own and work on the study of the internal communication for them. Deloitte Luxembourg is a large company and therefore effective and well prepared internal communication is essential to effectively manage the firm and its employees.

This study identifies and examines key challenges, determine appropriate actions to deal with them and through this helps to improve the internal communication at Deloitte Luxembourg, make it more effective to meet better needs of employees. The scope of the analysis deals with the internal communication as long as it is all user communication. This analysis does not tackle the communication to staff on department level.

The first phase analyses and evaluates the current situation of the internal communication by providing an overview of all means of the IC targeting all-users, their

strengths and weaknesses. In order to reveal and evaluate the opinion of different groups of people within the company, an employee survey and interview with IC stakeholders in the firm was lead.

The second phase benchmark analysis describes the desirable situation we aim at while identifying the practices of the internal communication in other Deloitte offices as well as in other firms outside the industry.

The last part of the study provides an exhaustive overview of what corrective actions should/can be taken to improve the internal communication processes in the firm by proposing new tools to implement and old tools to improve in order to achieve the desirable results.

I. THEORY

1 PUBLIC RELATIONS

The art of communication is currently one of the major phenomena. Every company should efficiently and effectively communicate not only with its customers but also with public as well as their employees. The ability to communicate and empathize with the needs and desires of its target groups can help the company win an important battle with other firms on the market.

1.1 Characteristics of PR

In the theoretical and practical publications countless definitions and characteristics of the concept of Public Relations can be found, Jurášková very aptly defines the concept of Public Relations, she defines PR as follows:

"Public Relations is a controlled process of communication between people, companies, agencies, institutions and other entities. It is the creation of reputation, goodwill, influencing opinions and behavior of other people." (Jurášková, [9])

Lesly in his book, Public Relations, defines the term similarly, saying: *"Public relations is an art and science to understand, create and influence public opinion."* (Lesly, [13]) At the same time Lesly adds that it should not be only one-way action with not more than one purpose, there should be a constructive feedback in Public Relations that allows the expression of opinions. Most probably for the reason of existence of many definitions of public relations, which have been over many past years discussed, Svoboda in his Public Relations in a modern and effective way states that: *"The clear determination of the PR is not currently possible, because the objectives, activities, techniques, forms and other elements of PR are so broad, that their simplifying is virtually impossible."* (Svoboda, [17])

Černá, Kašík and Kunz in their book Public Relations (Communication of organisations) attempt to interpret the concept of PR in terms of historical development and function of PR. They define PR in terms of a socio-political tool, management functions of organisations, media relations tools, marketing communication tools and components of commercial activities of media. (Černá, Kašík, Kunz [10])

Caywood defines PR primarily in terms of driven communications between the client and the firm, and indicates that the PR *"effectively coordinates the relations of the organisation with clients and shareholders by managing*

all communication with their contacts, which contributes to the fact that the organisation build and keep good reputation externally as well as internally." (Caywood, [3])

But where is the Public Relations actually heading to, what is its purpose? Over the past years many objections of the public were raised mentioning that the PR tries to manipulate the public and change reality. Bajčan in his book *Techniques of Public Relations or How to work with media* tries to change this opinion: *"The goal of PR is not to control and manipulate the public (not to be confused with propaganda so), but to help individuals and organisations to communicate with the public so that they are perceived favorably and their prestige is increased. (Bajčan, [1])* As Jurášková mentions, the purpose of PR can be specifically change of image, overcome of misunderstandings, establishing the brand on the market, improving employee relations, relations with distributors and their professional training or persuading the decision makers opinion. (Jurášková, [9])

1.2 PR as a tool of integrated marketing communications (IMC)

Generally we can say that the Public Relations in relation to the marketing communications is one of the components of the marketing mix. An effective use and a combination of various parts of the marketing mix creates integrated marketing communications. This phenomena was first traced at Northwestern University's Medill School of Journalism in the 1990s. It is a shift from selling what is produced to produce what customers want.

"The integrated marketing communications is the concept of marketing communications planning, which represents an added value of a comprehensive plan that plays a strategic role in a number of different areas of communication - advertising, direct messaging (and feedback), sales promotion and public relations - and links these in order to achieve clarity, consistency and maximum impact. " (Caywood, [3]) Said simply, to create an image of the company, which will be uniformed and well remembered by the second parties, it is necessary to connect communications of the organisation on all sides. The role of integrated communication is in its long term building the relationships with its target groups. The company strives for a constant, coherent and positive brand image.

As mentioned Horáková, the integrated communication assumes: "... 1. strategic coordination of all products and corporate communication ("one voice"), 2. coordinated use of all appropriate communication tools, 3. controlled communication with all relevant target and interest groups - as well as listening to their voice. (Horáková, [8])

1.3 Types and tools of PR

The field of Public Relations highly developed in the past and still evolves nowadays, it now includes many activities that fall primarily into the social sphere. The Public Relations is an area wide enough that over some time it became necessary to sort the individual activities into its sub-branches so that the focus on the problem was easier and more understandable. One of the types of Public Relations is therefore Public Affairs, it focuses on non-production and non-profit sector and responds to opportunities and risks resulting from political decisions, its tool usually is lobbying, communication with public administration, legislative monitoring, etc., Media Relations, dealing with the cooperation with the press and media, their instruments can be - amongst other things - press releases or press conferences, Government Relations, continuing relationships with government institutions, Investor Relations, dealing with the relationship with potential or existing investors or shareholders of the company, Community Relations, which engages in cooperation with communities close to the firm, and finally, Industry and Minority Relations, focusing on good relations with partners the firm cooperates with and relations with minority groups. For this study the most important type of PR however stays the Employee Relations, which deals with the relationships with employees inside the company. As Jurášková mentions, "*public relations tools are used to explore opportunities for communication, where properly and effectively communicated event leads to understanding the situation.*" (Jurášková, [9])

The following table listed by Jurášková in Public Relations 1 should help to its understanding. It needs to be explained that in the *interactive communication* tab communication through web 2.0 tools could be added as a part of new tools used in the internal communication .

Table I: Internal Communication tools (*Jurášková, [9]*)

Media	<ol style="list-style-type: none"> 1. press releases 2. press conferences 3. press kits 4. press trips
Corporate Controlled Media	<ol style="list-style-type: none"> 1. corporate magazines 2. corporate brochures 3. web presentations 4. video 5. intranet
Individual addressing	<ol style="list-style-type: none"> 1. letter 2. e-mail 3. personal contact
Interactive Communications	<ol style="list-style-type: none"> 1. internet chat and forum 2. conference, seminars
Personal experience	<ol style="list-style-type: none"> 1. events 2. presentations 3. corporate gift and gadgets

The specific area of the Employee Relations tools will be described in the in the next chapter entitled Internal PR.

1.4 Trends in PR

What are the trends in Public Relations for the 2011? It is mainly developing new channels of the Public Relations and further developing trends of 2010. The following page further describes the major trends in PR.

1) Measuring the effectiveness of PR

The AVE (Advertising Value Equivalent) method is slowly but surely losing its value for the evaluation of PR effectiveness. Clients now look for much more precise methods to evaluate if the budget given into PR is well spent or not. Clients are now more focused on what the PR really brings to them and what are the company's benefits. This means using more specialised agencies in order to well evaluate the effectiveness of

PR.

2) Web 2.0 and mobile phones

Thanks to the rise of social networking and new softwares allowing you to capture clients through the mobile phone, a new use of PR can be seen. The trend shows that more and more PR activities will be set on the Internet in order to address the generation Y, a generation using the Internet as a main channel when sharing ideas, purchasing or simply following others. Many Czech companies are already present on social networks using the Web 2.0 tools for its PR activities, i.e. contributing to various debates, chatting with different target groups or blogging, to various debates in the chat or professional blogs, and the trend is that the PR will move mainly on the Internet.

3) Wipe the boundaries between paid and unpaid media

The essence of PR has always been to reach the end customer through unpaid media, meaning that the PR specialists had to convince the media on the specific topic so that the article was placed without a financial compensation. Recently - we can also say in times of financial crisis – some media refuse to publish the articles freely and look for another forms to compensate published articles, i.e. advertisement, barter, etc. In 2011 an increase in such cooperation is expected.

4) Search on the Web

While many Czech companies began to exploit the Search Engine Optimization (SEO), optimizing the websites in order for the search engine to evaluate and show the website between the first appeared results in search, Facebook and Bing introduced a new concept of social search and social graphs. The social graph is sociogram that describes all the personal relationships of the individuals, social search then reveals all the decision an individual made and offers them to the network of people present in the application. This is a very good tool of PR as the targetting is very effective.

1.5 Internal PR

"Workers who feel that they are an important part of the full-scale activities, who identify with the creation of useful things for others and who understand the work they perform in the organization, are very likely irreplaceable employees. If we fasten them to the feelings of coexistence with the company and satisfaction, we use instruments creating the trust of employees in the company. " (Lesly, [13])

1.5.1 Characteristics of internal PR

Fast and accurate internal communication is definitely an important part of corporate management. Internal communication is the communication among employees of the firm, individual divisions but also communication used to inform staff about important business news such as revenues, growth or firm's vision. Employees are a very important element to the company representing the firm on a daily basis while dealing with the clients, etc. All employees are important, no matter if it is a senior manager, a business representative, a clerk, a shop assistant or a cleaning lady. All of them can influence the purchasing decisions of our target group. When the customer meets with an unpleasant manager, an ignoring business representatives or a lazy sales person, we can be sure that their purchasing decisions will be negative and to our disadvantage, the customer will certainly not buy the product or service and probably leave. Horáková explains: *"The ultimate aim of an internal communication strategy is not a satisfied employee, but thanks to him customer satisfaction and therefore business success of the organization."* (Horáková, [8]) Internal communication should thus seek to reconcile the objectives of staff with overall corporate objectives. Brož in his book *People in the company. How do the most successful one do* mentions words of Nicholas Negroponte, a professor of media technology at the Massachusetts Institute of Technology, who states that competent people do even not have to be lead. *"Instead, create an environment for them in which they will be simultaneously stimulated, protected and encouraged and subject to external influences as well as the preservation of privacy,"* adds Negropont. (Brož, [2])

Brož mentions German expert Arnold Kitzmann: *"The situation of the firm is largely dependent on the quality of communication. Lack of communication is one of the most disturbing factors in a corporation. Communication must be top-down and bottom-up with as much as possible transverse links with clear, intelligible testimony and the apparent response."* (Brož, [2]) Top-down communication is currently one of the most used type of internal communication, top-down communication is a one-way communication where employees receive information from management, i.e. business news, firm news, emergencies, etc. Is the one-way communication with employees always effective? According to Caywood *"the most important aspect of an effective communication of staff with firm's management is a systematically planned, two-way connection, supported by sensitive and constructive attitude of staff."* (Caywood, [3])

In the process of internal communication the communication noise can sometimes occur which can cause certain communication barriers. The purpose of the internal communication is to avoid those barriers, under certain circumstances it is however not possible. Among communication barriers that can occur in the process of internal communication include:

- 1) **Differences in attitudes, opinions, knowledge and experience** - it happens when two people interpret one thing in different ways based on their personal attitudes, opinions and experience,
- 2) **Inability to listen** – The ability to listen to staff is a very important capability that every manager should have, this kind of ability can be learnt with time but requires patience of course,
- 3) **Semantic barriers** – those are barriers arising from different understanding of words of different people,
- 4) **Time pressure** - in time pressure, the communication is of course often difficult, there should however be also enough time for the communication between superiors and subordinates,
- 5) **Communication overload** - occurs when an employee feels that there is an abundance of information that can no longer be absorbed, this can block the communication.

The following methods can be used to remedy the communication barriers:

- 1) **Feedback** – Feedback should be used as a space for staff to express his opinion and make a two-way communication easier,
- 2) **Empathy** - the ability to empathise with another is very helpful to determine how the other person can feel in a given situation,
- 3) **Simplification of technical language** – not all staff is always aware of a technical vocabulary used in the firm by the management, to facilitate the communication it is recommended to use the vocabulary of a person you speak to,
- 4) **Effective listening** – If listening effectively, we give a space to our partner to express what he needs.

1.5.2 Principles of internal communication

How should a specific internal communications look like? The specific form of internal communication depends a lot of on the work focus of the, its size, the philosophy that the firm holds, business strategy, its vision, etc. Generally, we should use such a strategy for all staff not only to understand firm's strategy, vision, where the firm wants to go in the future, but also increase their loyalty with the firm so that they are proud to be a part of such a company. As Horáková explained, shaping the relations and loyalty of staff to the company is not only about well or badly selected internal communications, the overall relations of employees to the company are not only formed inside the corporate walls. The social view on the status of our profession, how media inform about the industry we work for and of course what our family and friends think of our work have a very strong impact as well.“ (Horáková, [8])

What specific policies should we keep in mind when planning the internal communication? Horáková amongst others mentions (Horáková, [8]):

- Speak all the time
- Constantly identify feedback
- Effectively use new technologies
- Do not overload people with information that they do not need
- Enhance your communication skills
- Take reasonable care of selecting suitable communication tools
- Provide context
- Take your time selecting the location, time and type of presentation

1.5.3 Internal Communication tools

When selecting internal communication tools, we should take into account what type of information we would like to communicate, to which target group and how. It is mainly the communication of specific information (about clients, stakeholders, investors, etc.) that is the most important in the internal communications. *"Employees must have a clear idea about people they serve. It is not enough that the definition of our customers is known by directors of marketing and sales people, people behind the counter must be aware as well!"* (Horáková, [8]) As mentioned in the previous chapter,

internal communication is not a one-way process, in layman's terms, the store clerk knows the customer far more than management in offices. This information should therefore be transferred to management within the internal communication using specific bottom-up tools.

1.5.4 Feedback

Even though the internal communication is not a source of firm's profit, companies spend a considerable financial budget on it. Is it effective? How can firms be certain that financial budget for the internal communication is spent effectively? The best way to obtain such information is to evaluate the effectiveness of the internal communication through its impact on ROI (return of investments) – for this it is essential to hire a specialised agency and to ask employees directly for their opinion in the employee satisfaction survey.

To get to know staff's opinion about the internal communication, it is not only about one questionnaire filled in by staff, it is a long term process, the survey should therefore be lead repeatedly and regularly and its results interpreted very carefully. A quantitative or qualitative method can be used to survey staff, it depends on the specific needs of the survey. The management of the firm should always be aware of any planned surveys in the internal communication, internal communication department must make them familiar with the procedures and objectives of the survey. As stated by Horáková, "*the main message, which every project should have is that the management listens and appreciates the openness of the responses and is ready to take the necessary changes.* (Horáková, [8])

What information do we get from staff? It may be information about what – according to their opinion - could be improved, how can the management facilitate their work in the firm, to what extent employees understand their role in the firm as well as the firm's vision and its strategy, how well they feel informed about various information, whether all information they need is available, reliable and relevant enough and at the same time whether they do not feel overloaded with information they get, etc.

2 MARKETING RESEARCH

"Marketing research provides information helping marketing managers to recognise and respond to marketing opportunities and threats." (Tull, Hawklins [18]) Marketing research also helps management understand behaviour of current or potential customers, employees, stakeholders as well as their needs and wishes. According to Foret we have to familiarise with their life conditions, lifestyles, values, behaviour, how they communicate and how they make decisions. *"Our understanding of customers should in any case be based on objectified and systematic procedures, developed and brought by current marketing research." (Foret, Stávková [4])* Kozel mentions the advantages and disadvantages of marketing research: *"Characteristics of marketing research are on one hand its uniqueness, high informative value and timeliness of the information thus obtained, on the other hand it is high financial demand for obtaining such information, as well as high demand for qualified staff, time and used methods." (Kozel [12])* Marketing research usually combines several research methods and is characterised by deeper and more demanding evaluation knowledge than market research.

Foretová in her bachelor thesis mentions: *"According to Kotler process of marketing research comin several stages: definition of a problem and research objectives, research plan formulation, gathering information, information analysis and presentation of results. In the first phase of the research it is necessary that the manager with the researcher agree on the objectives, for which the research takes place. The so-called SMART method expresses the main attributes in setting research goals. The objectives have to be specific, measurable, achievable, realistic and time-limited. At the stage of research plan's formulation the activities such as sources of information, research approach, its methods, respondents selection and contacting them are to be ensured." (Forétová, [5])*

Currently, two research methods are used the most, i.e. a qualitative and a quantitative research. A quantitative research is a form of a standardised scientific research that describes different phenomena with specific variables that measure certain desirable characteristics. Compared to a qualitative research, a quantitative research is focused primarily on large social issues and explores larger range of information. The methods that are used in a quantitative research are an experiment, an inquiry, an observation, a mystery shopping or a storechecking, etc. A qualitative research

is research with a smaller number of respondents where the interviewer is expected to reveal deeper opinion of respondents, the interviewer tries to interpret their opinion and basically takes over the prospect of respondents and tries to identify the reasons and causes of their behavior, motivations, opinions, etc. The methods of a qualitative research are individual depth interviews, group interviews (focus group), brainstorming or various projection techniques. A qualitative research is usually led by a trained interviewer, an analyst who also analyses the results of the research. The sample of respondents in these methods is quite small, the research findings can therefore not be generalised to a larger population, a qualitative research is therefore used to develop new ideas, to find out respondents' opinion, satisfaction, motivation, etc. It is usually recommended to use both forms of research, together they provide a more thorough profile of the respondent, than if every form of a marketing research was used separately.

2.1 Interrogation

"Interrogation is the most common method of data collection which is part of the implementation phase of the marketing research process." (Kozel, [12]) Before creating a questionnaire, it is however necessary to go through all the preparatory stage of the research in order to create effectively requested questionnaire. Foret adds that the inquiry... *"is carried out by using tools (questionnaires, recording forms) and appropriately selected contact with a carrier of information - the respondent." (Foret, Stávková, [4])* Interrogation can take place in different ways, each way has its advantages and disadvantages and is used in different situations depending on many factors such as respondents, a topic, or time of interrogation. Kozel lists four ways of interrogation, i.e. personal, written, telephone and electronic. *(Kozel, [12])*

In this diploma thesis a marketing research about satisfaction employee at Deloitte Luxembourg is lead as a form of a written interrogation, uniquely this method will therefore be explained further. When interrogating, primary information can be collected using several different instruments. The main tools are:

1. Note sheet is a form whose function is noting received information, it is used in both interviews and experiment or observation.

2. Scenario is a very good tool for group discussions in which a questionnaire cannot be used. It guides interviewers through the process of interrogation.

3. Audio video technical equipment can be used with all methods of collecting primary information, i.e. classic recording media such as camera or tape, tachytoskop, peplemeters

4. Questionnaire is the primary tool of data collection in quantitative research. It represents a form with questions answered by respondents. It is a basic tool, which enables structured data collection and its objective processing, questionnaires create a uniform base for questioning respondents. *"Researchers found out that for respondents being motivated and to find time to complete the survey, the questionnaires must be interesting, objective, unambiguous, easily fillable and generally undemanding."* (Schiffmann, [16]) Kozel says that the purpose of the questionnaire is in four areas: it obtains information from respondents, provides the structured interview, it ensures a uniform standard matrix for data recording and it facilitates data processing. (Kozel, [12])

Forétová in her bachelor thesis mentions that if the interviewer wants to build a questionnaire in order for the respondents to correctly understand it and interviewers get the most valid information, they should follow four basic requirements: overall impression, formulation of questions, questions typology, questionnaire handling. (Forétová, [5])

1. Overall impression – the overall impression might be a chosen colour of the questionnaire, used graphics and paper or format of the questionnaire, all together should be interesting enough to catch respondent's attention. *"Introduction should appeal respondent's cooperation, emphasise purpose of information provided by him, convince him of importance of proper completion of the questionnaire."* (Foret, Stávková, [4]) The sequence of questions is a very important factor as well, in the beginning interesting questions should be placed, in the middle of the questionnaire questions that require concentration and at the end less serious issues or control questions.

2. Formulation of questions – the questions should be clear and understandable to any respondent. Questions must be specific and valid. A valid question is a question to which we really get an answer and which will help us to clarify the situation. It is recommended to use descriptive terms, questions beginning with WHY should be avoided and suggestive questions are not suitable at all.

3. Typology of questions – there are three basic types of questions, i.e. open, closed and semi-closed. When asking the open questions no variants are offered to a respondent. The advantage here is that respondents can express their opinion freely without any limitation. Closed questions offer several variants of answers

from which respondent chooses one (or more) that suits his opinion the best. It is quick and easy to fill in, the disadvantage is that respondents may not identify himself with the suggested variants of answers. To avoid this, half-closed questions using the list of options as in the closed questions case but include also the variant other in case the respondent do not identify himself with any suggested answers.

4. Handling questionnaire – the most common method of distributing the questionnaire is mail or a personal delivery. The mail distribution is cheaper, but the personal delivery highlights the importance of research and at the same time increase the return of questionnaires. (Forétová, [5])

2.2 Measuring employee satisfaction

Employee satisfaction survey is a powerful tool that allows cracking staff opinion at the level of communication in the company, their motivation, satisfaction, degree of identification with the corporate culture, with implementation of changes and other important factors. It is indispensable to measure level of employee satisfaction as it reveals strengths and weaknesses in the communication and motivation of staff and initiates another professional development company. Employee satisfaction is a key factor in achieving company goals and standards. When employees are not satisfied, logically achieving objectives will be harder as satisfied workers work more efficiently than those dissatisfied. An online server Podnikatel.cz adds: "*Professional and practical studies have found out that satisfied employees are more productive, have lower absence and work longer in a company. Employee satisfaction, it is the basic factor affecting the objectives achievement in their organisation and its identification with them.*" (Ipodnikatel.cz, [22]) The survey not only has the function of communication, meaning that employees can express their opinion about the company, but it also serves the company as a feedback. This feedback helps to describe the current situation in the company, identify the causes and possible consequences of the problems, find solutions and thus also improve relations in the workplace. On the Training and Consulting Center website, the author adds: "*The satisfaction survey helps to identify causes of undesirable phenomena such as increasing staff turnover or reducing their performance. Besides information about causes and solutions to current problems also provides valuable information even when the situation is stabilised externally and your goal is to define HR strategy and plan system actions for the next period.*" (Tcc.cz, [26]) Survey preparation is very important

and the management should be aware of what they actually expect from the survey, set clearly defined goals. It is necessary to allocate sufficient time to a research implementation and its evaluation.

The most over-watched areas are the following: corporate strategy, quality leadership and management, possibility of involvement in decision making, working conditions, communication, motivation and self-realisation, remuneration, training and staff development. The respondents must determine the degree of importance, the significance of these factors and the degree of satisfaction with them. The research can be focused in complex or designed individually for each group of employees separately. The research should be repeated periodically in order to be effective and to compare data over some time and determine trends in development. After evaluating the research it is necessary to draw specific strategic recommendations including a suggestion for methods of implementation of these recommendations. The data gathered during the satisfaction survey can be used to keep employees in the firm, improve provided services and the value of offers, in deciding what direction to go in improving the performance of the organisation. It is also important to compare the level of satisfaction according to various criteria such as profession, age, length of exposure, sex, etc. This fact allows precise targeting of the newly established measures. The survey results should be based on the concept of long-term plans of the firm which employees should be familiar with. Foret says: "*The best tool to measure opinions and attitudes is scaling.*" (Foret, [6]) As mentioned before the basic technique is a questionnaire that analyses respondent's satisfaction with the characteristics of the product or service based on attitude scales.

When compiling the questionnaire a specific form with types of questions has to be chosen. The scale of attitude scales can be: a check-sheet scale, a verbal, a Likert, a semantic differential and numerical scales. By Shiffman the attitude scales can still be extended by a preference scale, a future behaviour scale and a scale of semantic differences. (Shiffmann, [17]) When the check-sheets respondent simply state whether he is satisfied or dissatisfied with specific service/product. The Likert scale is more complicated, respondent expresses the degree of agreement or disagreement with different statements. The rule is that the menu should be at least five options in order for the respondent to choose the right option. The verbal scale is similar to the Likert scale, with a difference that the respondent does not express level of agreement or disagreement, but expresses the degree of satisfaction or dissatisfaction with a product or service.

When using the semantic differential extreme values are always mentioned in the questionnaire and respondent characterises his attitude towards them, i.e. reluctant x nice service. If we choose the numerical format to measure satisfaction, the respondent chooses his satisfaction on a scale of 1 (very dissatisfied) to 10 (very satisfied). The preference scale is a method when respondents list in the menu items according to their preferences. The semantic differences scale contains two adjectives that are always in opposition. *"Respondents evaluate a term (or a product or a company) based on an attribute by checking a point on the scale that best corresponds to their feelings and opinions."* (Schiffmann [16])

3 AUDIT, CONSULTING AND TAX SERVICES

3.1 Audit

The Chamber of Auditors of the Czech Republic defines audit as "*... a systematic process of objectively obtaining and evaluating evidence regarding the information about economic activities, in order to determine the degree of compliance between them and the set criteria and communicate the results to interest parties.*" (Komora auditorů České republiky, [23])

Audit is executed by an auditor verifying that the data in the financial statements agree with the real state of assets and liabilities and the financial situation of the company. An auditor in the end of the audit creates an audit report, which is an expression of an independent opinion, based on convincing evidence related to all materials relevant to the accounting information.

3.2 Consulting in a business sphere

Consulting by an independent organisation helps companies improve their internal processes and achieve better results. Consulting is an activity that deals primarily with advising in tax, finance, law, accountancy, but also in marketing, communications, ecology or certification.

There exist already many companies providing consulting services to other companies. Globally, there are four leaders in a consulting and audit industry, they are called the Big Four.

3.2.1 Big Four

The Big Four was formed in 2002 and consists of four international companies dealing with accounting and professional services such as auditing or consulting. Those four companies are PricewaterhouseCoopers, KPMG, Deloitte and Ernst & Young. They have a dominant position in the global market of audit and consulting services and operate in most countries in the world, including the Czech Republic. None of the Big Four companies are individual companies, all of them operate on the principle of a network of companies that are independently managed and owned, but have a common name, brand and quality standards. They are separate and independent legal entities. In each of the network a sort of entity was created that oversees all of the member firms.

3.2.2 Deloitte

“Deloitte” is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients.”(deloitte.com, [19])

History

In 1833 William Welch Deloitte becomes an assistant to the Official Assignee at the Bankruptcy Court in the City of London. Twelve years later in 1845 Deloitte opens his own accountancy office. Soon after Deloitte becomes the first person ever appointed as an independent auditor, he makes his reputation in particular through his work in the railroad industry. In 1911 a firm of George A. Touche & Co. is established in Canada. In 1925 two of the U.K. and U.S. practices form a co-partnership in several countries under the name Deloitte, Plender, Haskins & Sells. Back in 1990s a merge with an american firm creates Deloitte & Touche. In 2011 Barry Salzberg assumes the role of CEO of Deloitte Touche Tohmatsu Limited, succeeding James H. Quigley.

Deloitte professionals

In 2010 Deloitte announced that its member firms have risen to become the largest private professional services organisation in the world. With this milestone, Deloitte surpasses all competitors in the private professional services category to become the market leader based on revenue and headcount. In FY10 Deloitte had aggregated revenues of US\$26.578 billion (US\$26.6B) and employed approximately 170,000 people worldwide, including nearly 35 percent in priority markets. (*deloitte.com, [19]*)

Deloitte Luxembourg

“With around 1100 professional staff, Deloitte is one of Luxembourg's largest, strongest and oldest professional services firms.” (deloitte.lu, [20])

Deloitte has a long history in Luxembourg starting in 1950s by creation of an agency named *L'Agence*, later renamed as *Hamilius & Schmitter*. *Hamilius & Schmitter* in 1970s merged with another accountancy firm *Gerbes, Kioes & Cie* and *Fiduciaire Générale de Luxembourg* was born. In 1978, they decided it was in the firm's interest to join a large international group *Touche & Ross*. *Deloitte & Touche Consulting* was incorporated as a legal entity in 1991.

Deloitte Luxembourg's structure

Yves Francis is the CEO of Deloitte Luxembourg with 66 partners (shareholders) of the company. There exist three main business lines: Audit, Tax and Consulting providing services to external clients. Those departments are supported by several business support services (BSS): IT department, Marketing and Communications (MarCom) department, Office Management (OM), National office (NO) and Fiduciaire générale (FGL-Accounting).

Several initiatives have been created within the firm led by different people from various departments:

- Women's initiative (WIN)
- Council of Young Professionals (CYP)
- Corporate Social Responsibility
- Knowledge initiative
- Quality initiative

Marketing and Communications department (MarCom) is a department serving internal clients from various service lines as well as business support services in external as well as internal marketing and communication activities including communication with employees, public relations, advertising, brochures, etc. In MarCom there are approximately 20 people working in several sub-teams such as Communications, Creative, Eudonet (internal client database) and Website supported by two Helpdesk staff. Events department is an individual department to MarCom, it does not therefore make part of MarCom and deals with its activities on its own in a team of five people.

3.2.3 Price Waterhouse Coopers', Ernst & Young and KPMG

PricewaterhouseCoopers provides audit, tax and advisory services for public and private organisations in various industries in the world. PWC's has offices in 151 countries and comprises around 163 000 employees. (pwc.com, [24]) PricewaterhouseCoopers was created in 1998 merging two companies: Price Waterhouse and Coopers & Lybrand. Both accounting firms were formed in London in the middle of 19th century. PWC

and Deloitte hold privileged position within Big Four fighting with each other for the number one position worldwide.

PricewaterhouseCoopers Luxembourg employs more than 1950 professionals from 53 countries worldwide. Although Deloitte is now the world's leading auditing and advisory services and has the largest revenues, PWC Luxembourg retained its leader position on a local market, its market share is nearly 43% . (*pwc.com/lu*, [25])

Ernst & Young provides as well as PWC and Deloitte audit, tax and advisory services. Created in 1989, by merging Ernst & Whinney with Arthur Young. In October 1997, Ernst & Young has announced plans to merge their global practice with KPMG to create an organisation with the most professional services in the world. However, the agreement finally have not taken place. Ernst & Young Luxembourg has a market share of around 18% on a Luxembourgish market. (*ey.lu*, [21])

KPMG is a global network of professional services firms providing audit, tax and advisory services. With 140,000 professionals working together KPMG operates in 146 countries worldwide. In Luxembourg KPMG has more than 900 employees in 3 locations. (*kmpg.com*, [24]). KPMG Luxembourg closed the financial year ending September 2010 with revenues of 116 million, a stable result compared to last year's revenues. (*kmpg.com*, [24]).

4 OBJECTIVES AND METHODOLOGY

4.1 Assessment of the theoretical knowledge

In the theoretical part, PR with a focus on internal PR, market research (with a focus mainly on marketing research of customer satisfaction), its forms and methods were defined. A field of consulting services, now gaining a more and more important position, was defined in the world now gaining an ever more important position, and knowing that the practical part deals with Deloitte Luxembourg, it was necessary also to introduce the Big Four of consulting firms and its members. I have gained the theoretical knowledge primarily from professional publications of marketing and marketing communications. The Internet was used quite heavily as well, i.e. Internet articles on the measurement of employee satisfaction, Big Fours' websites or professional magazines such as Marketing Magazine or Ipodnikatel.cz server.

4.2 Hypothesis

Based on the theoretical knowledge two hypotheses were established:

Hypothesis H1: Internal Communications in large companies is a structured and well prepared.

Hypothesis H2: Employees working in large companies are satisfied with the internal communications.

4.3 Objectives

The aim of this work is to determine the current state of the internal communications at Deloitte SA Luxembourg and in relation to that also determine whether employees are satisfied with the firm's internal communications. By achieving these goals I will be able to independently make suggestion for improvements (if any necessary) or changes in the internal communications at Deloitte Luxembourg.

4.4 Methodology

4.4.1 Analysis

Analysis in this project comes in two phases:

a) Analysis of the current situation

In the practical part individual tools of the internal communications will be described, defined and analysed. It will help to discover first weak and strong points in the internal communication. Only tools used for all-staff communication will be analysed, this work does not focus on tools serving to other types of the internal communication (mostly one-to-one communication) such as team meetings, newsletter sent to specific groups of staff, etc.

b) Benchmark analysis

Identifying other practices in the internal communication will help us learn how well other firms inside and outside the industry perform in the internal communication.

4.4.2 Employee survey

Satisfied employees are an essential and very important part to any firm, no matter on the industry, size or revenues. In this respect an online employee survey will be lead in order to determine how satisfied employees are with the internal communication in the firm. Employee survey will include both Likert scales and check lists and verbal scales. Based on the employee survey I will be able to answer one of the set hypotheses.

4.4.3 In-depth interviews

As an additional method used in the project, in-depth interviews will demonstrate what the partners of the firm think about the internal communication in the firm, their vision, needs and weak points occurring within the current internal communication.

II. ANALYSIS

5 ANALYSIS OF THE CURRENT SITUATION

Defining the current situation is an essential part of any project as it reveals where the project, in our case the internal communication, stands. In this chapter we analyse the means of communication currently used in the firm, who, where and how work is undertaken and where the delays in the internal communication and its weaknesses occur. For us being able to evaluate effectively the current situation of the IC within Deloitte Luxembourg the analysis of the current situation was launched in several steps: analysis of currently used means of the internal communication by a) channel, b) topic, c) importance, an employee survey lead with 200 employees from the firm and the in-depth interviews with shareholders of the firm. In the end of this chapter main weak points in the internal communication at Deloitte Luxembourg will be identified.

5.1 Analysis by channel

Seven channels communicating to all staff in the firm were identified: *email, intranet, digital screens, posters in the lift, Beyond the dot podcast, interpersonal communication and exhibitions*. The following chapters provide further description of each channel. Appendix I in the end of this document shows identified advantages and disadvantages of every channel.

5.1.1 Internal communication sent via email

Email communication is now excessively used in the internal communication and belongs to one of the most important means of transferring the internal messages to all staff. As no statistics on the internal communications sent via email were available, the precise statistics had to be gathered and collated from several sources in order to be able to set the statistics. Coming out from the statistics for the financial year (FY) 2011, 201 internal communication emails were sent to all staff that means that in general around 17 emails were sent every month.

Processes within email communication

Within the firm several mailboxes are used for the purposes of specific internal news:

LU, Managing partner – messages sent from the CEO of the firm

LU, Internal Communication – news sent usually from the MarCom

LU, HR – news sent from human resources department, i.e. new hires,

LU HR Admin - messages sent from the administrative part of human resources department, i.e. salary procedures, timesheet procedures, etc.

LU, Events – messages informing about past and future events in the firm, both for staff, clients and shareholders

LU, CSR– messages informing about corporate social responsibility activities

LU, WIN – news about Women initiative activities

LU, Learning – emails informing about learning opportunities and possibilities

LU, CYP – news informing about the Council of Young Professionals present in the firm

LU, IT – messages from the IT department, i.e. breakdown of the system, change of PCs, etc.

A lot of internal communication emails are often sent from personal mailboxes of people responsible for the internal communication.

One process agreed on a firm level regarding the internal communication exists: announcing new hires. In the past it was usual that any new hire was announced to all staff, that necessarily lead to an overload of the IC emails sent to all staff when at the same time this information was not necessarily important to certain group of staff. Currently only new hired or appointed partners (shareholders) and hires from senior managers above are announced on a monthly basis. Other guidelines with regards to other processes have not yet been set up.

5.1.2 Internal communication via Intranet

Intranet homepage

The intranet homepage includes the latest news and notices from the firm to all staff. The homepage is easily accessible and allows the possibility of avoiding emails in the communication. The evident weakness of how this tool is currently being used is the duration of the news published on the homepage. As the publishing time usually exceeds two to three weeks, staff is no more interested in the news published on the intranet. The look of the intranet homepage is available in the appendices.

Intranet sites

The intranet sites include specific information about all communities in the firm, firm information, different initiatives, etc. The Deloitte Luxembourg intranet is an excessive source of information, its structure is however confusing and does not allow users find the information needed.

5.1.3 Internal Communication via *Beyond the dot* podcast

Podcasts and videos are used to inform staff about news from the firm. They might be used for team meetings, welcome days, or individually by single employees.

One of the Deloitte Luxembourg podcasts is the *Beyond the dot*, an internal podcast series published on a regular basis to keep staff up-to-date on the firm news and achievements. Every edition gives an update on new initiatives, major events at Deloitte Luxembourg, client wins, etc. There are approximately 2 editions released per year. The visible strengths of this tool is quite clear: providing staff with valuable information on what important achievements were reached in the past months, where the firm goes, etc. The practice shows the tool as it is currently used is not enough promoted, the sound and subtitles is missing when broadcasted on the digital screens and the information shared with people is too promotional. As the firm evolves very quickly, two editions per year are not enough to keep staff up-to-date to firm news.

5.1.4 Digital screens

Digital screens are a modern and attractive solution to inform and attract employees. Six digital screens have been introduced in the firm, four of them inside the employee area and two in the common area in the reception hall and in front of the lift. There is one screen for every floor (except of 4th floor and ground floor) placed in the main corridor and one placed at Downtown cafeteria. The themes differ depending on the purpose of the screens, those inside the employee area serve to inform employees, those situated in the reception and in front of the lift serve to attract customers and clients coming to the firm. All screens are soundless, podcasts and videos are not subtitled.

The screens all publish the same content and reflect the news from the company, HR actions, weather forecast, event calendar, changes on the intranet, invitations and photos from the staff events (a monthly Happy hour or New Year's party 2010), latest publications etc. They are in service every day from 7h30 to 20h00. Most

of the communication stay on the screens for at least a few weeks. New slides are added every week. Usually every slide stays on the screens for 10-15 seconds before changing to another one.

Strengths:

- Unified and compliant design of most of the communication
- Effective tool to catch staff attention

Weaknesses:

- Too much text (average time to read the content 19,5seconds)
- Slow renewal of content
- Rigorous visuals, not dynamic
- Mentioning events only for client and partners

5.1.5 Screensavers

The screensavers are currently used as a non-informational tool with the generic, mainly motivational messages, i.e. seasons of the year. As staff watches the screensavers whenever the computer is not in use for some time, the future use of screensavers could have an informational character rather than publishing a generic message.

5.1.6 Internal communication via posters in the lift

Posters in the lift are A4 messages placed in both lifts in the firm. They have an informational character focusing on operational news and CSR. The MarCom is responsible for placement and change of the posters. There are however not agreed processes about what kind of news will be communicated via posters in the lift. The decision is usually made based on preferences and urgency mentioned by other departments in the firm.

5.1.7 Internal communication via interpersonal transfer of messages

Interpersonal exchange of messages comes usually through several meetings in the firm. It can be a monthly Happy Hour, which is an informal event for all staff with drinks and live music, New Year's party organised on the occasion of the New Year or other

events organised for all staff in the firm. The news communicated through these events have usually an informational character regarding firm's strategy, revenues or vision.

5.1.8 Internal communication via exhibitions

The exhibitions are only an additional channel used for corporate social responsibility activities. In FY11 only one exhibition (photo exhibition) was organised on the occasion of the Women's day in May 2011.

5.2 Analysis by importance of communicated news

In order to be able to analyse the different types of news, it has been necessary to classify them by importance, i.e. the priority they have for staff. In this respect, 4 importance categories have been identified: *importance 1: Emergency news, importance 2: Must know news, importance 3: Should know news, importance 4: Nice to know news.*

Importance 1: Emergency news

Importance 1 news are indispensable messages that need to be delivered to staff immediately. They influence staff work performance, e.g.

- Fire in the building and evacuation
- Weather conditions

Importance 2: Must know news

Importance 2 news are news that require staff action, are essential for their day-to-day work and must be delivered to staff within a couple of hours or days, CEO messages, e.g.

- Network problems
- Roadworks, parking places
- Electrical maintenance
- Change in the alarm code

Importance 3: Should know news

Importance 3 news are news that usually do not require any action from the staff, however staff should be aware of them, e.g.

- Client wins

- Strategic news
- New appointments/departures
- Ethics and compliance
- Internal campaigns
- IT holiday tips

Importance 4: Nice to know news

Importance 4 news are nice-to-know announcements that do not require any action from staff and are not essential for the day-to-day work

- New publications
- Professional successes/awards
- New advertising campaign

5.3 Analysis by topic

Previous analysis based on the channel bringing the news to staff was a first step on a way to a profound analysis of the current situation. For us being able to analyse the current situation it is also very important to analyse the topics communicated through these channels as – of course – different topics are communicated through different channels. The following topics in the internal communication were identified: *business news, operational news, firm initiatives news, events, firm management news, trainings, other firm news*. According to the topic, the news can be classified in 7 different categories.

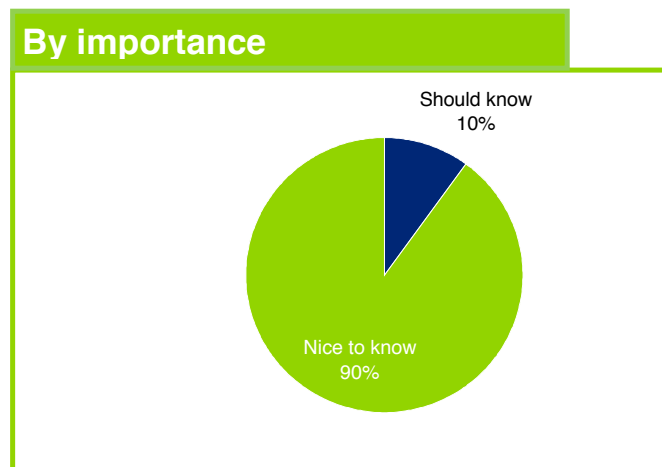
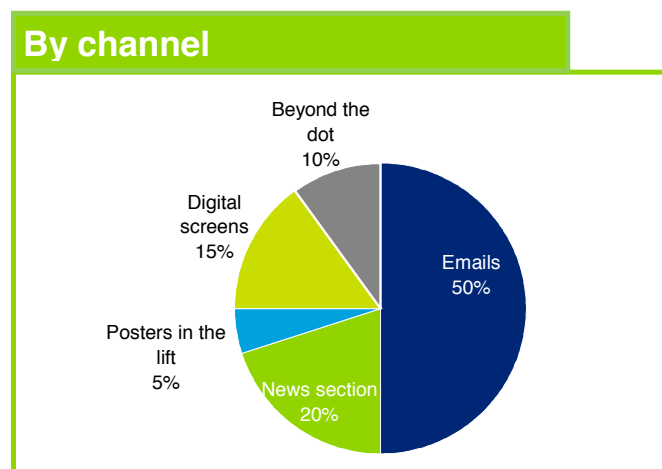
5.3.1 Business news

Business news is news related to the service lines and industries which concern business with clients, e.g.

- New publications
- Latest reports
- Clients and markets
- Professional successes or awards
- New client wins

Characteristics:

- **Main communicators:** ACG, MarCom, Global, FGL, FSI
- **Channels:**
 - Main channel for business news stays email, used for 50% of news
 - Exhibitions, Intranet homepage and its sites and posters in the lift are used rarely
- **Importance:** Majority of news have an importance 4: Nice-to-know. For partners and directeurs the importance however might be higher in some cases.
- **Emails sent only from one mailbox:** LU, Internal communication

Table II: Business news: Analysis by importance (*source: own creation*)**Table III: Business news: Analysis by channel** (*source: own creation*)

5.3.2 Operational news

Operational news is news necessary to be transmitted to staff in order for the firm to be fully functional, e.g.

- Appraisals,
- Specific procedures,
- Reorganisation of the building
- IT maintenance
- Professional practices updates

Characteristics:

- **Main communicators:** Office Management, IT, HR and MarCom
- **Main channels:** Email, from which 50% of news are put in the intranet news section after being sent
- **Importance:**
 - Most of the news are importance 2 Must-know
 - 1/3 of operational news are should-know and nice-to-know info
 - As the information has to be delivered fast, less direct channels like digital screens, posters in the lift or intranet are used less
- **Emails sent from different email addresses:**
 - Office Management: LU, Internal Communication
 - Finance: Francois Portzen (personal mailbox), LU, Internal Communication
 - IT: Laurent Brochmann (personal mailbox),
 - MarCom: LU, Internal Communication

Table IV: Operational news: Analysis by importance (source: own creation)

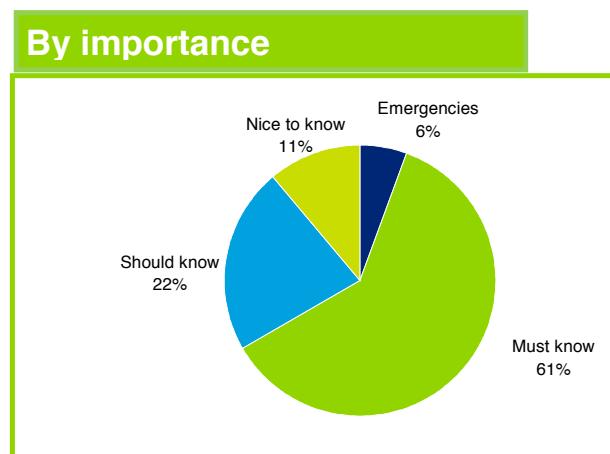
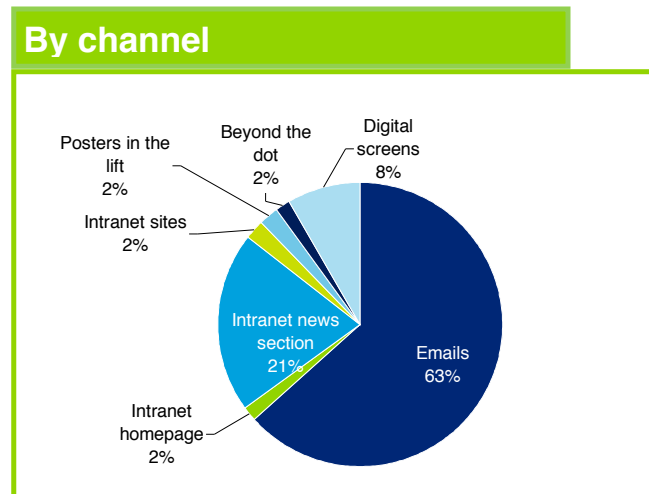


Table V: Operational news: Analysis by channel (*source: own creation*)

5.3.3 Firm initiatives news

Firm initiative news is news on all initiatives present in the firm, e.g.

- Corporate social responsibility (CSR)
- Women´s initiative (WIN)
- Knowledge initiative
- Quality initiative
- Council of Young Professionals (CYP)

Characteristics:

- **Main communicators:** WIN, CYP, CSR
- **Channels:** All available channels are used
 - Email as the mean the most used is however used less extensively than the other type of news.
 - Exhibitions are used in this type of news.
- **Importance:** Mostly Should-know news
- **Emails sent from different email addresses:**
 - WIN: LU, Events; LU, WIN, LU, Internal Communication,

- CSR: LU, CSR; LU, Internal Communication; LU, Events,
- Quality: LU, Internal Communication,
- Knowledge: LU, Internal Communication; LU, Knowledge centre,
- CYP: LU, Internal Communication.

Table VI: Firm initiative news: Analysis by importance (source: own creation)

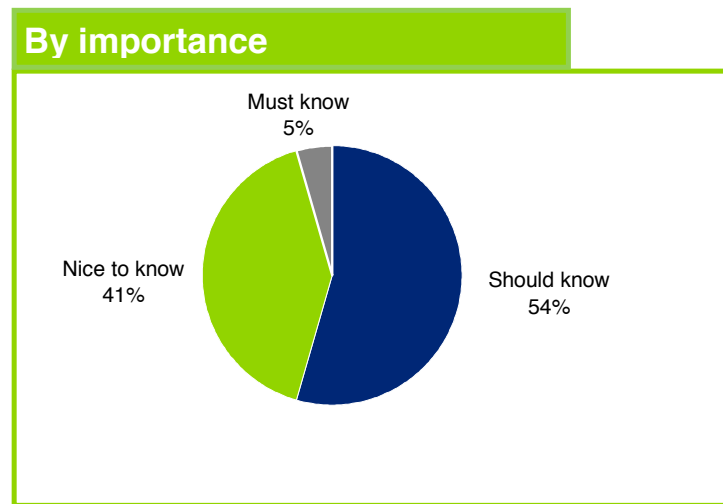
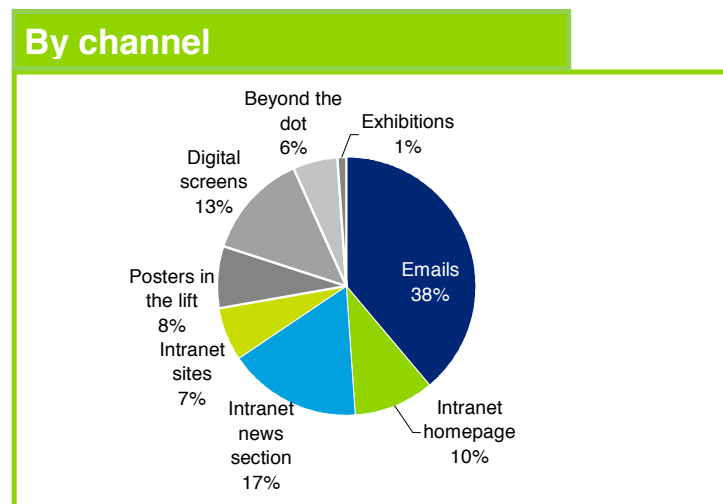


Table VII: Firm initiative news: Analysis by channel (source: own creation)



5.3.4 Events

Events include information on future and past events, depending on the importance for the recipient there are two types of messages:

A) invitations, B) information about an event, e.g.

- Dates of events
- Registration procedure
- Photos from the past events

Characteristics:

- **Main senders:** Events department, MarCom
- **Channels:** Eventhough email stays ithe main channel, the other channels like digital screens, Beyond the dot or Intranet news section are used frequently as well, intranet homepage, intranet sites, exhibitions and posters in the lift are used rarely or not at all. In this analysis we did not consider one-to-one communication about trainings such as invitations, as it does not apply to all staff.
- **Importance:** Most of the news are nice-to-know information
- **Emails sent from different email addresses:** LU, Internal Communication, LU, Events, LU, President de la Deleg'Action

Table VIII: Events: Analysis by importance (*source: own creation*)

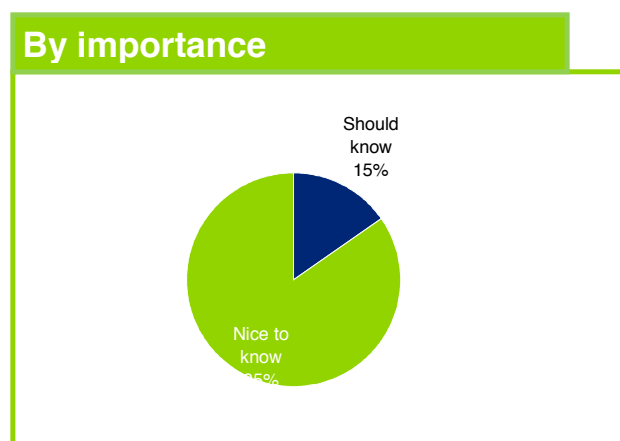
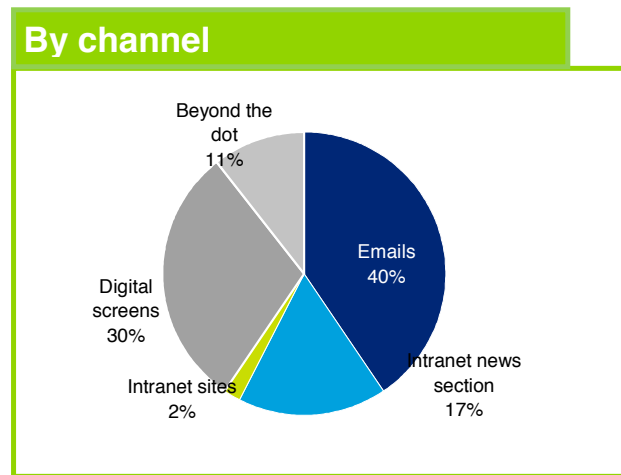
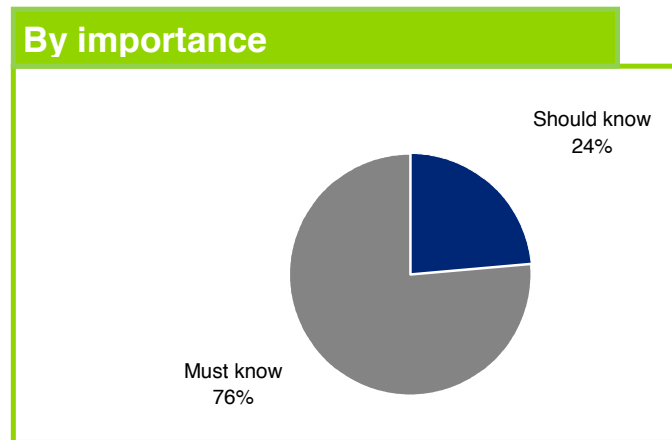
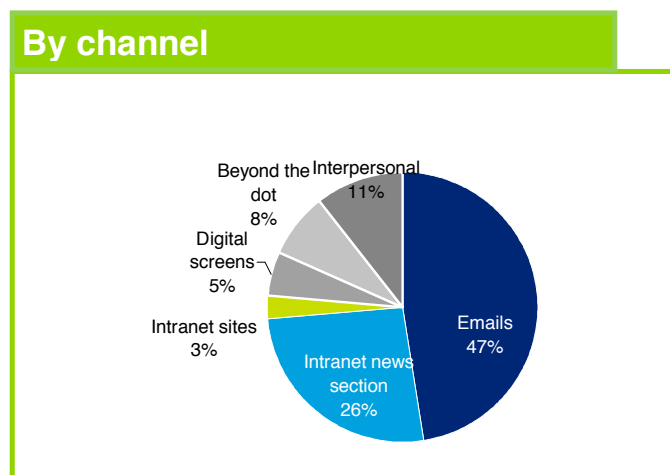


Table IX: Events: Analysis by channel (*source: own creation*)

5.3.5 Firm management news

Firm management news is important announcements from the management (CEO), e.g.

- New appointments/leaving of partners/directeurs
 - Firm survey's
 - New ethics officer
- **Main communicators:** Managing Partner Yves Francis
 - **Channels:** The most used channel for the firm management news is email, intranet news section is frequently used as well. Other static channels like Beyond the dot, intranet sites, digital screens or interpersonal transfer of messages are used rarely
 - **Importance:** The importance 2 'Must know' is common for the majority of news
 - **Emails sent from different email addresses:**
 - LU, Internal Communication
 - LU, Message from the Managing Partner
 - Raymond Krawczykowski (personal mailbox)

Table X: Firm management news: Analysis by importance (*source: own creation*)Table XI: Firm management news: Analysis by channel (*source: own creation*)

5.3.6 Trainings

Trainings include information on trainings and learning opportunities and possibilities.

- **Main communicators:** Managing Partner Yves Francis
- **Channels:** The most used channel for the other firm news is email, intranet news section is also frequently used. Other static channels like Beyond the dot, intranet sites, digital screens or interpersonal transfer of messages are used rarely.
- **Importance: Only** nice to know information are sent to all staff regarding trainings

- **Emails sent from two email addresses:** LU, Learning, Deloitte, iLearn

Table XII: Training: Analysis by importance (*source: own creation*)

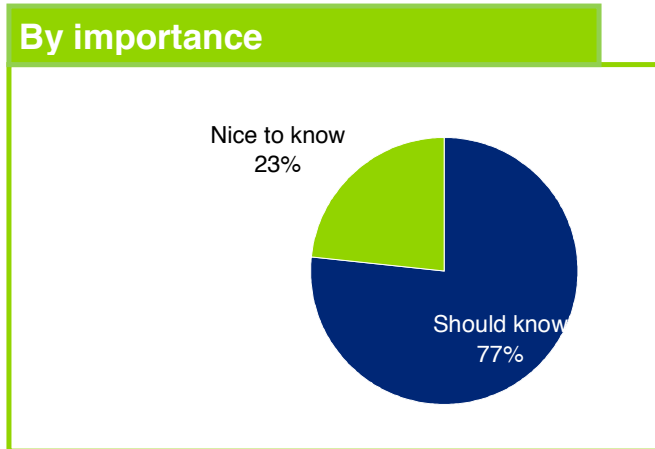
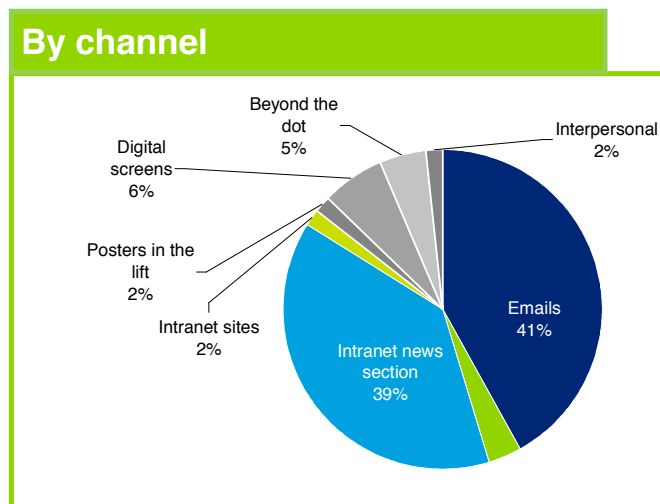


Table XIII: Training: Analysis by channel (*source: own creation*)



5.3.7 Other firm news

Other firm news is news that have an informational character but do not require any action from staff, e.g.

- New hires
- Marketing campaigns
- Ethics in the firm
- Social media

Characteristics:

- **Main communicators:** Managing Partner Yves Francis
- **Channels:** The most used channel for the other firm news is email, intranet news section is frequently used as well. Other static channels like Beyond the dot, intranet sites, digital screens or interpersonal transfer of messages are used rarely.
- **Importance:** The importance 3 'Should know' and 'Nice to know' is common for the majority of news.
- **Emails sent from one email addresses:** LU, Internal Communications

5.4 Global overview of trends

After analysing the messages circulated within the company, the following data were gathered and observed:

- 50% of all information communicated by **email**, half of the information sent by email also available on the intranet news section, accessible from the homepage
- Intranet homepage rarely used for communicating news
- Interpersonal transfer of messages only used in 3 cases of events: Deliver the firm, Deloitte's 60th anniversary and the Newsflash meeting for juniors; not all of these events were, however, addressed to all staff
- Digital screens, launched in Sept 2010, are used frequently for different types of messages
- Most internal communications is sent in the area of **operational news** and **firm initiatives**, communication on trainings and business news is rare

- Most of the news have the importance 3 'Should know' followed by importance 4 news 'Nice to know'. Emergency messages are rare

The analysis confirms common weaknesses across the different types of topics:

- The main channel used is email; other channels are used to a lower extent, however, there is no clear pattern/strategy regarding which topic or importance is sent through which channel → no targeted communication
- The mailboxes from which emails are sent are inconsistent and do not allow to clearly identify the sender
- Double use of emails: they are first sent to all users, then available on the news section of the intranet; posting in the news section, which have not been sent by email before are rare → users do not expect to find anything 'new' on the intranet
- All levels of importance are sent through the same channel (email) → no distinction of importance possible for the recipient

5.5 Employee Internal Communication survey

During the month of April 2011, an employee survey with 200 respondents (28% ACG, 37% Audit, 11% BSS (Business support services) and Tax 24%) was launched to better understand what tools and information content staff prefer in their work, how satisfied they are with provided information and how important it is for them to be informed about specific subjects regarding the firm. This survey is a part of broader analysis and helps us define what the current perception the internal communication is. The survey questions were focused on (*appendix IV*):

- Level of satisfaction with means of communication
- Level of importance of provided news
- Availability of internal information
- Channels of the internal communication
- New means of the internal communication
- Topics of interest

The representative sample of respondents (400) has been selected based on three main criteria: department they work at, the position in the firm and age. As many of the approached staff did not participate in the survey, the survey's responsiveness was 50% (200) with the following responsiveness by department: Tax: 31%, ACG and Audit 27% and BSS 15% (*Appendix V: Table I*). Specific groups of people proceeded more thoroughly to the survey than others, this can be seen mainly in the case of Audit department from which – despite being the most represented department in the firm – people were responding almost the less. The highest responsiveness was recorded within business support service (except from Finance department included in BSS), the less as mentioned at Audit and Finance department. All positions in the firm were represented at the survey with analysts as the position the most represented in the survey (26%), partners were also quite responsive in the survey (8%) (*Appendix V: Table II*).

5.5.1 Key findings

The following chapter provides a general overview on key findings that came out from the survey, further information is to be found in the *appendix V*.

Level of information, importance and satisfaction

Questioned about how informed the respondents feel about several topics from and outside the firm, the information about the firm initiatives, Deleg'Action and events is significantly recognised as information people are most informed about (86% respondents very well and sufficiently informed). On the other hand, significant numbers of respondents consider themselves not enough informed about the news from other Deloitte offices (78%) and some visible improvements can be seen also in the area of firm news (34%), business activities information (41%) and trainings news (38%) (*Appendix V: Table IV*).

Asked about the importance of the information they receive, the information on trainings (92% important), firm news (92%) and business activities (92%) are rated the highest followed by 'firm initiatives' and 'events' (*Appendix V: Table V*).

Taking answers of both questions into consideration, the respondents mention high importance of being informed about activities of other Deloitte countries (55%) however, they do not feel enough informed about it (78%). As mentioned before firm news and information on business activities should be communicated to a greater extend as well.

Questioned about their satisfaction with specific tools in the internal communication, the 'neutral' answer is very often used by respondents. It can be explained that staff either do not interact or they are not interested in the tool as it is used currently. The tools perceived the most neutrally from the satisfaction point of view are flyers (59%), podcasts (53%), digital screens (47%), and exhibitions in the building (43%). 78% (20% very satisfied and 58% satisfied) of population is satisfied with the internal communication via email and 54% with the Intranet while the less satisfaction is expressed with flyers (28%) and podcasts (28%) (*Appendix V: Table: VI*).

Despite expressed high-level of satisfaction with internal communication sent via email, employees mention that from all the information they receive, they only select what interests them and do not read other communications (67%), 35% of staff admit to receive too much internal communication when they do not have time to read, however only 5% of staff perceives the internal information sent to them uninteresting. (*Appendix V: Table VII*)

Asked about if their prefer other ways than emails to inform them about the news from the firm, for 36% of respondents it would be a good way to avoid email

communication, 34% stands neutrally to the questions and 29% strongly disagree with this idea. Regarding reading the IC emails respondents receive, more than one third of staff (37%) claim reading all emails while almost half of respondents (42%) of staff confirm they do not and 21% stands neutrally which may express that sometimes they do, sometimes they do not. (*Appendix V: Table: VIII*)

Internal communication via email

Speaking about the internal communication via email, staff generally agrees to receive too many IC emails while not having time to read all of them, they choose only the information they are interested in. Despite admitting to receiving too many emails, staff does not think of any other way of receiving the internal communication news. Having said that it is essential to keep the email communication for the internal news, at the same time we should however think of another way of using the emails in the communication.

Intranet

Asked about the Intranet, on one side the majority of staff finds the information available on the intranet sufficient when at the same time they admit that the structure is confusing and very often they do not find the information required. Asked about the interactivity of an intranet, staff is quite negative to an opportunity of having a place to express their own opinion on the intranet. When looking for some specific information on the intranet, more than a third of respondents (39%) admit not always find the necessary information and 35% of staff can find the required information (*Appendix V: Table X*). This contradictory reactions however depend on the respondent's position in the firm (usually support services orientate better on the intranet) and the information they are looking for.

Almost 70% of respondents confirm that they do not feel there are any information missing on the intranet, that clearly shows that intranet is a good source of information however there is a clear need for the restructuring in order for staff to orientate better on the intranet. (*Appendix V: Table IX*)

Regarding the missing information on the intranet, staff mentions in most cases that it is mainly the '*economic figures on the financial situation*' of Deloitte Luxembourg and Deloitte global, '*information on yearly promotions and salary augmentation*' and also the '*results of the workgroups*' set after the HR survey last year. Within other comments

we can also see the ‘list of experts per industry and service line’, ‘feedback from the Deleg’ Actions meetings’ or ‘possibility of announces or forums’.

“List of experts within the company. So that when we have a question that needs to be answered rapidly, we can ask the relevant person rapidly. I didn't know any contact of the Legal department, so I waisted half an hour to find somebody telling me a contact name.”

“Economic figures to clearly show the position of the firm, the great wins and the perspectives for future.”

“Something to make you feel part of a community.”

“Annual Firm's results. Statistics on HR evolution. Package for joiners (i.e.: a lot of employees are not aware about the "HR handbook)”

For the majority of respondents there is nothing particular they like/dislike about the intranet (73%) (*Appendix V: Table X*), 27% of them however mention the opposite, in their responses mainly negative reactions prevail. In general they mention that it is very difficult to find information on the intranet, its structure is very complicated, it is out-dated and too static, they would welcome something more live and user-friendly.

Beyond the dot podcast

Beyond the dot’ podcast have never seen a third of the respondents, one ‘Beyond the dot’ have seen 42%, two podcasts 20% and what is interesting, 5% of respondents indicated they have seen three podcasts even though only two podcasts are available on the website. (*Appendix V: Table: XI*) This fact might be caused by confusion with the ‘Zoom-in’ podcast, an external podcast. Asked if they find the content of Beyond the dot interesting, all 70% of respondents answered positively and the rest 30% do not find the content interesting. (*Appendix V: Table: XII*)

Digital screens

Half of the respondents do not possess any opinion regarding the digital screens, it might be caused by several reasons; either they do not watch the digital screens or they do not have access to them, i.e. on the ground floor in the place of MarCom, IT and Building services there is no digital screen available apart from the Downtown area.

IC processes and contact people

The processes of the internal communication, who sends the IC and why are not clear enough to almost a third of a population (30%) while 22% of respondents answer neutrally and to almost a half of a population the processes are quite clear (48%) (*Appendix V: Table VIII*).

Staff in most cases does not know who to contact in their department should they have any inquiry regarding the internal communication. 42% who answered positively usually mentioned their managers or secretaries as contact people. 56% of respondents answered the questions asking what strengths and weaknesses they see with the internal communication, the others did not answer (*Appendix V: Table XIII*).

To conclude and taking into consideration all gathered data, this survey shows that in terms of internal communication staff is generally satisfied with the internal communication however some important improvements have to be done to engage staff more with the firm. It is important to remember that we aim at majority of staff being satisfied with the IC.

Different opinion were identified within different group of staff depending on their position in the firm:

Analyst/Juniors/Officers/Administrative Assistants

Juniors generally share the similar opinion with the rest of the respondents, their answers are not particularly different. One big difference is to be seen, juniors find it important to be informed about the trainings (92%) however only 68% feel sufficiently informed about that.

Consultant/Seniors/Senior Officers/Senior Administrative Assistants

Consultants do not feel well informed (50%) about the firm news like revenues, strategy, etc. although the majority of them find it important (94,2%). Over 52% of consultants have never seen any 'Beyond the dot' podcast.

Senior Consultants/Assistant Managers

Senior consultants and assistant managers do not feel well informed about the business activities (46,7%) like new service offers or client wins in the firm as well as about news from other Deloitte offices (40%) although 100% (both questions) of senior consultants find it important.

Managers

Managers perceive the information regarding the Deloitte offices insufficient (43,8%), half of them (50%) consider it important. Managers also find not being well informed enough about 'trainings' (43,8% not well informed and 12,5% not at all informed). Generally the satisfaction prevails with other aspect of the internal communication.

Senior Managers

50% of senior managers perceive the information on firm news (strategies, revenue, etc.) insufficient – together with the information on business activities (62,5% not sufficiently informed) when all of them find it important.

Senior managers are 100% satisfied with the information they get on events and they feel not enough informed on other Deloitte offices activities.

62,5% of them express to receive too much internal communication via emails. Taking into consideration their position, it is astonishing that half of the respondents do not find the processes of the internal communication clear. This trend was more expected from juniors and lower positions who surprisingly answered positively to this question.

Directeurs

80% of directeurs find the information they get on trainings insufficient even though 100% of them find this information important. The majority of them (80%) also express the information on Deloitte offices insufficient while almost half of them (40%) find it important.

Partners

Eight partners (shareholders) who participated in the survey are overall positive towards the internal communication. What is however very surprising is that 25% of partners do not feel well informed on business activities, trainings and events. 62,5% of them do not feel sufficiently informed about the news from other Deloitte countries while 75% finds it important. 28,6% of them are unsatisfied with the initiative exhibitions in the building.

5.6 In-depth interviews with IC stakeholders

As an additional method used in the project, in-depth interviews demonstrated what stakeholders think about the IC in the firm, their vision, needs and weak points occurring within the current IC. These interviews were not designed to be used as a “one size fits all” approach to identifying improvement requirements of IC, it varied depending on the position and their work field.

In general the majority of stakeholders perceive negatively mainly the email communication and its processes. The process is unstructured with no vision behind. By their opinion only limited number of people should have an access to the all user mailbox. The process of sending all user emails needs to be consistent and harmonised. To reach this situation, the guidelines have to be set to determine the vision of the communication via email, for what subjects it should/can be used, what content should be communicated and by which department and last but not least what the responsibilities of every departments are.

Asked about the role of MarCom towards the internal communication and its centralising, the contradictory reactions appeared. Significant number of business support services representatives are not convinced about the centralization of the IC to MarCom being a good idea as in most cases the transmitted information need to be fast, very reactive and are quite technical, by their opinion MarCom would not be able to adapt accordingly to unforeseen situation. Other representatives welcome the idea of centralising the internal communication to MarCom as MarCom seems to be the only department where this function can be undertaken.

Asked about the intranet, it is perceived in a negative way by most of the stakeholders. While they admit it is very good source of information, they complaining

about its structure and orientation on the intranet in general. There is a high number of links that are never used and most of the pages are out-dated. The intranet homepage should be used to communicate more regularly, currently the IC news usually stay on the homepage for few weeks (which does not allow informing staff about really important information). To make intranet more interesting and user-friendly, there could be banners introduced so that people could click whenever the information interests them. Intranet subscriptions for news (possible in SharePoint 2010) are welcome from the majority of the stakeholders.

“Every time the content on the homepage changes, I get a shock, because it is suddenly something else! It should not be like this.”

Contradictory reactions were recorded towards the digital screens as well, among the responses we can see two trends: first group of respondents says that the digital screens is not a good way to communicate and are sceptical to using the tool as a source of information. The second group mentions that digital screens are quite an innovative tool and considers it a good tool that should be kept and used in the internal communication. Both groups however agree that the current use of the digital screens is inconvenient, the content is not always interesting, the change of content is too slow, not enough attractive to staff. The way of communication should change and make it more to the needs and wishes of staff.

“It is a nice media but we should make sure that we use it more efficiently and refresh the information as much as possible.”

“It is not flashy enough, dynamic enough, you just slow down your energy when watching that.”

Furthermore with regards to other tools presently used in the internal communication, screensavers are perceived positively as a possible source of information, the majority of the stakeholders however mention that screensavers are not adequately used from the informational point of view, the message content is too generic while we should communicate real content-important information (yearly evaluations, etc.).

“Cannot the screensavers be used to communicate also internally rather than giving a generic message about seasons?”

“I think we should be using more screensavers on excessive basis. I am sitting here talking you and in a minute and half my screen will turn into a screensaver and I will be looking at it. But I see the same messages for six months now.”

New tools

One of the ways that is hugely welcome by the majority of the stakeholders is the idea of introducing an internal newsletter with all the announcements and news from the company that are now sent one by one in single emails. The idea is to have one newsletter with all different kind of important announcements (HR, IT, client wins, new hires, etc.) that would be sent on a regular basis. When some say the monthly frequency is enough for such a newsletter, the others prefer to have a weekly frequency as the news on a monthly basis would get out-dated very quickly and some important news would have to wait until the other issues. Everyone however agrees that the most important news (i.e. Office Management and IT news, emergencies, invitation to trainings) would not avoid to be sent in single emails anyway.

Questioned about the possibility of having an internal magazine, overall stakeholders consider this a good idea how to raise staff loyalty to the firm. Some say it is a very personal and effective way to raise staff engagement and strengthen the loyalty to the firm, the others mention it would be too much effort to produce such a document and the return of investment would be very hard to evaluate.

One of the issues that emphasised during the interviews was raising the loyalty of staff in the firm. By giving recognition to people they will feel more as a part of the community and become more loyal with the firm. Possible tools used to do this can be internal competitions, awards-holding or sending Thank-you postcards. The idea of Thank-you cards is explained in the last part of the analysis.

Few stakeholders emphasised the importance of communicating through social media, more precisely Yammer, some of them do not find it necessary. Georges Kioes was the only one to mention introducing the iPhone application to communicate internally. To avoid the email communication, some stakeholders also mentioned other tools: the pop-up windows, banners on the desktop or general use of the desktop in the IC.

To summarise several key weak points within the IC have been identified during the interviews:

- Unstructured and inconsistent process for email communication, no guidelines set

- Quantity of communication overcomes the quality
- Lack of knowledge about work of other departments
- Information overload on the intranet vs. Problems with orientation on the intranet
- Unfulfilled potential of screensavers as a source of information
- Ineffective communication on the digital screens

New ideas for the internal communications have been proposed:

- Specific guidelines has to be set for the email communication
- An internal magazine to be introduced in the firm
- An e-newsletter to be introduced to replace single emails now sent one by one
- Regular meetings with all firm on firm news and its future plans
- New and more effective, tools for IC to be introduced – both for informing people about the news and raising loyalty and happiness with the firm (Pop-up windows, Sharepoint 2010 and RSS feeds, iPhone app with the internal news, a video box)

6 BENCHMARKING

With the aim of identifying the ideal state of IC, Deloitte Luxembourg was benchmarked against other Deloitte offices through telephone interviews. Furthermore, best practices outside Deloitte could be identified, which can be relevant for our firm and the identified weaknesses.

6.1 Benchmarking inside Deloitte

Benchmarking will help us learn how well other Deloitte perform in the internal communication and identify the best practices occurring within the internal communication. Benchmarking was lead as telephone interviews focused on tools used in the internal PR, way of use as well as the topics communicated. Generally interviews took around 30 minutes. 20 countries were approached during the phase of benchmarking from which half of them (10) responded and provided the responses.

The following overview lists the internal communication tools and their use in different Deloitte countries compared to Deloitte Luxembourg. Some of them are common to all the offices, some of them are only used in couple of countries.

Picture I: Overview of internal communication tools in other Deloitte countries (source: own creation)

	BE	DK	DE	IT	ME	NO	ES	SA	CH	TU	LU
Email communication	x	x	x	x	x	x	x	x	x	x	x
Electronic newsletter	x						x	x		x	
Intranet	x	x	x	x	x	x	x	x	x	x	x
Internal magazine	x		x	x	x	x	x	x			
Podcasts and videos	x	x				x	x	x			x
Posters (in the lift, in the building)	x	x	x	x	x	x	x	x	x	x	x
Digital screens	x		x			x	x	x		x	x
Seattle (Pop-up messages on PC)	x							x			
SMS messaging								x			
Yammer (Social networking tool)								x			
Banners on the intranet	x										
In-house TV network							x	x			
Voicemail messaging								x			
CEO Roadshows								x			

6.1.1 Benchmarking regarding the use of channels by topics communicated

Operational news

- **Intranet** used broadly
- **Seattle**, i.e. a message that appears on the screen when switching on the PC, used to communicate important reminders for the day-to-day work
- **Electronic newsletters** - used in one country to circulate a compiled selection of news (no harassment of staff with emails)
- **Voicemail and SMS messaging** - dedicated to emergency news like fire, in the building, weather conditions, etc.
- **Banners on the intranet**, i.e. windows on the intranet with important messages to staff, used to catch staff's attention

Business news

- **Internal magazine** - used by 6 countries to communicate on business news in further detail
- **Electronic newsletter** – used by 3 countries to circulate a compiled selection of news (no harassment of staff with emails)
- **CEO Roadshows** – in countries with several offices across the country
- **In-house TV network** - used in only two countries which have their own TV broadcasts and broadcast to all offices in their country
- **Digital screens** – used in half of the countries to catch staff's attention

Firm initiatives

- **Intranet** - broadly used in all countries
- **Electronic newsletters** used in 1 country to circulate a compiled selection of news
- **Internal magazine** - used by 6 countries to explain and communicate on firm initiative news in more explicit and profound way
- **Digital screens** – used in 5 countries to inform staff about firm initiative news

Firm management news

- **CEO Roadshows** - in countries with several offices across the country
- **Internal magazine** - used by 6 countries, to communicate on firm management news in further detail
- **Electronic newsletter** - used by 3 countries to circulate a compiled selection of news
- **In-house TV network** - a channel used in only two countries which have their own TV broadcasts and broadcast to all offices in their country; used extensively to announce management news
- **Podcasts and videos** - used individually or as a part of a newsletter

Other firm news

- **Emails** are the main channel for this kind of news in the majority of the countries, as they are at Deloitte Luxembourg
- **Electronic newsletters** used in 3 countries for this type of news
- **Internal magazine** - used by 6 countries to explain and communicate on firm initiative news in more explicit and profound way
- **Digital screens** – used in 4 countries to inform staff about firm initiative news

Events

- **Electronic newsletter** - used by 3 countries, communication on past events
- **Digital screens** – used extensively in all countries which have digital screens
- **Internal magazine** - used by 6 countries, communication on past events, usually as a reportage or an interview
- **In-house TV network** - a channel used only in two countries, own TV broadcasts and broadcast all offices in their country, an important tool to announce management news
- **Podcasts and videos** - used individually or as a part of a newsletter

6.1.2 Best practices in Deloitte countries

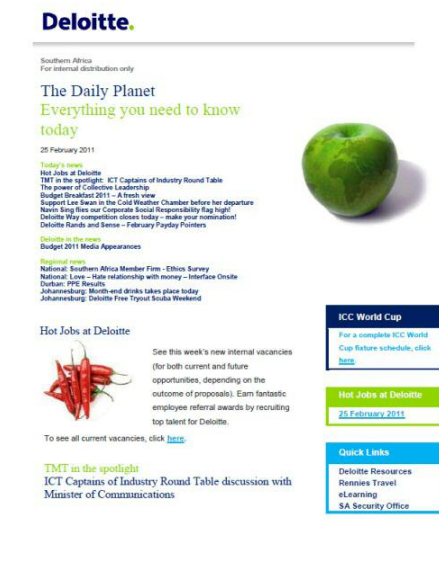
As the Deloitte offices vary in size and have different conditions for IC, means of communication suitable for Deloitte Luxembourg, giving new impetus for the solutions to be defined, have been selected and will be described in further detail.

6.1.3 Electronic newsletters - Daily Planet

Two years ago Southern Africa launched an internal newsletter in order to avoid significant number of emails sent to staff. This daily newsletter comprises the news and announcements, anybody can contribute to the newsletter, the input has to be sent by 15h the previous day in order for internal communication team to handle all the requirements.

The structure of the newsletter: On the front page of the newsletter there are only the headlines of the articles (news) in order for staff to choose in which news they are interested in.

Picture II: Electronic newsletter Daily Planet from Southern Africa (source: Deloitte Southern Africa)



1) Yammer

Yammer has been integrated into the internal communication by Deloitte Southern Africa. It is one of the social media tools used for professional interaction within the firm. Yammer represents a tool between Twitter and Facebook with the following features:

- Microblogging (posting messages like in Twitter)
- Creation of profiles
- Public and private groups within the network
- Replies and threaded conversations
- File and photo attachments
- Company directory
- Social bookmarking
- Mobile access, e.g. with using iPhone
- Etc.

Southern Africa has a dedicated group to The Daily Planet (the daily e-newsletter) in order for people to have an easy access to the latest news from the firm, the Daily Planet however stays the key source of information of news of the firm. Guidelines for the use of Yammer have also been set for Yammer use. Administrators can remove content but nothing is anonymous. Deloitte South Africa has developed specific guidelines (*Appendix VI*). Now also Deloitte Global is working on a roll-out plan further to signing a global agreement with Yammer Administrators can remove content however in most cases people behave responsibly and if not, other staff puts them in place (in 2 years only 2 cases).

2) Seattle

Seattle is a message that appears when you switch on the computer implemented by Deloitte Belgium. It is usually used to communicate important news from the firm, i.e. evaluations, etc. Its key strengths are participation/involvement of staff in the circulation of news, clear processes of circulating news, a compact way to stay up to day.

3) SMS messaging

SMS messaging was implemented by Deloitte South Africa. It is a bulk SMS sent to all staff under a bulk software. It is used only for emergency messages like weather conditions (snow, tornados, earthquakes), terroristic attacks. When implementing staff has to subscribe and agrees to receive such news beforehand (being aware that they will only receive an SMS in case of an emergency).

6.2 Best practices outside Deloitte

As other not-Deloitte firms might have an advanced internal communication, it was necessary to do a research and choose those firms that have similar requirements to the internal communication and use interesting tools and ways to communicate with their employees. The following best practices outside Deloitte were identified, these might be relevant for Deloitte Luxembourg.

1) Jive

Jive was implemented by Manheim, a company serving clients in the automotive industry. It serves as a primary communication channel between the headquarters and the regional offices. Jive is a mix of web 2.0 tools like: blogs, microblogging, customisation: RSS feeds, personal profiles, social bookmarking – tagging interesting articles, microblogging, posts. Jive replaced firm's intranet as a whole and the intranet use grew from 35% to 66%. It has three main features: groups, projects and spaces in which all events are taking place. There were several reasons for implementing such as need for change the top-down communication and centralising operations and cutting costs.

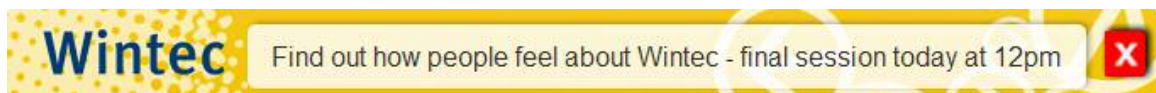
2) Desktop alerts

Desktop newsfeeds were integrated by Vodafone New Zealand. Their aim was to find ways to communicate on important business news and sending important reminders. Desktop alerts are messages in form desktop windows that appear as a pop-up window on a PC screen. Its strengths are no harassment with emails, allows communicating on important news and these kind of messages are eye-catchy.

3) Desktop News Feeds

Wintec uses desktop newsfeeds to keep staff informed of events around their offices. The desktop news feed tool allows internal communications to be targeted and message recurrence options help ensure message cut through. Wintec also uses the news feed tool to promote and drive attendance at a range of events including; CEO briefings, social events, wellness seminars and focus groups. Wintec also uses desktop news feeds to send out reminders for nominations for staff awards, to run competitions and promote special offers for staff. Its strengths are similar to a previous tool: no harassment with emails, not an intrusive way of informing staff about news from the firm, eye-catching.

Picture III: Example of a newsfeed appearing on the bottom of the PC screen (source: snapcomms.com)



7 KEY CONCLUSIONS OF THE ANALYSIS PART

Coming out from the analysis of the current situation and the benchmarking, the following conclusions were identified:

- Lack of guidelines for people responsible of the internal communication
- Wrong use of channels
- People receive too much information in their inboxes – spamming
- Spamming makes people more selective regarding reading the news
- Communication is not targeted
- Information cannot be found
- Content not updated frequently enough
- No many tools available for the bottom-up communication
- Podcast is not the right channel for the news from the firm
- No use of the right channel for the Beyond the dot podcast series (hard to browse, linear reception, mixed content)

Setting the following objectives we will be able to cover all weaknesses occurring in the internal communication and by implementing the right tools then improve the internal communication processes:

- Use of appropriate channels considering the audience, the type of information and the importance
- Involvement of staff in the internal communication processes
- Regular update of content
- Ensure quality of information (updated, appealing, targeted)

Evaluate/track reception of the internal communication more effectively

III. PROJECT

8 RECOMMENDED SOLUTIONS

The analysis as well as the practical part uncovered certain weak points occurring in the internal communication, based on the objectives set in the previous chapter, some recommendations will be set to improve the processes as well as the use of different channels in the internal communication. The following chapters provide more information on the specific solutions recommended.

8.1 Guidelines in the internal communication

As no guidelines in the internal communication were in place at Deloitte Luxembourg, the first recommendation is quite obvious: define guidelines in order for MarCom department to well manage the internal communication in the firm.

To be able to evaluate the most appropriate channels for different type of news, it was necessary to distinguish the channels depending on their importance to staff. Usually the main channel is supported by complementary channels which ensure staff has access to the same information through more channels. The following table shows that to announce *emergencies* in the firm only bulk sms messaging to staff will be used with no complementary channel. *Must know* information are announced by email as staff needs to receive this kind of information as soon as possible within couple of hours. *Should know* information use internal magazine and an electronic newsletter as main channels as this information is not urgent and staff can receive the information with some delay. *Nice to know* messages are communicated via intranet designed using web 2.0 tools.

Picture IV: Recommended use of IC channels depending on importance of news (source: own creation)

	Main channel	Complementary channels
Importance 1 Emergencies	SMS messaging	x
Importance 2 Must know	Email	Desktop news feeds Blog
Importance 3 Should know	Internal magazine Electronic newsletter	Digital screens Posters in the lift Beyond the dot
Importance 4 Nice to know	Intranet (Web 2.0 platform)	Digital screens Posters in the lift Creative IC campaigns Beyond the dot Electronic newsletter

Use of mailboxes:

In order to make the internal communication processes clearer and easier to use, it is recommended to use only 3 mailboxes used for sending news by email:

- LU, Message from the Managing Partner
- LU, Operational news
- LU, Newsletter

Currently used mailboxes should be suppressed.

Communicators in every department

In order for MarCom to be able to effectively plan the internal communication processes, several communicators in every department have to be set. Those communicators under the lead of MarCom regularly (bi-monthly) meet on the internal communication subjects. They also support MarCom in advising what information is worth communicating to staff and what not and assist in writing the guidelines for the internal communication processes.

8.2 Mash-up

Current communication is mainly based on the top-down approach of communication, which is predominant at Deloitte, it does not correspond to today's business relationships, which are of a 'networking' type, across services and industries. The communication of the future is not unidirectional anymore, from top to bottom. The bottom-up communication and horizontal/diagonal has to be fostered highlighting all relationships that matter.

For this reason a Mash-up should be put in place. A Mashup describes an application that combines multiple services into a single application. The main characteristics of the mashup are combination, visualisation, and aggregation. The primary purpose of mashups is to consolidate information with an easy-to-use interface. Because the combinations of Web applications are limitless, so are the possibilities of mashups.

In order to increase the use of intranet, it is recommended to replace the intranet by a Mash-up, a social media platform using a mix of web 2.0 tools. Web 2.0 tools are currently used by more and more companies as many companies are aware that mainly

generation Y considers internet tools as the most important when looking for information, chatting, purchasing, etc. One third of Deloitte employees belong to generation Y, however also generation X (people born between 1960 and 1982) use social media. Deloitte Luxembourg is currently in the process of recruiting new staff in generation Y (or even Z).

Mash-up allows aggregation of tools such as individual and collective blogs, discussion forums, documents hosting, communities, collaborative platform, tags, personal profiles, virtual spaces for the presentation of initiatives/departments/etc, some of the features are:

Groups: People can join groups of interests or tag themselves (ex: on an industry, service, regulation...) so that they can be found more easily and share information with their peers,

Personal profiles: People can manage and keep their own public info updated,

Spaces: Virtual spaces dedicated to the presentation of an initiative / department / industry including an online registration for events / webcasts,

Tags: Tags help finding the information more easily through the whole platform (document, contact persons, discussions, etc.),

RSS feeds: Subscribing to specific information that people are interested in,

Social bookmarking allows people to share their interesting bookmarks with others,

Polls: in Mash-up there is a possibility to create polls, for example to get opinions and feedback on the internal communication, there is also a place for comments and interaction with the staff,

Video space to host video, such as Zoom In, Beyond the dot etc. + ratings, number of views, **calendar with indication of milestones, customisation** that allows people to sort information based on their interests and needs -> clearer and easier access to it.

Using the features mentioned above Mash-up secures:

- Involvement of staff in communication process: change from top-down approach of communication to actual communication relationships in the firm
- Improving retention by improving the feeling of belonging to a community: people don't regret to leave a company, they regret to leave their friends and connections

- Give staff possibility to be visible in the firm/create their own ‘image’, their own profiles
- Adaptation to actual ICT habits of majority of staff members
- Centralisation of all social media tools available in one platform
- Integration and further development of knowledge platform
- Fostering of knowledge sharing
- Facilitation of identification of experts for specific topics

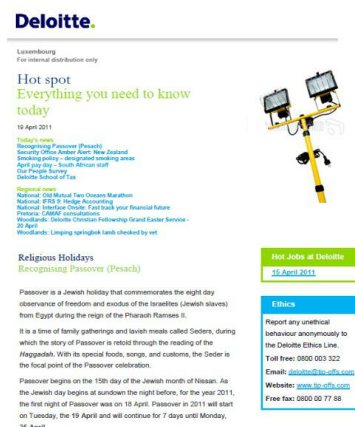
8.3 E-Newsletter HotSpot

Reduce emails being one of our objectives, the electronic newsletter Hot Spot is a way to avoid the number of emails while transferring *should know* information to staff.

A bi-monthly internal newsletters provides a regular update on activities and developments within the firm and therefore plays a key role in the internal communication. It replaces information that are now sent one by one by email on the indefinable basis. Its first page provides an overview of all news included in the newsletter in the forms of headlines. The newsletter is designed in Deloitte colours, a specific picture for every news is provided. Content to the newsletter has to be sent by the previous day in order for MarCom to be able to include the information in the newsletter.

Its key strengths are: no harassment with emails, a good way of gathering all *should know* news in one and staff knows exactly where to find information back.

Picture V: Recommended visual of an electronic newsletter Hot Spot (source: own creation)



8.4 Internal magazine Acumen

Internal magazine for partners and directeurs only analyse in-depth certain news of the firm. It is a tri-annual report focused on business news, figures, revenues, etc. providing *should know news*. Content: business news, firm management news, firm initiatives, training list, event list. Print material is easy to use and read for partners and directeurs as they do not have time to read emails, they can take this magazine when travelling to business journeys, etc.

Picture VI: Cover page of an internal magazine for partners and directeurs Acumen (source: created by designers at Deloitte Luxembourg)



8.5 Screensavers

New screensavers are implemented to provide staff with information content. It allows MarCom to inform staff about *should know* and *nice to know* news.

In order for us to be able to change regularly the content of screensavers, a new system of making screensavers has to be implemented. The message is then implemented in the PC programme and automatically distributed to all PCs required. The following example gives an impression how new screensavers should look like.

Picture VII: Recommended visual for new screensavers with an informational effect (source: own creation)



8.6 Regular staff meeting

Employee satisfaction survey showed that staff does not feel enough informed on strategy of the firm, its plans for the future, financial results, etc. An Annual staff meeting at the beginning of each financial year to present financial results and strategy of the firm will help staff better understand the strategy of the firm and therefore work better and feel more part of the company.

8.7 The financial budget needed for the realisation of the recommended solutions

Mash up

The most expensive step in the IC restructuring is the creation of a brand-new tool Mash up. Three ways of its creation are possible:

- A) Creation of Mash up by Deloitte IT department: 10 000 euros
 - This possibility is less expensive, it however takes lots of time and people working on it.
- B) Creation of Mash up by an external agency: 15 000 euros
 - An external agency creates a Mash up programme on its own by the briefing give by the firm
- C) Buying a Mash up programme already on the market: 6 000 euros

Hot Spot newsletter

As this newsletter is an electronic version, the cost is the same as creation of single emails as it has been done before.

Acumen

Acumen is a print version of an internal magazine for partners and directeurs of the firm. There are 66 partners and 104 directeurs in the firm. The cost of one printed magazine depends on number of pages in the magazine. If we count 50 pages printed both-sided (shiny quality paper) then a price of one magazine would be 5 euros, for 170 prints then 350 euros.

Screensavers

In order for us to be able to change regularly the content of screensavers, a new system has to be implemented. For this purpose, several systems are available:

1) Acme Photo Screensaver Maker

Acme Photo ScreenSaver Maker is a professional photo screen saver software. It is easy to build an excellent cool effect screen saver with your own photos and music fast. The price cost is \$99.95 per user, in case of Deloitte where there are more than 1000 employees, the cost would be around \$100 000.

2) Internet ScreenSaver Builder Key Features

Internet ScreenSaver Builder allows you to combine images, text and multimedia. You can use it through a wizard and/or simple yet effective command language. There are 73 image transition effects to play with, command for moving images and text across the screen, random coordinates, letter-by-letter effect for showing text. Finalise screen saver project using Make dialog. You will get a series of files as a result, ready for distribution and upload to screen saver's web location. The price cost is €49.95 per user, around €50 000 in case of Deloitte Luxembourg then.

8.8 Measuring effectiveness of the recommended solutions

The effectiveness can be measured in several ways. The most important is to led the employee survey regarding the satisfaction of employees with the internal communication regularly. In the next survey, new channels in the internal communication should be surveyed, satisfaction of staff with its implementation and use. It is also very important to regularly ask staff what they would like to say, if they want another ways to express their opinion and what is important (or not) in their everyday work.

Through various games and quizzes published on screensavers or digital screens, we can track if these channels are effectively used evaluate the number of people actually using it.

CONCLUSION

This study was the first project realised at Deloitte Luxembourg in terms of the internal communication. For this reason a deep analysis of the internal communication was needed. An analysis of current tools used in the internal communication, an employee survey, in-depth interview were lead in order for us to be able to define where the project intially stands. The benchmark analysis then helped us compare internal activities of Deloitte Luxembourg with other Deloitte countries as well as other leaders inside and outside the industry.

Regarding the set hypothesis, hypothesis H1: 'Internal communications in large companies is a structured and well prepared' *has not been confirmed*. As there are not any agreed processes within the internal communication meaning who sends what information through which channels, the decisions within the internal communications are not unified, emails are sent from various email addresses and the use of different channels is inconsistent. Hypothesis H2: 'Employees working for large companies are satisfied with the internal communications' *has been partly confirmed*. The employee satisfaction survey has shown that employees are generally satisfied with information provided by the firm however the use of specific channels is confusing and therefore staff would prefer either different channels or better use of current channels used in the internal communication. Specific groups of staff depending on their position in the firm have also different opinion on various questions and feel satisfied or dissatisfied. Determining the current state of the internal communications at at Deloitte SA Luxembourg and employee satisfaction with the firm's internal communications being the objectives of this study have therefore been reached.

While searching for answers to set hypothesis, few barriers ocured. It was mainly the administrative processes appearing in every large company. In such companies whatever decision has to be validated through many levels of decision making, many people though. The study was therefore delayed even though it should have already been finalised three months ago.

It was a real pleasure working on the project of restructuring the internal communication at Deloitte Luxembourg. During my work assessment with Deloitte I have not only learnt how important is the internal communication in such a large firm but also I have learnt how to analyse the channels of the internal communication

and employee satisfaction, how to lead in-depth interviews, how to effectively do benchmarking and based on all this how to propose such tools and ways of the internal communication that suit the best the needs of the company. Even though my work assessment is at the end, I know that the proposals I have made in my study are now implemented in the internal communication. And this is the biggest reward.

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LIST OF PICTURES

Picture I: Overview of internal communication tools in other Deloitte countries

Picture II: Electronic newsletter Daily Planet from Southern Africa

Picture III: Example of a newsfeed appearing on the bottom of the PC screen

Picture IV: Recommended use of IC channels depending on importance of news

Picture V: Recommended visual of an electronic newsletter Hot Spot

Picture VI: Cover page of an internal magazine for partners and directeurs Acumen

Picture VII: Recommended visual for new screensavers with an informational effect

LIST OF TABLES

Table I: Internal Communication tools

Table II: Business news: Analysis by importance

Table III: Business news: Analysis by channel

Table IV: Operational news: Analysis by importance

Table V: Operational news: Analysis by channel

Table VI: Firm initiative news: Analysis by importance

Table VII: Firm initiative news: Analysis by channel

Table VIII: Events: Analysis by importance

Table IX: Events: Analysis by channel

Table X: Firm management news: Analysis by importance

Table XI: Firm management news: Analysis by channel

Table XII: Trainings: Analysis by importance

Table XIII: Trainings: Analysis by channel

APPENDICES

APPENDIX P I: OVERVIEW OF INTERNAL COMMUNICATION CHANNELS AT DELOITTE LUXEMBOURG

(Source: own creation)

Medium	Internal channel	Description/Information content	Key strenghts	Key weaknesses	Target audience	Frequency/reach
Electronic	Emails	Daily announcements, campaigns, news (client wins, building services news, IT, new hires, WIN, CSR, HR, CYP, De-leg'Action, National office, etc.)	Easy, quick and cheap Can be targeted Easy to recognise - branded emails Delivery of must-know messages	Possible overload May not be read by all staff People receive emails they may not be interested in	All staff and partners	Daily/Weekly
Electronic	Intranet homepage	News and notices from the firm to all staff, usually the most important information	Available to all staff No harrasment with emails	Not read by all audience of the firm	All staff and partners	As required, usually updated every 3 weeks
Electronic	Intranet sites	Information about all communities in the firm, firm information, different initiatives, etc.	Information about all departments	Confusing structure Important information missing Sections outdated	All staff and partners	Updated when necessary by service lines
Electronic	Screensavers	Generic messages – seasons, motivational quotes Non-information content	Reaches all staff Relaxed, company values appealing content A great way to make employees aware of your internal communications without intruding, annoying or adding to the email burden	After some time blindness to the content of the screensavers Untapped potential	All staff and partners	Updated quarterly

Broadcast	Digital screens	Event photos, latest publications, events, social media, podcasts broadcasting	Modern and attractive way to inform employees about the firm's life Possibility of displaying photos Unified design	Slow content update Text not read Design as well as content not eye-catching, attractive Untapped potential	All staff and partners	New slides added every week
Broadcast	Beyond the dot	All relevant events and news around and beyond Deloitte Luxembourg Channels: Digital screens, Deloitte website, Intranet	Informal way to get to know about the firm and its activities Easy to find on the intranet and the website	Not watched by all staff Not enough promoted to staff	All staff and partners	Beyond the dot – bi-annually Zoom-in – every two months
Print	Posters in the lift	News and notices from the firm	Attracting people Good to remind people to take action	Expensive to create Time consuming Not suitable for every communication request	All staff and partners	Update every 3 - 4 weeks
Print	Flyers + Desk drop	Hard copy materials such as briefing cards, internal brochures, etc. Specific firm messages only as part of campaign or specific message delivery	Good for reference communication that you want people to keep Allows creativity in presenting	<ul style="list-style-type: none"> • Expensive to create • Time consuming • Can get lost on the desk 	All staff and partners	As required and defined
Print	Exhibitions in the building	Specific firm messages only as part of campaign or specific message delivery	Allows creativity in presenting	/	All staff and partners	As required and defined

Interpersonal	Quarterly meeting Newsflash	Personal meetings with all staff in the firm to inform them about important news	Fast transfer of important messages	Not visited by all staff	All staff	Quarterly
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APPENDIX II: LAYOUT OF DIGITAL SCREENS AND SCREENSAVERS USED AT DELOITTE LUXEMBOURG

(Source: digital screens and screensavers at Deloitte Luxembourg)

Deloitte.

Focus on: Wealth management conference

16:48 hours
Monday, 28 March 2011

Deloitte student poll indicates growing confidence in career prospects after graduation

Nearly 65 percent of those surveyed say they intend

Wealth management conference
'New client reporting trends in the private banking sector'



The second event of our private banking conference cycle will be held on 7 April in Hotel 'Le Royal'. It is dedicated to developments in client reporting as a key pillar of the new private banking service offering in Luxembourg.

For more information and registration, please go to our website, events section.

If we had no winter
the spring would not be so pleasant

– Anne Bradstreet

The conciergerie has a new website
Discover it on www.izilife.lu



Wellness and beautician

- On the spot, beauty parlour and hairdresser

Shops

- Flower delivery
- Wine and champagne delivery
- Gift delivery: chocolates, toys, etc.
- Perfume
- Emergency products

Car

- Carwash
- Car inspection (control technique)
- Car registration
- Tire changes

Others

- Internet sales: gift sets, cameras, sunglasses, wine, etc.

Leisure

- Restaurant reservations
- Reservations and tickets for shows and concerts
- Movie tickets
- Amusement parks

Services

- Laundry
- Dry cleaning
- Alteration
- Shoe repair



Deloitte.

Focus on: Your future at Deloitte Facebook


16:43 hours
Monday, 28 March 2011

Kennedy ranks Deloitte the #1 Supply Chain Management consultancy by revenue

Recognized as having the "most developed CRM consulting offering" of the Big Four firms.

Are you on **facebook** ?

You can find us at:
<http://www.facebook.com/YourFutureAtDeloitteLuxembourg>



APPENDIX III: LAYOUT OF THE INTRANET HOMEPAGE

(Source: company's intranet)

Deloitte.

Deloitte Applications Industries Services People Practice Support ShareBox About us Search Sitemap

Deloitte

Deloitte moves appwards

New Deloitte Luxembourg iPhone app


Deloitte Luxembourg's new iPhone application 'Deloitte LU' is available on iTunes and the App Store as of today, making us the first Big Four firm on the Luxembourg market to launch an app.

Dedicated to clients and prospects, the app provides them a direct link to Deloitte Luxembourg's business insights and contacts.

Features include:

- A directory of business contacts
- Business insights in the form of brochures, whitepapers, and podcasts
- A section on the *Plan Comptable Normalisé*

The app can be downloaded for free. Have a look at the new Deloitte LU app and use our **interactive signature** to spread the word!



Liens rapides

- Code d'éthique et de déontologie
- Newsletters
- Deloitte publications
- DPM/PPG
- Portail de l'EQAR
- Répertoire des employés
- Délégation du personnel
- Sécurité & Accès
- ARAMARK Café
- La conciergerie
- Fitness Centre
- InnovaZONE
- Responsabilité Sociale des Entreprises
- Co-voiturage Karzoo

News

Focus On - The upgrade of STAR offers new features and more flexibility. To get familiar with the new functionalities, download our Quick Start Guides for time recording and expenses and read them carefully while navigating through the module.

- 16/02/2011 - Allen Carr new and last session | The easy way to stop smoking
- 11/02/2011 - Technology, Media & Telecommunication Predictions 2011 | Trends for the future
- 11/02/2011 - New intranet update | Ethics' in a new look
- 11/02/2011 - The way forward | Creation of a free trade zone in Luxembourg for high value items
- 07/02/2011 - Employee survey 2010 | Focus groups results

Liens Deloitte global

- Deloitte.lu
- Deloitte.com
- Deloitte Resources
- Global People Directory
- Bluebook
- Deloitte Online
- Intellinet
- Deloitte GFSI

APPENDIX IV: EMPLOYEE SURVEY QUESTIONNAIRE

(Source: own creation)



[Exit this survey](#)

Employee Internal Communication survey

1. Please express how informed you feel about:

	Very well informed	Sufficiently informed	Not well informed	Not at all informed	Do not know
Firm news (revenues, strategy, new partners, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business activities (new service offers, client wins, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firm initiatives (CSR, Knowledge, WIN, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deleg'Action news	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
News from other Deloitte offices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please express how important is it for you to be informed about:

	Very important	Important	Neutral	Unimportant	Very unimportant
Firm news (revenues, strategy, new partners, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business activities (new service offers, client wins, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firm initiatives (CSR, Knowledge, WIN, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deleg'Action news	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
News from other Deloitte offices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. How satisfied are you with the following channels of internal communications as sources of information?

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Internal communication via emails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intranet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital screens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Posters in the building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Podcasts (e.g. Beyond the dot, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiative exhibitions in the building (e.g. Nari Gunjan exhibition)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flyers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Which of these statements do you identify yourself with?

- From all the information I receive, I only select what interests me
- I do not receive the information I am interested in
- I receive the information I am interested in
- I receive too much internal information, I do not have time to read it
- The information I receive about the firm does not interest me

5. Please express your opinion regarding the following statements:

	Strongly agree	Agree	Neutral/NA	Disagree	Strongly disagree
The content on the digital screens is usually very interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I only look at photos, I do not read text	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the intranet, I can always find what I am looking for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to have a place to express myself on the intranet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I read all internal communications I receive via email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The processes of internal information sent via email (who sends it and why) are clear to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instead of emails, I would prefer other ways to keep me up to date with firm news and important staff information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Is there any information missing on the intranet, which you feel might be important?

- Yes
- No

If so, what kind of information are you missing?

7. Is there anything you really like or dislike about the intranet?

- Yes
- No

Please express your opinion

8. Over the past year, how many 'Beyond the dot' podcasts have you seen?

- 0
- 1
- 2
- 3

9. Do you find the content of the 'Beyond the dot' podcasts interesting?

- Yes
- No

If not, why?

10. Do you know who to contact in your department if you have any need/inquiry regarding the internal communication?

- Yes
 No

If so, please indicate his/her name

11. What strenghts and weaknesses can you see within the internal communication in our firm?

12. Which department do you work for?

- | | |
|---|--|
| <input type="radio"/> Audit | <input type="radio"/> HR |
| <input type="radio"/> Advisory & Consulting | <input type="radio"/> Marcom/Events |
| <input type="radio"/> Tax | <input type="radio"/> Building services |
| <input type="radio"/> National Office | <input type="radio"/> IT |
| <input type="radio"/> Finance | <input type="radio"/> Central (DT group) |

13. What is your position in the firm?

- Analyst/Junior/Officer/Administrative Assistant
 Consultant/Senior/Senior Officer/Senior Administrative Assistant
 Senior Consultant/Assistant Manager
 Manager
 Senior Manager
 Directeur
 Partner

14. For how long have you been with the firm?

- Less than one year
 1-5 years
 6-10 years
 11-15 years
 16-20 years
 21 years and more

15. What is your age?

- | | |
|-----------------------------|-----------------------------------|
| <input type="radio"/> 20-24 | <input type="radio"/> 45-49 |
| <input type="radio"/> 25-29 | <input type="radio"/> 50-54 |
| <input type="radio"/> 30-34 | <input type="radio"/> 55-59 |
| <input type="radio"/> 35-39 | <input type="radio"/> 60-64 |
| <input type="radio"/> 40-44 | <input type="radio"/> 64 and more |

APPENDIX V: EMPLOYEE SURVEY DATA

(Source: own creation)

Table I: What department do you work for?

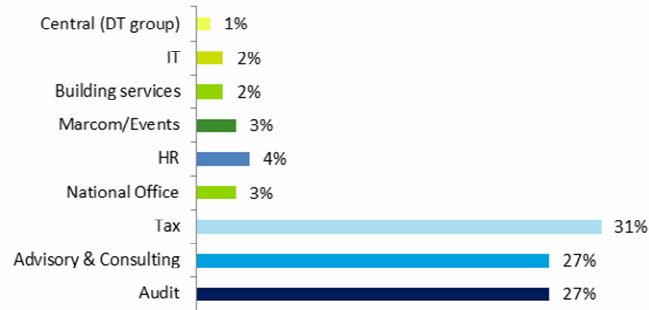


Table II: What is your position in the organisation?



Table III: How long do you work for the firm?

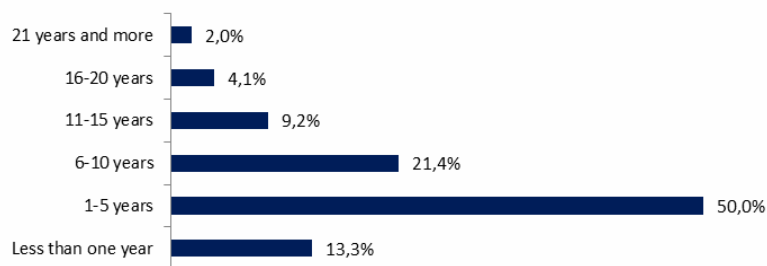


Table IV: How informed do you feel about:

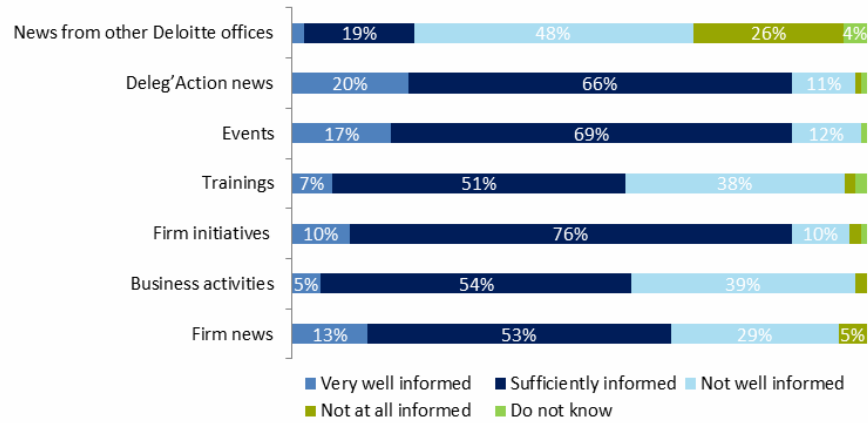


Table V: How important is it for you to be informed about:

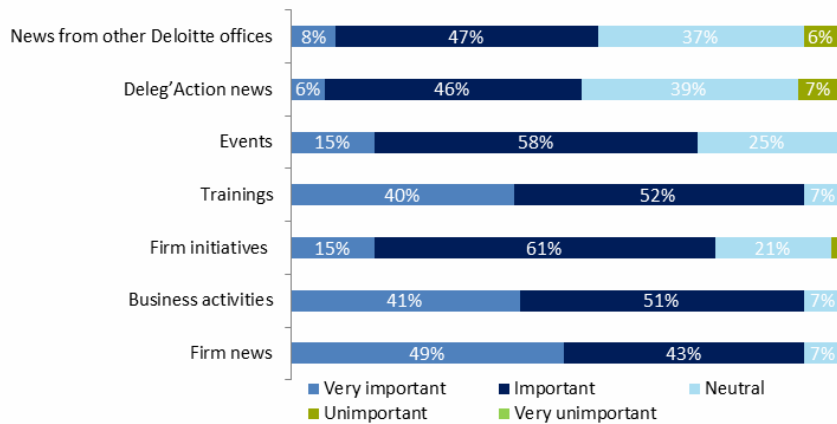


Table VI: How satisfied are you with the following channels of IC?

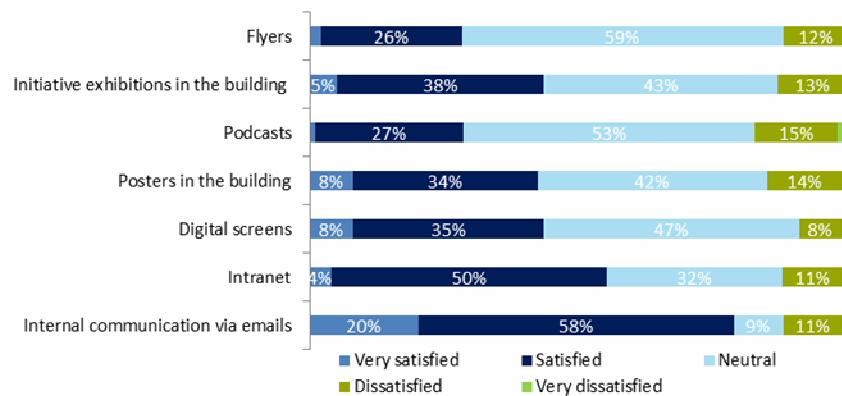


Table VII: Which of these statements do you identify yourself with?

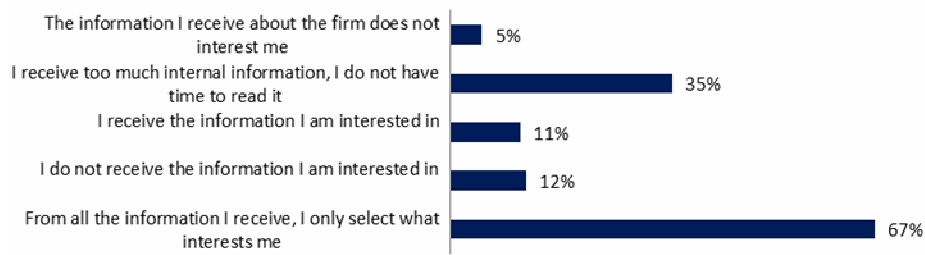


Table VIII: Express your opinion regarding the following statements

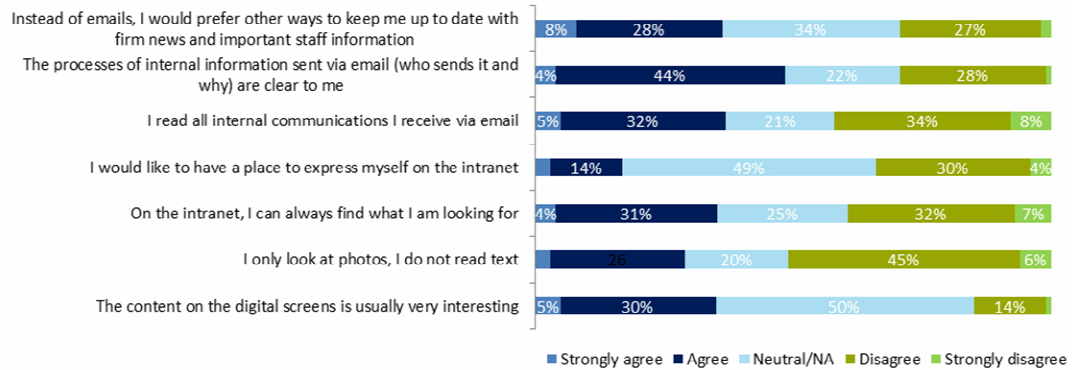


Table IX: Any information missing on the intranet?

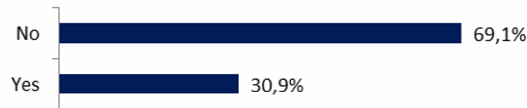


Table X: Anything you really like or dislike about the intranet?

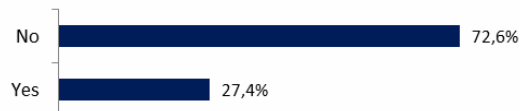


Table XI: How many 'Beyond the dot' have you seen?

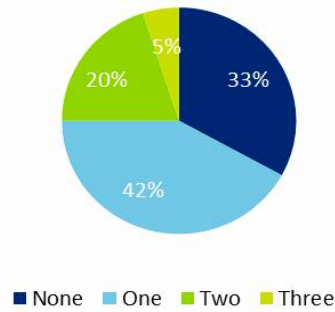


Table XII: Do you find the content interesting?

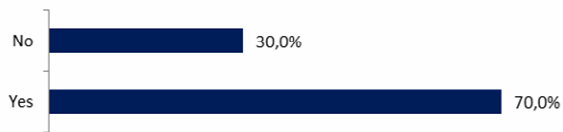


Table XIII: Do you know who to contact in your department with any IC inquiry?



APPENDIX VI: YAMMER GUIDELINES FROM SOUTHERN AFRICA

(Source: Deloitte Southern Africa)

Deloitte.

Southern Africa
Deloitte of Tomorrow

Yammer Guidelines

Join the Yammer revolution



The following guidelines for Yammer are a combination of best practices that have been implemented by social media communities in the professional arena incorporating existing Deloitte best practices. Carefully consider these guidelines as you use Yammer as a business communication tool.

Should you have any queries or require guidance on any topic that is not covered within this documentation, kindly contact:

Greg Comline | gcomline@deloitte.co.za | +2711 517 4048

The main aim of Yammer is to add value to your co-workers by solving problems; increasing their knowledge or improving their skills, and in so doing building and strengthening the Deloitte on-line community.

Brief questions to ask yourself when posting content or comments on Yammer

Am I going to disclose any **confidential, proprietary, intellectual property or copyright information** through Yammer? If yes, please take this conversation offline.

Is my comment going to **impact the Deloitte brand** negatively, keeping in mind that Yammer is accessed through my Deloitte e-mail address and is therefore linked to the brand? If yes, please do not post the comment.

Do I really want **Deloitte management or co-workers to know this about me**, and will I be embarrassed for them to see this comment or information? If yes, please do not post the content.

Is this comment **civil and respectful of my fellow colleagues**? If no, please do not post the comment, as you should be mindful of your audience and respect them as such. **If an error is made**, please acknowledge and correct this promptly.

Is my content or comment **inappropriate or careless**? If yes, it can damage both your and the firm's reputation so please do not post it.

Am I abusing my **level of job performance** by wasting time on Yammer? If yes, please logoff as this tool should be used effectively and should not be abused.

Is the comment I am reading an example of **improper behaviour**? If yes, please report it by providing online feedback or contacting the administrator directly.

Will this comment be viewed by my fellow colleagues as harassment, containing offensive language, inappropriate images, or **any form of improper behaviour**? If yes, please do not post the comment as this will not be tolerated.

Deloitte's employees are prohibited from engaging in any illegal activities or unlawful conduct, or in any use that has an **adverse impact on the reputation or public image** of the South African firm or any Deloitte Touche Tohmatsu member firm or affiliate. Does this comment contradict this in any way? If yes, please do not post the comment.

Deloitte has the right to monitor usage of Yammer and if necessary implement disciplinary procedures should this be necessary.

Yammer Detailed Guidelines

Confidential and Copyright Information. Disclosure of confidential, proprietary, intellectual property or copyright information through social media must be controlled. There is an increased risk for unintentional disclosure of information due to the less formal nature of Yammer. Before posting a comment ask yourself if you have the right authorisation to post this information? This includes information regarding business contacts. Do not disclose another person's contact details without checking with that person first. In particular, never allow Yammer access to your firm/business contacts files on line and send out automatic invitations – if you want to add people, you will need to do this once you have gained the other person's permission. Please take any conversations deemed confidential offline.

Personal versus Business use. If you are accessing Yammer for personal use, you need to make sure what you are doing is within the firm's policy as to 'reasonable personal use'. A reminder: If you use a Deloitte e-mail address then the opinions, comments, posts and actions will be associated with Deloitte. Therefore, please ensure all comments posted using a Deloitte e-mail address are marked as personal opinions. If this is not appropriate, do not post the comment.

Personal Information for your Audience. Keep in mind that all Deloitte employees have access to Yammer, and can read your posts. Ask yourself regularly if you really want Deloitte management or co-workers to know this about you, and if you would be embarrassed for them to see this photo, video, comment or information? Do not post any unauthorised videos or photos with the Deloitte name or references on Yammer. While we encourage a healthy, even passionate, exchange of opinions, we insist that differences be expressed with civility. Please be mindful of your audience and respect them as such. If an error is made, please acknowledge and correct this promptly. Do not impersonate others or misrepresent who you are. Keep in mind the risks to your safety when posting some information. Do not collect names or email addresses for commercial use or spam the community with unrelated advertisements.

External Access to Information. Although Yammer is used internally to the firm, the content is stored externally, with the data being outside of our firewalls. Keep in mind therefore that although our service providers take every precaution to keep our information secure, this valuable information could still be hacked and distributed externally. Inappropriate or careless use of Yammer, through inappropriate posting of content or commentary, can damage both your and the firm's reputation. You may lead to breaching (even if inadvertently) professional, legal and regulatory requirements.

Job Performance Levels. Yammer has been brought into our firm to assist employees in various aspects of their work. To ensure this tool is used effectively and isn't abused, please ensure you are not abusing your level of job performance by spending wasted time on the tool. Yammer is a tool that will increase your productivity, and please use it to add value to your coworkers by solving problems; increasing their knowledge or improving their skills. Use this tool to strengthen the Deloitte community.