



INTEGRATED DIGITAL LITERACY  
&  
INTERNAL BRAND COMMUNICATION

MRS. KANKEAWL SETTACHAN

A PROJECT SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF SCIENCE (DESIGN AND PLANNING)  
SCHOOL OF ARCHITECTURE AND DESIGN  
KING MONGKUT'S UNIVERSITY OF TECHNOLOGY THONBURI  
2014

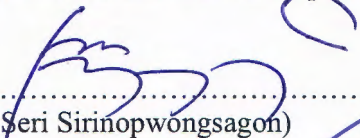
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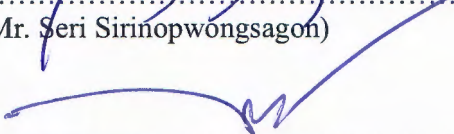
MRS. KANKEAWL SETTACHAN B.A. Interactive Multimedia Design

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## ABSTRACT

The purpose of this research is to understand Integrated Digital Literacy and select a suitable digital communication application to create effective Internal Brand Communication within an organization. In this research, an organization named Siam City Cement Public Company Limited is selected as a case study. To be successful in business, an organization must create brand awareness to external and internal. Especially inside the organization, employees are represented as the brand ambassadors. At SCCC, the problems that are found can be stated as the current digital communication applications or software creates one-way communication and makes ineffective internal brand communications. The results are as follows: (1) internal communication perception (2) perception of the organization (3) organizational culture (4) resistance of engagement (5) knowledge and self-development (6) working relationship and (7) working with no collaboration. The research methodology of this study can be explained in four steps. The first step is to explore and state the problems of the current internal communication process. The second step is to collect information and insight need from user insight survey. The third step is to create the first draft application prototype based on the findings of the first two steps. The final step is co-creation, as employees test an application prototype and give feed back to implement the application. From the findings, internal communication process needs to be controlled by a single department to create the unity of communication. “Heart INSEE” an application that is implemented to replace the current digital applications. The difference of this application is the new experiences in receiving internal brand communication. This application is designed to make employees feel that they are a part of the organization by two-way communication, build working collaboration, easily access to any device and platform, feature the function of building brand royalty and receive awards through gaining “Hearts”.

**Keywords:** Siam City Cement / integrate / digital literacy / internal brand communication / brand / application / co-creation / two-way communication

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# CHAPTER 1 INTRODUCTION

## 1.1 Background

The 21<sup>st</sup> century is the time of the digital revolution when advanced technologies change how people communicate in the society. The movement of digital technologies has changed our lifestyles, the way we think, behave, learn, study and work. Our daily life is depending and connecting with digital devices from the moment we wake up until the minute we go to sleep. In this paper only focuses on an organization level where integrated digital literacy is needed to enhance creating internal brand communication.

In this paper I select Siam City Cement PCL (SCCC) as a case study, with 500 employees at Bangkok office. I have been working here for 3 years as a customer communications multimedia specialist and familiar with the internal communication system. I provide digital design supports for internal communications such announcements via email, website and social media. Due to my experiences on this job I have found that internal communications are at risk. The current tools are no longer effective due to the rapid change of digital literacy and technologies. When the internal communication is ineffective, it consequently causes a slow impact on other aspects in the organization. In order to improve the internal communication, to find a new way of communicating by using multi-digital technologies to enhance efficiency and creativity of communication in the corporate organization is a must. Many organizations take into account the importance of internal communication because no one else would understand the organization better than the people who work in the organization.

### **1.1.1 Internal Brand Communication**

Many organizations attempt to build strong internal communications because they know the employees are their brand ambassadors. To present themselves to the external audience, organizations have to communicate with the people from inside the company first.

Brooklands (2011) mentioned in his book a management guide to: The Uncommon sense of internal communication

Many people (including IC Specialists themselves) mistakenly refer to IC as Internal Communications. 'Internal Communications' are things (outputs). But Internal Communication is a discipline which (just like Finance, or People Management) needs to be managed, with proper policies, procedures and performance measures being developed and overseen by the specialists in that field.

IC is therefore: everything that's communicated inside your organization for the purposes of fulfilling the organization's raison d'etre.

### **1.1.2 Integrated Digital Literacy**

The ability to learn and adapt to a variety of digital technologies such software on computers, mobile phones, tablets, and applications includes a new experience of how people receive and engage with the communications.

## **1.2 Problem Statement**

The current method of using email and portal for internal communication has shown that users do not well receive information. The problem that the employees and stakeholders in the organization can't receive communication efficiently is due to the current digital communication perhaps not giving the best solutions to the users. Today, there are many ways to receive information and news while people's perception and behavior change as they choose to receive information reflected on their preferences. The effectiveness of communication has never been measured or evaluated. People are confused with information they receive. This leads to many factors such as confusion of massive information and the brand, emerging of the culture of the organization, and ignorance of information.

### **1.3 Objective**

This is the opportunity to take the advantages of the advanced technology to improve the communication in the organization. There will be no more pinning the news on the board or sending emails while no one wants to read. However, there are other strategies that use digital technologies to improve communications. Since the behavior of users has changed, people choose to perceive information and especially information from work. The main objective of implementing more efficient integrated digital literacies is to enhance creativity in communication at work. These are the categories that multi-digital literacies should achieve:

- Generating integrated digital literacies that improve the understanding of brand image and experience
- Enhancing employees to work in collaborative communication to improve creativity at work.
- Improving communication within the company by the use of new innovative tools and channels.
- Creating new working experience with a faster finding information

### **1.4 Scope of Study**

This project studies how the digital literacy affects the internal communications in the corporate organization. Siam City Cement PCL is chosen as a case study. This study focuses on how the organization can improve internal brand communication by finding the right digital application to suit the culture of the organization.

## **1.5 Project Structure**

The project's structure shown in Figure 1.1 explains how the problems and suggestions in this study will be defined by the researcher. The study will start with process of defining the problem statement by finding information from literature review, as this includes in-depth background of the organization in terms of using digital devices at work and applications for internal brand communication. Second is the researching process, starting from evaluating the brand audit as how well the organization gives the priority for the brand communication inside the company. Then the studies of the workshop called Collaboration & Communication Research, from this research explains the needs of the users in terms of existed communication platform. The next step is the research of users towards online and digital internal communication. Mock-up applications have been created for each research process for a group of users to try. For the final, gathering all required information to find the real causes and needs of the issue, used as inputs to create solutions. The information from this stage will also be used as recommendations for SCCC.



**Figure 1.1** The Project's Structure

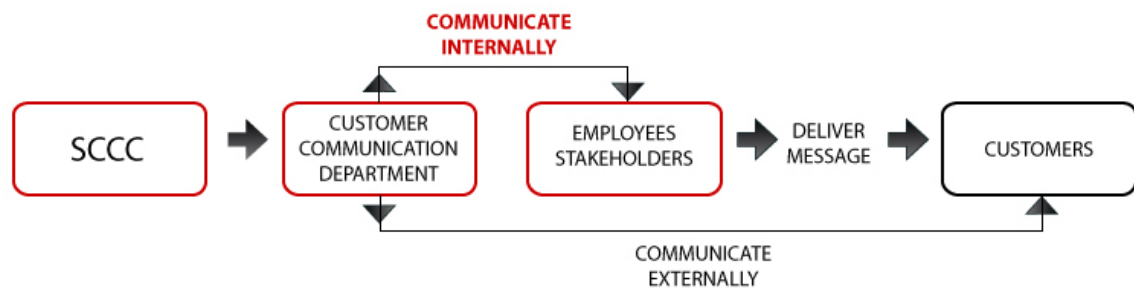
## CHAPTER 2 LITERACY REVIEW

### 2.1 Siam City Cement Public Company Limited

SCCC is the second largest cement and aggregate supplier in Thailand. The organization partners with a Swiss Company named Holcim Ltd, for both companies share the same values, visions and goals. However, SCCC remains its name and rebranded to INSEE in 2002. SCCC pays attention in creating brand awareness as it defines the image and personality of the organization. People can recognize the organization by remembering the brand. But that is not the whole idea of having a brand identity. Nowadays for successful organization, brand awareness is not only be recognized and understood by the customers but it is important to the employees and stakeholders as well. They are the key influencers to deliver the brand experience and foundations to customers.

#### 2.1.1 Internal Brand Communication Structure

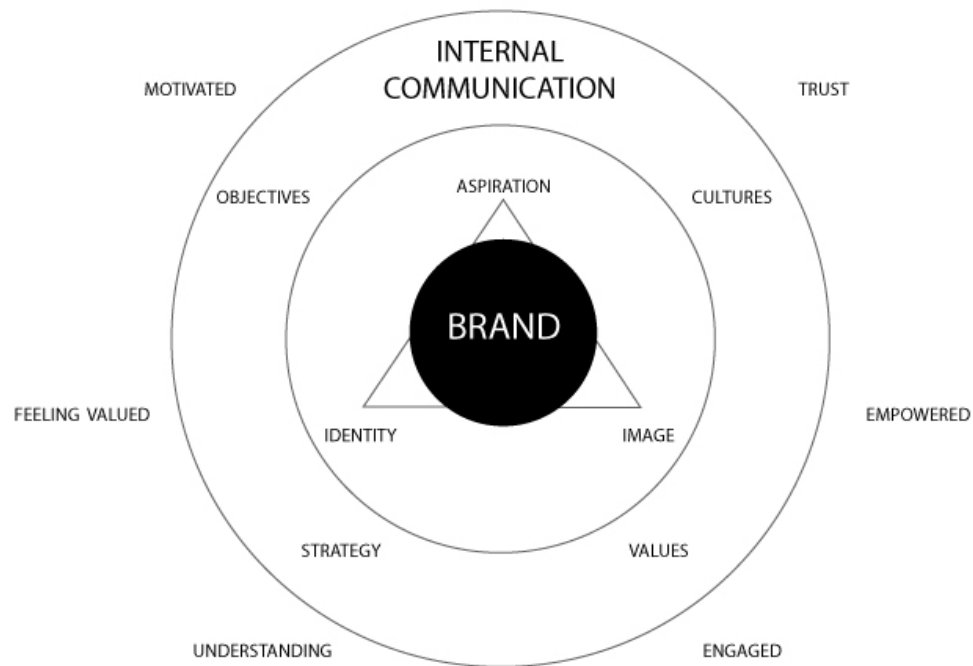
Figure 2.1 shows the communication's structure by focusing on internal communication, giving the importance on providing knowledge of information to employees and stakeholders because they are the main influencers.



**Figure 2.1** Internal Brand Communication Structure

### 2.1.2 Brand Communication Cycle

Corporate organizations need to pay attention on internal brand communication so the employees and stakeholders can understand the brand before they can explain to other people. Brand communication represents identity, image and aspiration of the corporate organization. Guidelines of how to promote Internal Brand Communication effectively are described below.



**Figure 2.2** Brand Communication Cycle

Mackenzie (2012) mentions in this article Building Brands Internally

- Brand is the sum of identity, image and aspiration
- Identity is what the brand stands for

- Image is what the brand represents
- Aspiration is how the brand makes us feel

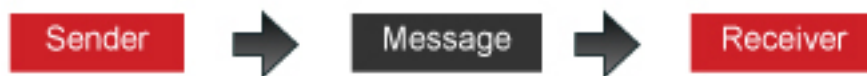
These principles hold true for both external and internal brands. Identity represents the culture and values of your organization. Image is akin to the organization's vision and mission. And aspiration stands for what your organization will do.

### 2.1.3 Brand Communication Strategy

There are different forms of communication such as verbal communication, non-verbal communication, written communication and visual communication. The two kinds that people often mention are one-way communication and two-way communication. Especially one-way communication is often used in an organization when messages need to be shouted out to the large audience. The study from the Center for the Education and Study of Diverse Populations (CESDP) at New Mexico Highlands University explains the value of communication as follows:

#### One-Way Communication

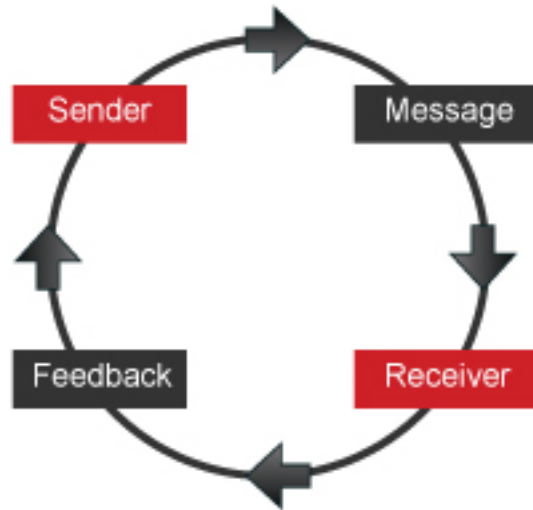
One-way communication is commonly used in internal communications when a sender or a communication team sends out the message to all employees. The content is the key for the receivers or employees to interpret.



**Figure 2.3** One-Way Communication

#### Two-Way Communication

In two-way communication, the communication is negotiated. Both senders and receivers listen to each other, gather information and are willing to make changes to work together in harmony. Their intention is to negotiate a mutual satisfactory situation.



**Figure 2.4** Two-Way Communication

## **2.2 Current Digital Internal Communication**

At SCCC, there are many digital tools integrated for creating internal communications but there is no measurement on how effective these tools are to the people in the organization. The channels of communication have been used as a routine and have not been updated for quite sometimes. It has become a traditional way of communication and difficult to change to other platforms.

### **2.2.1 E-Mail/Lotus Notes**

The main channel of internal communication is through emails, which are restricted platform to use Lotus Notes on IBM laptops or desktop computers. Each department can make an announcement or report any news or activities. Announcements on Lotus Notes have been set to use proper wordings and layouts. Customer Communications Department (CCD) is responsible for providing support to other departments who need help with creating internal announcements.



### 2.2.3 Chatting/Chatter by Salesforce

Chatter is a new digital application that allows employees to connect with each other faster and more easily by combining the social network features to the chatter making the work place more relaxing.

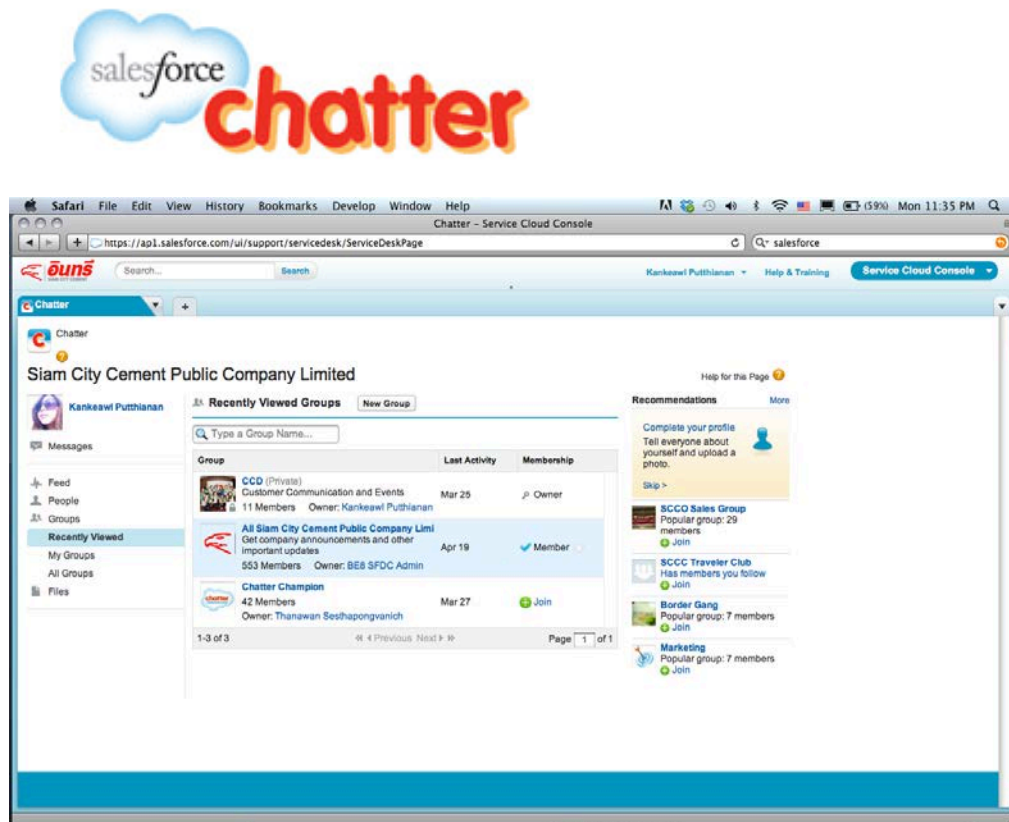


Figure 2.7 Chatter

## 2.3 Digital Devices

At SCCC, there is a variety of work management levels. Each level is supported with different digital devices and tools, due to their work criteria and positions, starting with the officer level, first management level (FML), middle management level (MML), senior management level (SML), and lastly top management level (TML). Digital devices are provided to employees from FML and above. The standard digital device is a computer or a laptop, whereas other devices such smartphones and tablets are provided depending on each employee's working level. However, to serve the best out of users, they can choose the brand of the devices that fits their preferences. Still only 3 levels of management levels can perceive all types of digital devices. The first digital device is a mobile phone. The second is a laptop or desktop and the third is the tablet.

**Table 2.1** Digital Devices

Device	SmartPhone			Computer			Tablet	
Brand	BlackBerry Bold	iPhone 4	Samsung Galaxy S3	IBM Laptop	IBM Desktop	Netbook	iPad 4	Samsung Tab
Operating System	BlackBerry OS	iOS	Android	Window 7	Window 7	Window 7	iOS	Android
LEVEL TML	●	●	●	●	●	●	●	●
SML	●	●	●	●	●	●	●	●
MML	●	●	●	●	●	●	●	●
FML	●	●	●	●	●	●	●	●

## 2.4 Digital Literacy

*A person's ability to perform tasks effectively in a digital environment... Literacy includes the ability to read and interpret media, to reproduce data and images through digital*

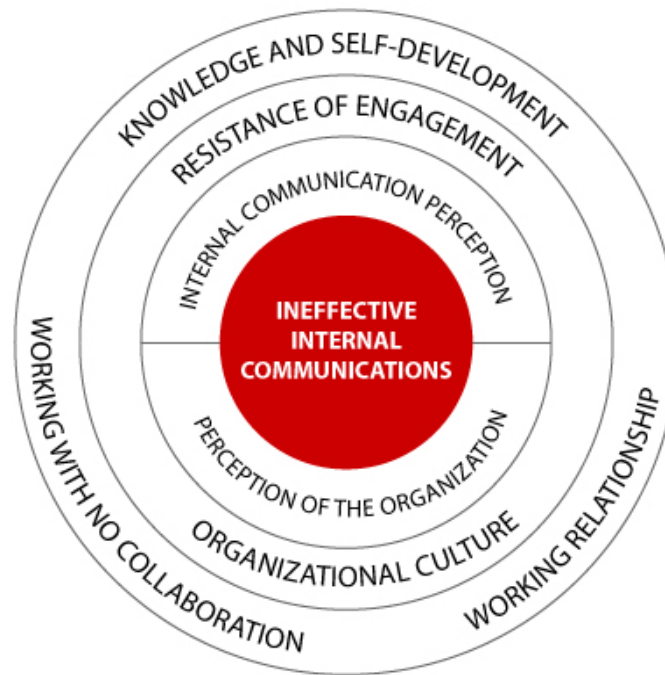
*manipulation, and to evaluate and apply new knowledge gained from digital environments.*

*<http://www.library.illinois.edu/digit/definition.html>*

Digital literacy is the ability to understand and perform on working task effectively by using digital media. In the organization, people may have different competency in adapting to digital literacy. Some people need practice and spend more time than others.

## **2.5 Problem Statement**

The current method of using email and portal for internal communications has shown that users do not well receive information. The problem that the employees and stakeholders in the organization can't receive communication efficiently is due to the current digital communication perhaps not giving the best solutions to the users. Today, there are several ways to receive information and news, people's perception and behavior change as they choose to receive information reflected from their preferences. The effectiveness of communication has never been measured or evaluated. People are confused with information they receive. This leads to many factors such as confusion of massive information and the brand, emerging of the culture of the organization, ignorance of information. The problems can be explained as follows:



**Figure 2.8** The effect of Inefficient Internal Communication

### **2.5.1 Internal Communication Perception**

Sending emails is the easiest way to send information to employees, as it can be sent to all users at once. As a result, it has become a required strategy for every function to send emails to report or announce activities. Normally emails are often sent from particular departments such as Group Communications Department and Customer Communications Department. Some people, on the other hand they would reject or not even open the emails from those departments because they feel that the information does not fit their interests. There are no rules of performing communication, except for all announcements that have to be written with formal content and language, the content of the announcement become a document, which is hard to read and understand. Communications become over communicated, so the information has not been reviewed appropriately. Emails become

junk mails for users because they receive too many mails in one day. Emails have almost no feedback from users. It is either because they do not read them or they do not understand what those emails are trying to communicate.

### **2.5.2 Perception of the organization**

For some employees, they feel the conflict between the direction of the company and the reality. Since there are some confusions about the direction of the company, many projects and activities that involve access to the social network sites but the company does not allow employees to access to those channels due to the privacy and rules. “The company didn’t explain or give any clear understanding about the policies and terms of using these communication tools. How can we know that participating in all these will not affect our work performance? Would the company perceive that we are not working if we spend time on these tools?” said Amorn Lummaung, senior graphic designer.

### **2.5.3 Organizational Culture**

The failure of internal communication causes confusion in the organizational culture. The messages of the communications are not well written while some contents are unclear and some are misdirected. The culture of the organization has become competitive, whereas departments are not working well together. Each department is working for their own performance and goal, not for the company. It creates separations between offices in Bangkok and Saraburi because the communication does not reach everyone in the company. Also it creates a negative atmosphere at work where everyone focuses only on his or her own project.

“The organizational culture is the atmosphere of the organization based on its values, mission and work processes. When every member of the organization holds the same values, understands the work policies and procedures in the same way, and is focused on the same mission, the organizational culture promotes much more effective use of resources than under a culture that is more diffuse in its interpretation.” (Shenoy, 2007)

#### **2.5.4 Resistance of Engagement**

Since the communication is not working effectively, employees may resist in joining and participating in any of the activities or projects. There is a gap in supporting the company’s projects. People may feel they are forced to participate in the project even though they should do it because they feel good about being a part of the organization. It is clearly seen on a social media projects when communication was sent to employees by emails but the feedback was poor on engagement. On the other hand once the Executive President sent a personal email to all users with the same information, the employees started to participate with the projects. Still, some felt that they were forced to do so while others just did it as a part of working performance.

#### **2.5.5 Knowledge and Self Development**

Even though the technologies can make working much easier but it would not matter at all if people do not understand how to use it. Some people do not desire to change or to force themselves to learn the new way of communication. Portal is where the employees can easily search for working information and build a connection on community. It is a typical employees’ behavior not to try something new and afraid of changes. There are many

platforms to use and they are somewhat different. For example, the majority of people prefer using SameTime by Lotus Notes rather than Chatter by Salesforce to send quick text, despite Chatter having many new features. It is shown that many people do not simply switch to new platforms.

### **2.5.6 Working Relationship**

The communication from the current platform creates a boundary between employees and management levels because all content from email is formal and of traditional communication. Emerging of social network platform is proved to improve the working relationship in the organization. It sets the working atmosphere to be less intense. Especially for the organization that has a structure of pyramids or hierarchies, the orders and directions come from the top management to lower levels.

### **2.5.7 Working with no collaboration**

Ineffective internal communication causes working environment to be isolated teamwork rather than working together as a team. Creative thinking and working experience start from working with collaboration. Once people are working on their own, they would have no acknowledgment or improvement. As of the example of Green Heart Project, the only department promoting the campaign is from marketing side even though the projects are relying on other functions as well.

## **2.6 Brand Audit**

To be able to understand how the organization values the brand, the evaluation of the brand itself has to be tested.

### **BRAND AUDIT Siam City Cement Co., Ltd**

#### **Part 1 : Concept. Process. Brand Audit.**

The concept of evaluating Brand Audit in the organization can be categorized to 3 levels.

- Level 1 Corporate Brand Level**
- Level 2 Brand Strategy Capability**
- Level 3 Brand Communication Capability**

#### **Level 1: Corporate Brand Level**

Brand Audit in Corporate Brand Level is crucial to the organization's success. This level focuses on building the corporate brand policy, culture, communication within the organization. The subjects need to be considered as follows:

- Corporate Brand Awareness
- Corporate Brand Values
- Corporate Brand Policy
- Corporate Brand Program
- Internal Corporate Brand Communication
- Corporate Brand Responsibility
- Corporate Brand Investment
- Corporate Brand Alliance
- Corporate Brand Audit and Control

## **Level 2: Brand Strategy Capability**

Brand Strategy Capability level explains the process of making Brand Strategy of overall project, including the process of Brand Research, Brand Strategy Creation, Brand Team Brief, Brand Communication and Brand Evaluation.

- Brand Strategy
- Brand Strategy Awareness
- Brand Research Process
- Strategic Brand Planning Process
- Brand Communication Planning Process
- Brand Strategy Evaluation Process

## **Level 3: Brand communication Capability**

The last level is Brand communication capability, looking at how brand communication can deliver message to audience in this case employees and customers.

- Brand Communication Team
- Brand Communication Research
- Brand Analysis Methods
- Brand Communication channels
- Supportive Resource for Brand communication
- Brand Communication knowledge Development
- Brand Communication brief
- Brand Communication Guidelines
- Brand Communication Consistency
- Brand Communication Design Tools

## **Process and Evaluate Brand Instruction**

### **Brand Audit Instruction**

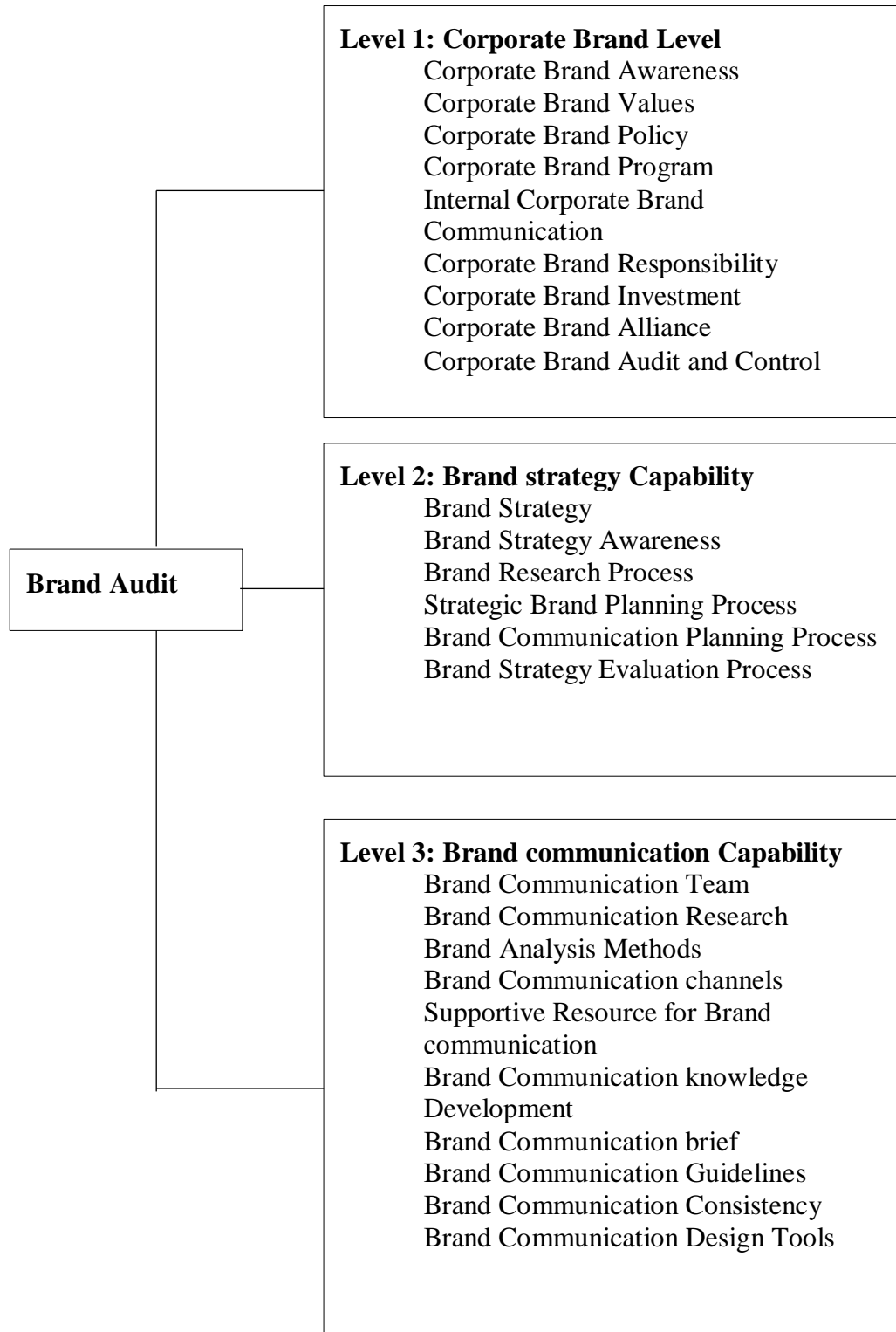
- 1). Interview
  - a). CEO/ EVP
  - b). Department Manager
  - c). Design Manager / Designer
- 2). Collect raw data or evidence of Brand management in all 3 levels
  - a). Corporate Brand Level
  - b). Brand strategy capability level
  - c). Brand communication capability level

In case of collecting data and evidence, any confidential materials have to be clarified due to the use of each document.
- 3). Visit organization or communication team for observing the process of brand communication in the company.

**Remark:** I am currently working at Siam City Cement as a Multimedia specialist in Customer Communication Department.

**More details on SCCC:** [www.siamcitycement.com](http://www.siamcitycement.com)

## Brand Audit Chart



**Chart 2.1** Brand Audit Chart

## Part 2 : Details of Subject Evaluation

**Table 2.2** Details of Subject Evaluation

<b>Subject</b>	<b>Description</b>
<b>Corporate Brand Capability</b>	Senior management levels CEO or vice presidents are the main push to develop and create corporate brand strategy.
Corporate Brand Awareness	The organization has a brand communication structure and documents that can be communicated internally.
Corporate Brand Values	The organization's core values are clear and used for developing Brand communication and awareness.
Corporate Brand Policy	Corporate brand policy is a part of the organization's strategy in running the business.
Corporate Brand Program	Corporate brand programs are placed in the organization's workflow to develop employees' understanding of Brand and build recognition of Brand values.
Internal Corporate Brand Communication	Corporate Brand news and information are announced internally via communication channels to make sure everyone in the organization receive the same messages.
Corporate Brand Responsibility	The organization has a direction in taking responsibilities on career opportunities, customers, social and environmental issues seriously.
Corporate Brand Investment	The organization's plan invests brand development.
Corporate Brand Alliance	The organization builds connections with external stakeholders in order to strengthen its brand.
Corporate Brand Audit and Control	Sustainable Brand development is the ground rule of the organization. Brand audit has to be evaluated with consistency.

<b>Brand Strategy Capability</b>	Brand Audit for Brand Strategy Capability Level is the responsibility of project leader or project manager. The stage of collaboration in Brand Strategy Process with other functions in the organization is to achieve the same goal.
Brand Strategy	A Brand Strategy is created by defining the objectives to meet with Brand Values planning the communication strategies, and discussing with consultant or advertising agencies.
Brand Strategy Awareness	The organization encourages building awareness in applying Brand Strategy as the process in building and communicating Corporate Brand.
Brand Research Process	Research data and analyze information to help making decision on Brand Strategy.
Strategic Brand Planning Process	From the research, draft the goals of what would be the achievement from the Brand Strategy and what are the actions to achieve those goals?
Brand Communication Planning Process	Creating Brand Communication strategies, concerning about which communication channels and timeline.
Brand Strategy Evaluation Process	Evaluate the Brand Strategy to meet the core values of the Brand.
<b>Brand Communication Capability</b>	Brand Communication Capability Level measures the ability in transforming the core values of the organization to the audience in the way of communication.
Brand Communication Team	Brand Communication Team can be from internal or external the organization to understand the Brand Communication Process and communications channels.
Brand Communication Research	Brand Communication Research has been tested or surveyed by the employees or customers.
Brand Analysis Methods	There are tools or measurement methods to help analyze and support Brand Communication.

Brand Communication Channels	Varieties of communication channels are provided to improve better Brand Communication.
Supportive Resource for Brand communication	There are supports in Brand knowledge, such library, learning program, internet access, magazines, member at learning center, etc.
Brand Communication knowledge Development	Brand Communication team is improving and developing Brand Communication Knowledge from inside and outside workplace.
Brand Communication Brief	Brand Communication Brief is set and organized as standard information when given to communication team and others.
Brand Communication Guidelines	Brand Communication team uses Brand guideline to control and evaluate the internal and external communication.
Brand Communication Consistency	Communication about Branding is regularly announced internally and externally to create consistent awareness and understanding.
Brand Communication Design Tools	Design tools such software and hardware are provided to Brand Communication Team to make sufficient communication.

**Part 3 : Evaluation Summary**

**From listing issues of Brand Audit in Part 2, each subject is evaluated with 5 ranks**

**Table 2.3** Evaluation Summary

<b>Rank</b>	<b>Evaluation</b>	<b>Analyze</b>	<b>Evidence</b>
0	None	No Practice	No Evidence
1	Ad Hoc/ Informal	Work done project by project, to support each project as individual.	Individual abilities
2	Partial	Part of the process but not the whole	Short term project
3	Formal	Whole process but not done continuously	Annual Reports, Official publications
4	Culturally - Embedded	Regularly continuous practice, starting from formulation implementation, evaluation and improvement.	Aim for long-term project and evaluate it accordingly.

#### Part 4: Evaluation

**Brand Audit can be evaluated by giving rank for each subject and providing evidence to support the results.**

**Table 2.4** Evaluation

Subject	Rank					Evidence
	0	1	2	3	4	
<b>Corporate Brand Capability</b>						
Corporate Brand Awareness			•			The organization is aware of building a corporate brand. The change of brand structure has been developed and applied by Holcim, the shareholder. In 2005 Siam City Cement represented as INSEE, but still kept the name of Siam City Cement.
Corporate Brand Values		•				"Strength. Performance. Passion." Corporate Brand Values are set as the requirement of the Holcim. Still people do not truly understand the definition or how to relate brand values to the organization. (Fig.2.9)
Corporate Brand Policy			•			Corporate Identity Manual (Fig.2.10)
Corporate Brand Program			•			3 Days Orientation Program for New employees. INSEE Development programs (SPP) (Fig.2.11)
Internal Corporate Brand Communication			•			Seminars, parades, emails, programs, SCCC Portal. INSEE Insight Newsletter. (Fig.2.12)
Corporate Brand Responsibility				•		SD roadmap, iamgreenheart campaign, green schools, building dams, green park, helping with natural disasters. (Fig.2.13)
Corporate Brand Investment			•			Invested Rebranding in 2005. Training programs, all visual elements and management following by Holcim requirement.
Corporate Brand Alliance				•		Holcim : Holcim Awards INSEE Police united FC Ayudhaya Alianz C.P. and Bank of Ayudhaya (Fig.2.14)

Corporate Brand Audit and Control			•			Brand equity index is measured every 2 years by AC Neilson. INSEE Engagement Survey is tested every 2 years. (Fig.2.15) NPS : Net Promoter Score
<b>Brand Strategy Capability</b>						
Brand Strategy		•				Discuss internally within the teams or committees to share the idea about brand strategy. Consult with Brand consultant or advertising agencies about the brand strategy.
Brand Strategy Awareness	•					No evidence
Brand Research Process		•				Data from research such Brand Equity Index has not been applied to use in Brand Strategy, only been used to see the current position of the brand in the market. (Fig.2.16)
Strategic Brand Planning Process			•			Agencies or project leaders propose Strategic Brand Planning according to the previous discussion to meet the direction of the objectives of the project.
Brand Communication Planning Process			•			Agencies or project leaders propose Communication Planning in details of timeline and tools. (fig.2.17)
Brand Strategy Evaluation Process	•					No evidence
<b>Brand Communication Capability</b>						
Brand Communication Team			•			In-House Brand Communication Team responsible for supporting Corporate Communication medias such signs, catalogs, magazines, PR news, websites and social media.
Brand Communication Research		•				Brand equity index, NPS, INSEE engagement survey. But not focus on the Brand Communication media if they are or are not effective.
Brand Analysis Methods	•					No evidence

Brand Communication channels			•		Internal: email, sccc portal, INSEE Insight magazine, posters External: Website, Websales, social medias such Facebook, Twitter, YouTube , INSEE Insight Show, Koo Bann Magazine. (fig.2.18) <a href="http://www.facebook.com/INSEEGroup">www.facebook.com/INSEEGroup</a> <a href="http://www.youtube.com/INSEEGroup">www.youtube.com/INSEEGroup</a>
Supportive Resource for Brand communication			•		Receiving requested magazines and communication supplies regularly. The organization provides no course related to brand communication but outside seminars or programs are welcome.
Brand Communication knowledge Development		•			SPP and other developing programs are provided depending on self- development.
Brand Communication brief		•			Brand communication brief usually is a discussion between the project leader and designer or brand communication team and freelancers. There is no guideline.
Brand Communication Guidelines		•			Only the CI is concerned.
Brand Communication Consistency		•			Brand communication has not been communicated regularly especially for external communication, TV commercial
Brand Communication Design Tools			•		There are sharing design tools such cameras, lighting box, cutting boards, stationaries, etc. Each member owns a laptop with different programs installed. Some softwares are not updated to the latest versions. Some programs are not installed because of no license.

## Brand Audit Evidence

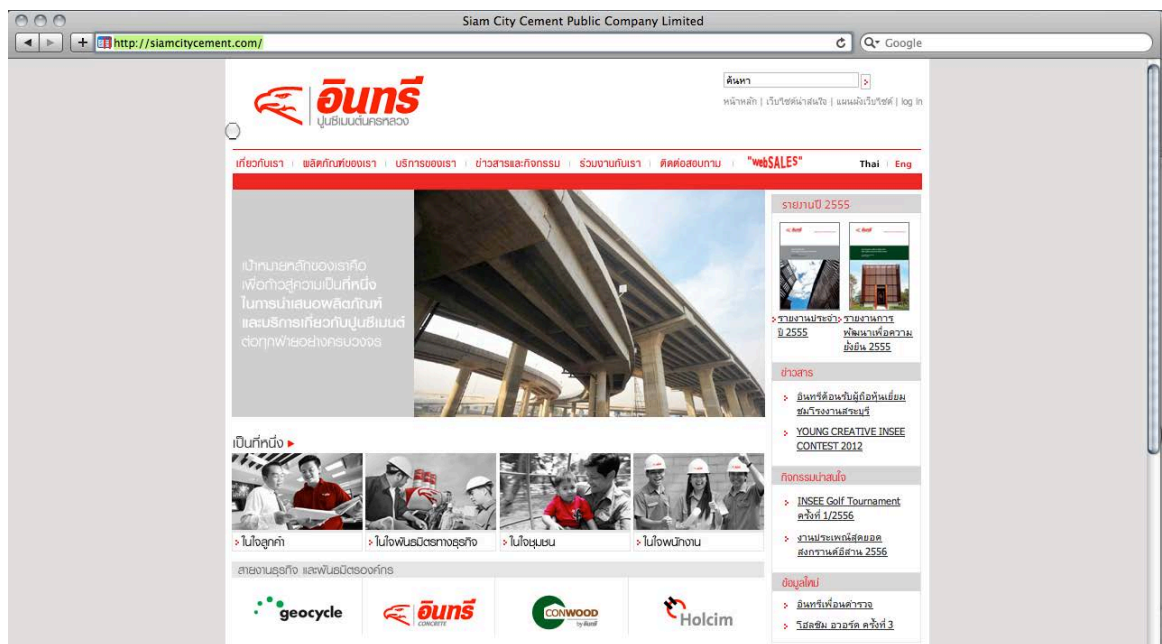
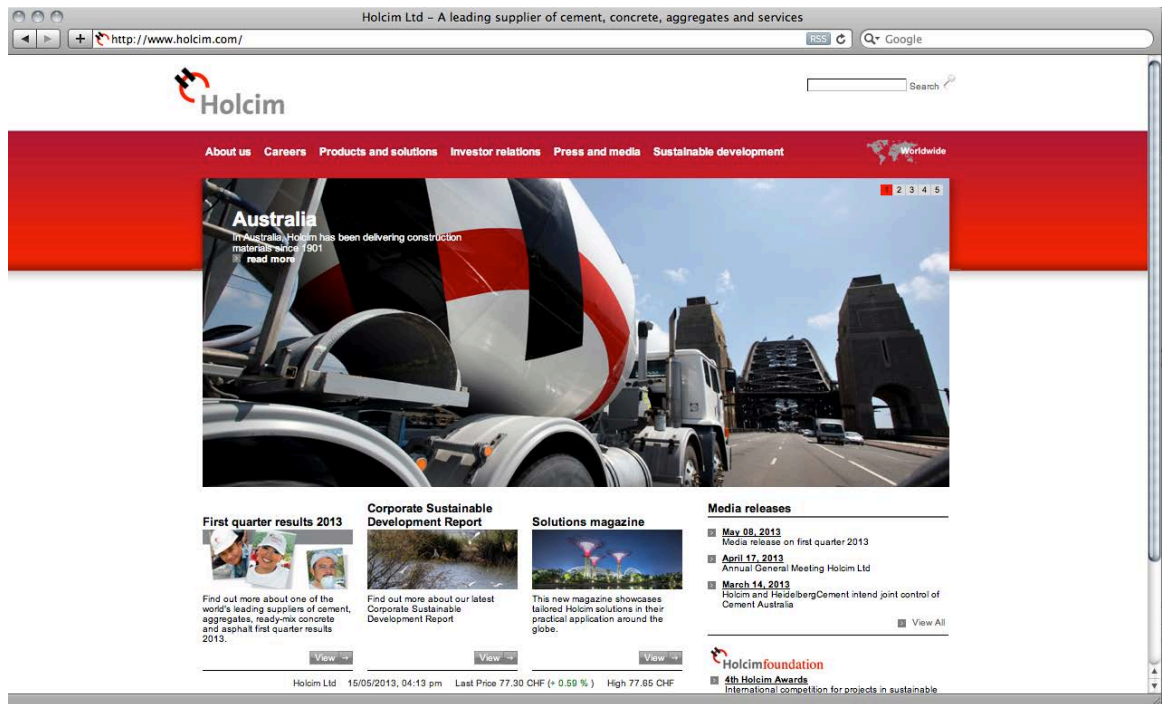


Figure 2.9 Corporate Brand Value



Figure 2.10 Corporate Brand Policy

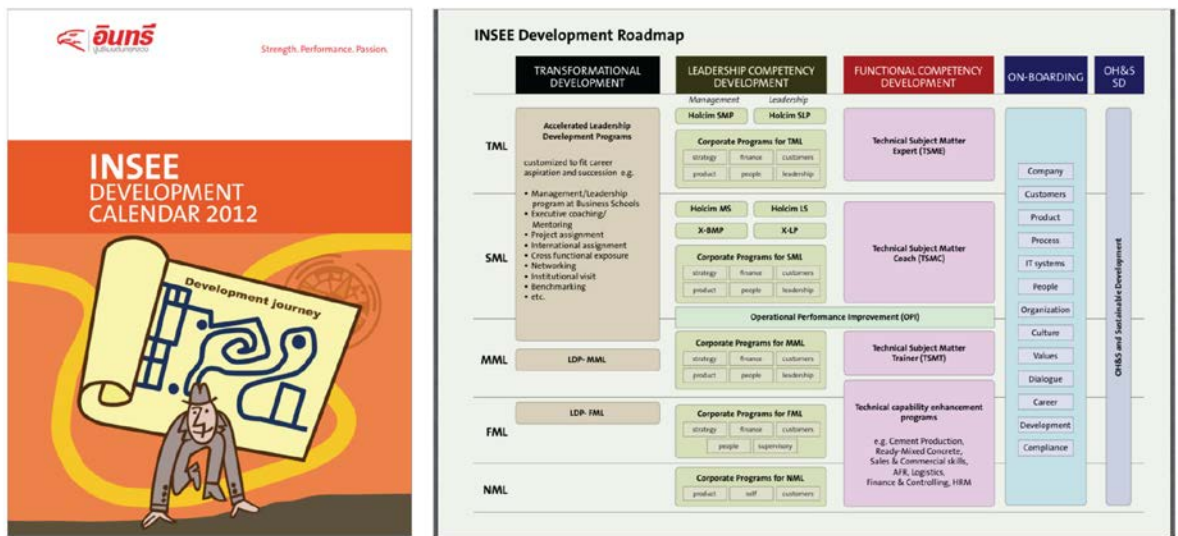


Figure 2.11 Corporate Brand Program



**Figure 2.12** Internal Corporate Brand Communication



**Figure 2.13** Corporate Brand Responsibility

■ Allianz Junior Football Camp Press Conference

Siam City Cement PLC., Bank of Ayudhya Pcl. and Ayudhya Allianz C.P. Life PCL. are joining forces to support the country's football as official sponsors of INSEE Police United FC. Together, they are launching the 'Allianz Junior Football Camp' in search of talented 14-16 year olds football players seeking a once-in-a-lifetime chance to develop their football skills with the official coaches of the world-famous FC Bayern Munich. The campaign aims to provide an opportunity for young Thais to practice their skills with a world-class football team. This demonstrates the commitment to social corporate responsibility underlying the concept of "Knowledge Contribution to Thai Children" which creates a better society.



Figure 2.14 Corporate Brand Alliance

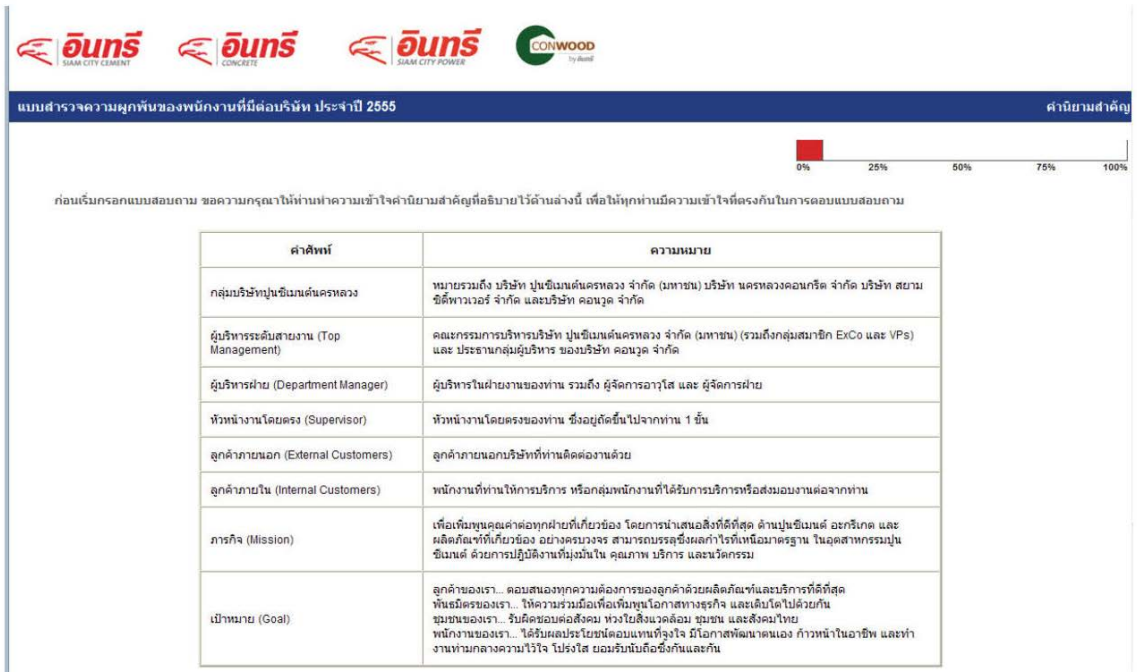


Figure 2.15 Corporate Brand Audit and Control

Brand Research Process

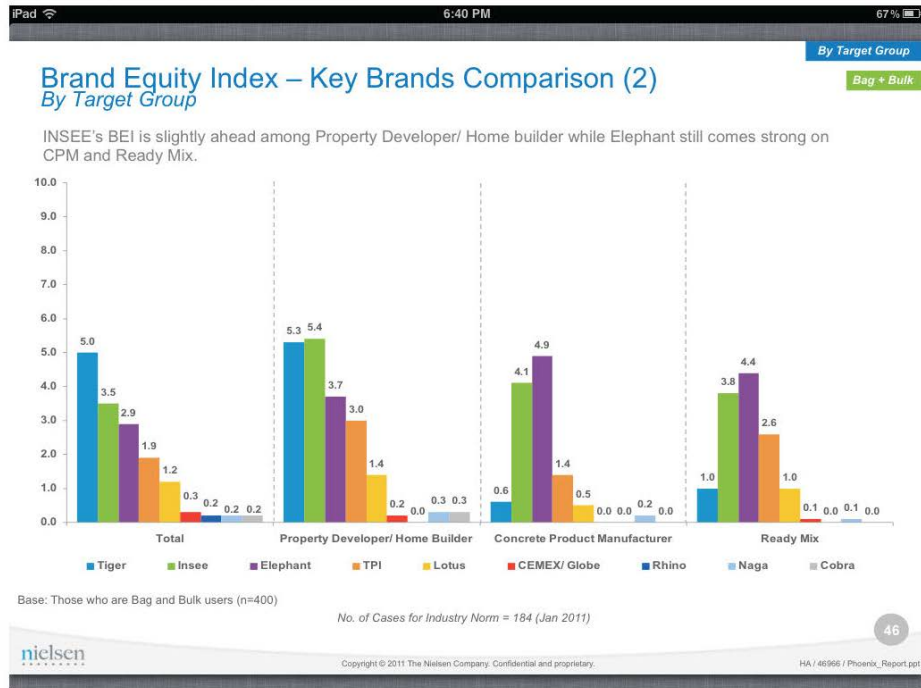


Figure 2.16 Brand Strategy Capability



Figure 2.17 Brand Communication Planning Process

The screenshot displays the YouTube channel page for INSEEGroup. The browser address bar shows the URL <http://www.youtube.com/inseegroup>. The channel name is "INSEEGroup's Channel" with a "Subscribed" button. The main video player shows a scene with two individuals seated at a table, with a backdrop featuring the "INSEE Insight" logo and other brand logos like "goocycle" and "อินทร์". The video title is "INSEE Insight ฟันฟูหลังน้ำลดกับปุนอันธ์" and it has 12 views as of Feb 14, 2012. The channel page includes a navigation bar with "All", "Uploads", and "Playlists" tabs. A sidebar on the right lists recent uploads, including "ฟันฟูหลังน้ำลดกับปุนอันธ์" (13 views), "INSEE Insight ร่วมฟันฟูหลังน้ำลด" (7 views), "INSEE Insight ฟันฟูหลังน้ำลดกับปุนอันธ์" (12 views), "Mae Mai Nak Borihan (46)", "แผนัมภ์บริหาร - Net Promoter Scores" (6 views), "เคล็ดลับสู่เปลี่ยนตัวเองฉบับใหม่" (6 views), and "แผนัมภ์บริหาร ตอน 6 จิตสำนึก" (24 views). A "see all" link is provided for the uploads list. At the bottom of the browser window, an error message reads: "One error in opening the page. For more information, choose Window > Activity."

Figure 2.18 Brand Communication Channels

## 2.7 Collaboration & Communication Research

With the aim of analyzing the current situation of the ineffective communication, a workshop was arranged with a smaller group of business and IT stakeholders within the Holcim Group. Based on the outcomes from the workshop, a survey was sent out to 110 representatives in the whole Holcim Group. The results from these two activities are the basis for a qualitative engagement of business users via workshops in several group companies across all regions. All outcomes will be aggregated and later provide further detailed input for the business requirements of the collaboration and communication proposal to the ExCo in spring 2012.

**Table 2.5** The critical Collaboration and Communication Research

		1	2	3	4	5	6	7	8	9	10
A	Desktop & Mobile Access	Access outside Holcim	Multi Lingual	Web-Access & Mobile Specific Applications	Device independent Web Front-End						
B	Portal	Local Intranets	Single Sign-On	Home Page Personalization	Corporate Content on Home Page	User Access Control	Business Applications	Organization Description (Org Charts)	Offline Editing for Collaboration	Services based on current Location	Task List
C	Collaboration	Offline Editing for Documents & Emails	Push Information	Team Spaces	Document Sharing	Communities (Circles)	Team spaces with External Suppliers	Suggestions / Discovery	Document Statistics	Co-Authoring	Wiki
D	Communication	News and Announcements	Mail Integration	Unified Communication	Real Time Presence	News for non-IT users	Video Conferencing	Internal Poll	Newsletter		
E	Social Networking	User Profiles	Interactions on content	Personal & Group Blogs	Social Tagging	Idea Management	Personalization of User Profiles				
F	ECM	Content Approval	Site / Page Management	News Publishing	Role-based Access Permission	Versioning, Check in/out	Statistics	Document Management	Content Retention & Archiving	Content Aggregation	
G	Search	Expert Search	Portal Structure	Search Result Ranking	Document Preview on Mobile	Advanced Search	Save Search Topics				
		Critical	High	Medium	Low						

## 2.7.1 Desktop & Mobile Access

**Table 2.6** Desktop and Mobile Access

ID	Title	Description	Priority
A1	Access outside Holcim offices	Platform should be accessible outside the Holcim boundaries, e.g. cafes, home computers; given the user has the appropriate credentials	Critical
A2	Multi Lingual	The user interface should be accessible in multiple languages; Holcim has to decide the set of languages to support and also if collaboration and interactions should also be allowed in multiple language; multi alphabet support is also required	Critical
A3	Web-access & mobile specific applications	Generally all content and functionality shall be accessible over mobile using web technology. Bandwidth should be optimized and document presentation should automatically be adapted to mobile devices. The focus is reading, but writing and notes taking should be possible. The following functionalities should be supported over the mobile channel: e-mail, micro-blogging, discussions, news stream, Search, people profiles, instant messaging, video conferencing. The platform should support access to backend data and functionality for such custom developed applications.	High
A4	Device independent web front-end	The platform should be device independent. The user should be able to access the platform from any kind of device: laptop, smartphone, tablet. There should be one common interface adapted to these devices. Access to “virtual office” shall be possible from any device, e.g. home computer. Furthermore email, Intranet, people info, out-of-office, voice mail, etc. should be available.	Medium

## 2.7.2 Portal

**Table 2.7** Portal

ID	Title	Description	Priority
B1	Local Intranets	Local (OpCos) portals should be integrated into the whole platform and should be displayed to the users based on their profiles	Critical
B2	Single Sign-on	One login and one password for the whole platform, SSO to all other applications accessed through the platform; integration with Windows password	Critical
B3	Home Page Personalization	Every user has a portal home page, which he can partially configure; based on selected roles, groups, topics (common interests), region, communities, departments, projects, teams, friends and group companies, etc. the users can personalize parts of the home page to their needs; users can also specify favorite documents to be listed on their portal page.	High
B4	Corporate Content on Home Page	On the home page, items will be mandatorily pushed to the user (top-down communication); this depends on the role, region, Group Company, department, location of the user; so, part of the home page is pre-defined corporate content (e.g. CEO messages)	High
B5	User Access Control	All Holcim users with an IT-account need to have access to the portal; associated companies should be given access, but must be restricted in a fine-granular way.	High
B6	Business Application	Local (OpCos) and Group-wide business applications should be integrated into the whole platform via links and Single Sign-On.	High
B7	Organization Description (Org Chart)	It should be possible to navigate through the organization charts of Holcim locally and also across the globe and find description of these functions and departments	High
B8	Offline Editing for Collaboration	The platform must offer offline capabilities for other collaboration capabilities such as team spaces and discussions; this is not only important for very mobile users in developed countries, but especially as well for users in remote plants in developing countries.	Low
B9	Services based on current location	The platform should offer capabilities to build location-based services, like security info, local offices, public transport, etc. This is even more relevant over the mobile channel. This is important for traveling employees which should be informed on local peculiarities and basic information.	Low
B10	Task List	Users should have access to their tasks and/or to-do lists on the portal home page.	Low

### 2.7.3 Collaboration

**Table 2.8** Collaboration

ID	Title	Description	Priority
C1	Offline Editing for Documents & E-Mail	Email and documents must be available online and offline and synchronization functionality must be available.	Critical
C2	Push Information	<p>The platform shall offer a powerful push mechanism. Any kind of content can be pushed to the user including corporate information (mandatory), individual subscriptions and updates from network/friends. Information is pushed to the home page or as notification via email or SMS.</p> <p>Users shall have a flexible mechanism to subscribe to topics of their interest. Subscriptions / alerts can be done against documents, folders, news channels, blogs, comments, discussions, profile changes (e.g. somebody moving to a new place/position), etc.</p>	Critical
C3	Team Spaces	<p>A team space is a group of related web pages where a team can work on projects, conduct meetings, and share information; basic functions are: milestones and tasks, discussions, information exchange, communication (video / desktop sharing), status of the project. Minimum governance should be applied with some basic defined rules. Creation of team spaces should be easy and instant based on a set of templates. The following possibilities are required: Group Sites, Team Sites, Personal (My) Site, Corporate Site. Access will be provided as defined in the access rights system. Resource can be managed to avoid proliferation and duplication of content and simplifies collaboration. Further, the lifecycle can be managed.</p>	Critical
C4	Document Sharing	<p>People want to share in order to get feedback, get visibility, leave a better legacy or hope to get something in return. The following requirements have been identified:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Simple workflow with minimum clicks to ease sharing of documents</li> <li><input type="checkbox"/> Sharing of documents, links, blog posts should be possible; it should be possible to share large files</li> <li><input type="checkbox"/> There should be one central repository where documents can be stored and accessed from any device</li> <li><input type="checkbox"/> Target audience should be definable. It should be possible to share with friends, team and community (if applicable)</li> </ul>	Critical

		<input type="checkbox"/> It should be possible to tag it for followers of topics. <input type="checkbox"/> Access rights on the document should be easy to manage <input type="checkbox"/> Approval status of the shared document should be clearly visible to the submitter (draft, final, published)	
C5	Communities (Circles)	<p>Ability to setup communities (circles) and groups of interest to which to associate membership of experts that interact through micro-blogging. This should foster the Holcim Corporate Glue.</p> <p>The communities should be created with a clear objective to create value for the company, team and the individual.</p> <p>An employee should be part of certain communities depending on his profile attributes such as his organizational role (e.g. IKM, PMA, etc.)</p> <p>Within each such community, it should be possible to share best practices, ask questions and discuss, receive suggestions, follow the community</p>	Critical
C6	Team Spaces with External Suppliers	Communities / Team spaces can be opened up for external suppliers. Platform should allow setting up communities that allow restricted access to suppliers during projects.	High
C7	Suggestion / Discovery	<p>Platform should allow discovery of best practices, relevant content and people within the organization.</p> <p>Platform should allow discovery of <b>experts</b> by suggesting the people with the expertise on topics of interest (existing in the user profile); user profiles should allow a field “Ask me about” to facilitate this.</p> <p>Platform should allow discovery of <b>content</b> based on the user’s interests and also semantic knowhow. It should also provide content based on the items that he has shared or marked as “Like”. These interactions and search behavior can then evolve into best practices; which can then be recommended to relevant people.</p>	High
C8	Document Statistics	Statistics should be displayed regarding: how many people have shared a document; with whom is the document shared; number of times the document has been viewed and downloaded	Medium
C9	Co-Authoring	It should be possible for multiple users to actively work on a single document instance; working together on parts of the same document eventually building up the document collaboratively	Medium
C10	Wiki	Platform should provide Wiki capabilities which can help to consolidate company	Low

		information or discussions into a centralized, easy-to-manage repository. Note: Wikis could also be an alternative to traditional documents	
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## 2.7.4 Communication

**Table 2.9** Communication

ID	Title	Description	Priority
D1	News and Announcements	Publishing and broadcasting of news and announcements like status and information to share with team members. Required are: <input type="checkbox"/> The tool defines a clear structure of the message <input type="checkbox"/> Single unified global news channel <input type="checkbox"/> In addition to the global scope, it should be possible to have news channels defined audience: country, segment, department and topic	Critical
D2	Mail Integration	Users should be able to view calendars and contact lists, and create and manage sites for editing documents and organizing meetings. Document libraries, discussion boards, calendars, and announcements are enabled to receive new postings via e-mail	Critical
D3	Unified Communication	All communication channels should be available at one place, i.e. e-mail, chat (instant messaging), video conferencing, screen sharing, phone	Critical
D4	Real-time Presence	Presence status to indicate everywhere in the system if a person is online and available and provides direct link to make connections effortless; beside the availability the location status is available. People want to share where they are; and they want to know where others in their team / community are	High
D5	News for Non-IT Users	News and announcements need to be delivered to non-IT users. The content should be similar as for IT users; though, the distribution channel is different: the messages can be delivered through Kiosks (which have been established in a few locations) or mobile devices in an appropriate format.	High
D6	Video Conferencing	Video conferencing capabilities should be integrated into the platform; person-to-person and team conferences should both be supported	High
D7	Internal Poll	It should be possible to set up polls on the platform, similar to the online Doodle tool or the Qualtrics survey tool	Medium
D8	Newsletter	Newsletters are a traditional way to deliver	Medium

		common information to target users or subscribers via e-mail, which does not require access to the portal. There should be the possibility to publish monthly, quarterly and yearly newsletters to a targeted audience	
--	--	--	--

## 2.7.5 Social Networking

**Table 2.10** Social Networking

ID	Title	Description	Priority
E1	User Profiles	<p>The platform needs to contain the profile of all people accessing it, which contains rich information about employees. This makes finding the right people and subject matter experts across the company much easier.</p> <p>The profile data should be automatically updated by other appropriate master information systems. In particular, the Identity Access Management (IAM) solution will act as the master of identity data and should replicate its data to the C&amp;C User profile.</p> <p>This profile should contain information such as</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Personal CV Start Date in organization.</li> <li><input type="checkbox"/> Role&amp;Function, Supervisor, Assistant</li> <li><input type="checkbox"/> Contact information (email, phone)</li> <li><input type="checkbox"/> Area of interests, core competencies</li> <li><input type="checkbox"/> Topics, expertise; others can approach the user according to these</li> <li><input type="checkbox"/> Previous initiatives, projects that the user has been part</li> <li><input type="checkbox"/> Subscriptions</li> <li><input type="checkbox"/> Friends or contacts</li> <li><input type="checkbox"/> Status</li> </ul> <p>People can also set their status information associated to their profile to let others know where they are or what they are doing.</p> <p>Profiles should also be linked with the shared documents, discussions and interactions that the user has been part of (via posts or comments).</p>	Critical
E2	Interactions on Content	<p>Users have the possibility to interact with any type of asset on the platform (documents, posts, profile); it should be possible to like / vote, comment and share these assets</p>	High
E4	Personal & Group Blogs	<p>A blog is a Web site that enables to</p>	High

		<p>quickly share ideas and information. Blogs contain posts (text, links, photos, etc.) that are listed in reverse chronological order and can be commented by others. This is seen as an essential channel which encourages free opinion sharing and is a great tool to engage colleagues and employees.</p> <p><input type="checkbox"/> Management and subject matter experts can setup</p> <p><input type="checkbox"/> The target users should be able to comment on blogs to engage in discussions</p> <p><input type="checkbox"/> Success stories could be published via a blog.</p>	
E3	Social Tagging	Enable the users to identify and assign the most appropriate tags based on a central taxonomy and allowing free tags	Medium
E5	Idea Management	<p>There should be the possibility to provide ideas for a certain event or an initiative via the new platform. It should be possible to</p> <p><input type="checkbox"/> Run a dedicated campaign to gather ideas</p> <p><input type="checkbox"/> Rate the idea and provide comments</p> <p><input type="checkbox"/> View the status of a specific idea</p>	Medium
E6	Personalization or User Profiles	User should be able to personalize their profile with additional fields	Low

## 2.7.6 Enterprise Content Management (ECM)

**Table 2.11** Enterprise Content Management

ID	Title	Description	Priority
F1	Content Approval	Published content can be requested to go through an approval workflow; this should be kept very simple	Critical
F2	Site / Page Management	<p><input type="checkbox"/> Sites contain a structured navigation</p> <p><input type="checkbox"/> Pages are published in a distributed manner; self-governed and simple to operate</p> <p><input type="checkbox"/> Pages are searchable and taggable</p> <p><input type="checkbox"/> Pages can contain multi-media</p>	Critical
F3	News Publishing	<p><input type="checkbox"/> News can be generated in a collaborative way; published in a distributed manner</p> <p><input type="checkbox"/> News can be targeted, i.e. distributed based on roles, functions and organization</p> <p><input type="checkbox"/> News is searchable</p>	Critical
F4	Role-based access permission	Retrieval of content has to be based on access rights	Critical
F5	Versioning & Check-in/ out	Content authoring should be simplified. Version history of documents is required	Critical

		for easy access to older versions. Check-in and Check-out ensures documents are not modified simultaneously	
F6	Statistics	Statistics on access and usage of all content items should be gathered	High
F7/ F9/ F12	Document Management	Documents are stored just one time on the platform. Versions, check-in/check-out, offline editing and synchronizing is available. Content can be tagged by using a predefined taxonomy and free tags. The user is presented recommendations for tags. The system suggests tags automatically based on the context (e.g. of where it is stored, by whom). The user can also indicate the status of a document (draft, final, published, etc.) with an easy interface	High
F8/ F10	Content Retention & Archiving	The system should be able to archive certain type of documents automatically/ manually based on internal policies and compliance laws; some documents require a special archive infrastructure. Further, the platform has to allow for system-wide automated deletion of content and/or notifications of owners based on configurable criteria	High
F11	Content Aggregation	Content can be aggregated based on metadata like profile, current task, team and/or location. Aggregated content can be used for a bottom-up newsfeed	Low

## 2.7.7 Search

**Table 2.12** Search

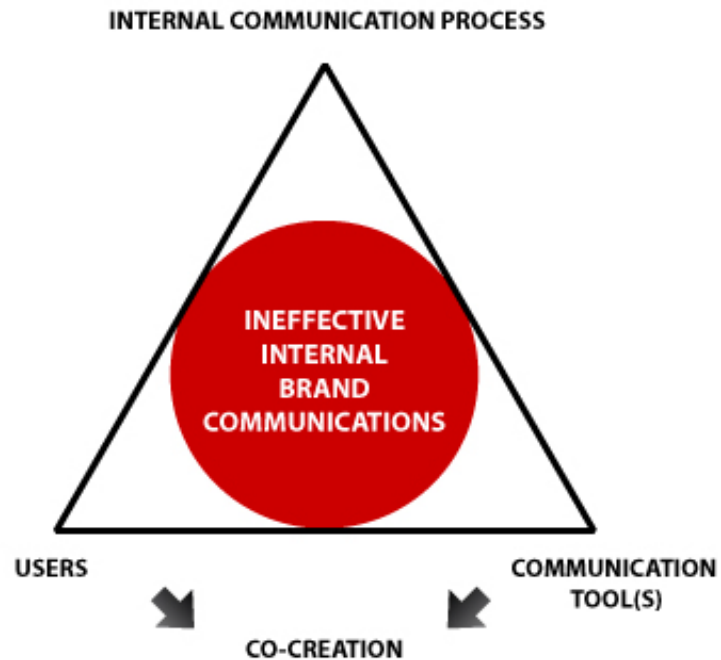
ID	Title	Description	Priority
G1	Expert Search	Search should support finding the experts for a topic	Critical
G2	Portal Structure	Despite the need of a strong search there is also the need for good portal structure. Users don't want to search for everything; they want as well to have well-defined paths to get to information. Structure information shall be incorporated into search ranking	Critical
G3	Search Result Ranking	Users should have the capability to change the ranking order (latest, most popular, best fit). Administrators should have the capability to tweak the ranking order and to fine-tune the search ranking (e.g. through	High

		taxonomies). The search result ranking could optionally be influenced by the user's extended profile (communities he belongs, ratings, comments, etc.)	
G4	Document Preview on Mobile	The search functionality for mobile devices should provide a preview of found documents	Medium
G6	Advanced Search	The search provides advanced possibilities to filter search results	Medium
G5	Save Search	The user shall have the possibility to save a search he typed in for future reuse. This saved search can as well be used to send the related search results periodically to the user	Medium

## CHAPTER 3 RESEARCH METHODOLOGY

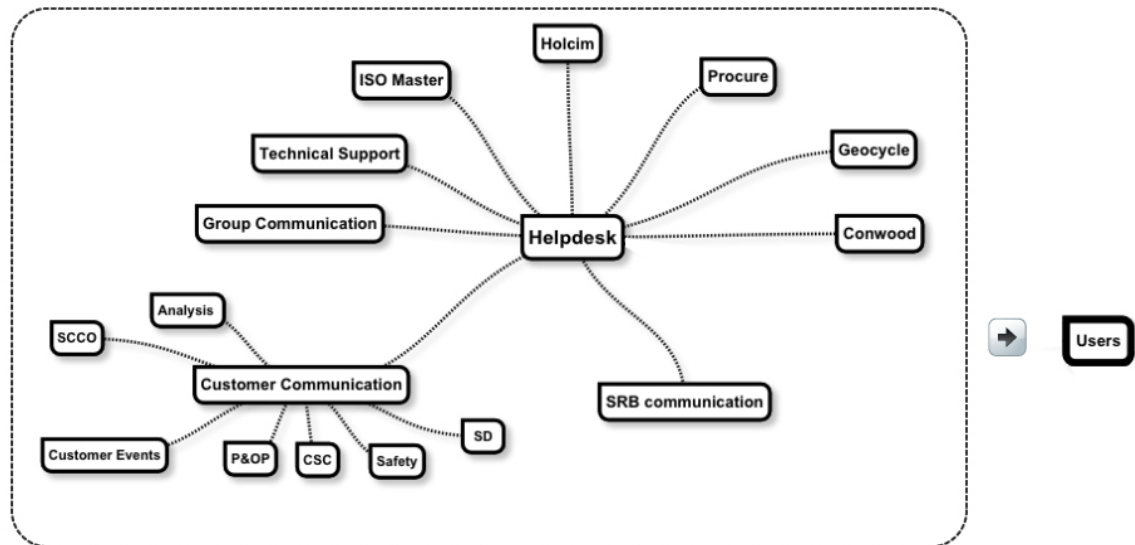
To understand the problems and to improve the ineffective internal communication at SCCC, there are four research methods being used to find the problems and solutions as follows:

1. Internal Communication Process
2. Users
3. Communication Tool(s)
4. Co-Creation



**Figure 3.1** Research Method

### 3.1 Analysis the current Online Internal Communication



**Figure 3.2** Current Online Internal Communications on LTNs

A group discussion is called for the process of Internal Communication. The process of creating the online internal communication is the key to effective communications while the unconstructive process can lead to a failure of communication. From the studies, the current online internal communication process is focusing on the senders. Each department can create their own message and announcement by simply sending to Helpdesk, which is the Intelligent Technology Support Department that sends the announcement to all users in the organization. Customer Communication Department is responsible for supporting the design or creating the templates for all departments. With many numbers of senders, the receivers are experiencing overloaded communication and creating many more problems occur as follows:

### 3.2 User Insight Survey

This survey was given to 20 employees at SCCC to evaluate internal brand communications communicated via digital and online channels. Employees who were assigned to do this survey were from various levels and departments. Their ranged ages between 24-50 years old for both males and females. There are 10 questions concerning about internal communications at SCCC as shown below:

<b>INTEGRATED DIGITAL LITERACY &amp; INTERNAL BRAND COMMUNICATION SURVEY</b>	Name: Position: Department: Sex:
--	---

1. You have currently owned these digital devices...

IBM laptop/Desktop       Phone.....       Tablet.....

2. Are you aware that your organization has a digital/online internal communication?

Yes  No

If yes, which digital/online internal communication tool do you use to receive communication?

Please give a score of 00-5

00 = never heard about this communication tool

0 = know about the tool but never use

1 = use it once and never use it again

2 = use it when somebody mentions

3 = use it once a week

4 = use it 2-3 times a week

5 = use it almost everyday

\_\_\_ Lotus Notes Announcement Email      \_\_\_ Holcim Portal      \_\_\_ Chatter

\_\_\_ iShare      \_\_\_ Facebook INSEEGroup      \_\_\_ Youtube INSEEGroup

\_\_\_ SMS      \_\_\_ Desktop Wallpaper

3. What is the reason of using the tool you selected with the highest score?

Convenience       No choice    Forced to do so       Like the applications

Easy to use       Design       Fast

Other comments:.....

4. Do you think the current the digital/online internal communications and tools are effective?

Yes, they are fast, easy and convenient to receive information

Yes, they are well organized and easy to understand

No, the contents are hard to understand and not easy to read

No, too many ways to receive communication

No, over communication

Other comments:.....

5. What do you do when receiving an internal communication email on Lotus Notes? (Can click more than 1 answer)

Click to open right the way

Delete

Keep it in your mailbox and delete them later

Talk to your colleges about the announcements you read or receive

Respond to the senders when they ask for your opinion or engagement

Other comments:.....

6. What do you think of digital/online internal communication in our organization?

Useful communication       Too much communication       Loss of communication

Confusing communication    Too serious communication    Boring communication

Other comments:.....

7. Do you think internal communication is important to you and your work?

Yes, to receive all the information about the company

- Yes, to know about the activities and news from different functions
- Yes, to understand any updates related to work or benefits
- No, doesn't relate to my work and I can work fine with out internal communication
- No, some communications are not helpful and wasting time to read

Other comments:.....

8. What do you think about the communications that involve giving prizes or awards?

- Like
- Like, join sometimes because there's a chance of winning and creating a fun environment at work
- Doesn't like
- Doesn't like, feel like this is not a place to play game.

Other comments:.....

9. What kind of internal communication you would be interested? What categories?

- HR/ Internal Jobs                       Events / Activities                       P&OP/ Development Programs
- Safety     Group Communications / Corporate news
- Holcim news                                       CSR activities

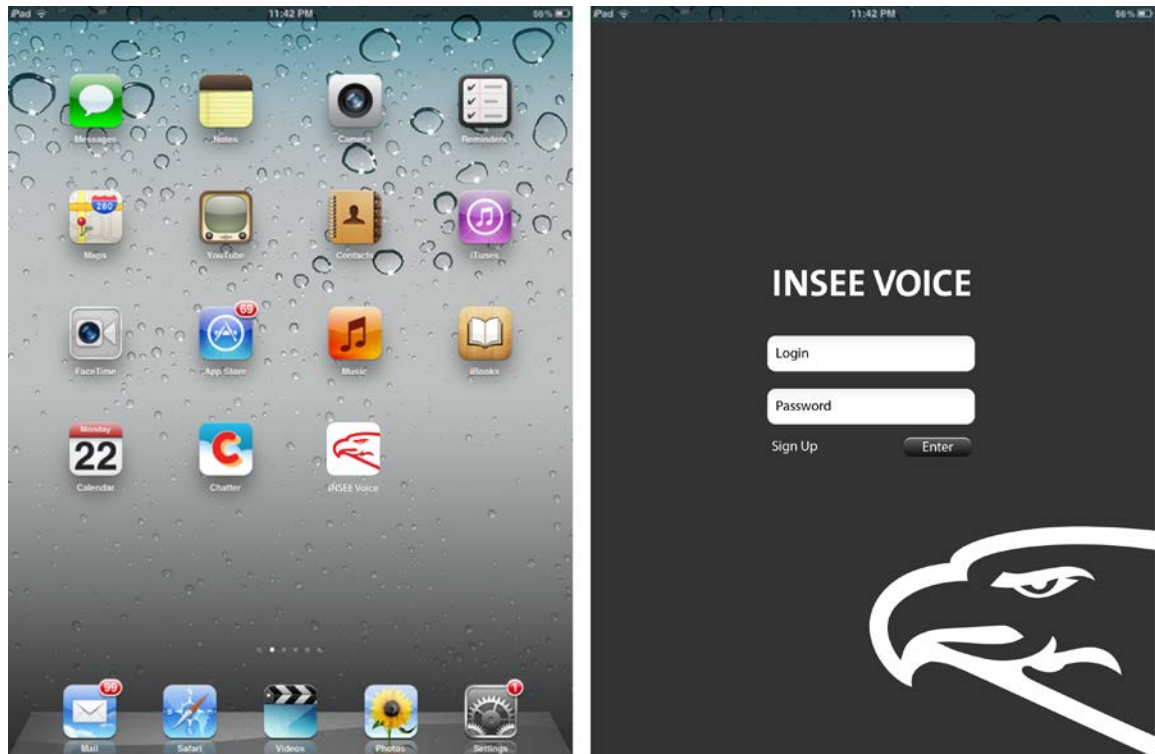
Other comments:.....

10. Any other comment about digital/online internal communications

.....

### 3.3 Application Prototype

After the process and users were analysed, the next step was the part of the internal communication tool. Figure 3.3 is the first interface mockup of the application on the iPad. The application is a sample of how the application functions. The name is “INSEE Voice” as the concept of giving the space for employees to express their thought and show their voice as the brand’s embassy. The application should be operated on mobile and desktop platform.



**Figure 3.3** First Application Prototype

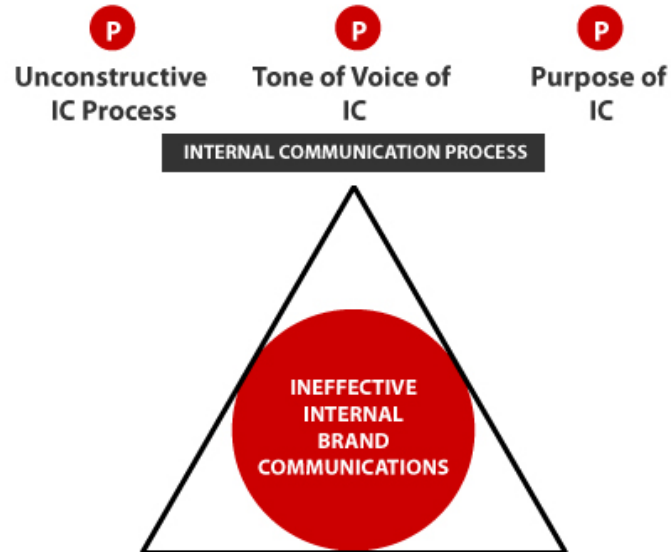
### **3.4 Co-Creation**

Co-Creation is a method that let users such as the same group of employees who have done the survey to test the application prototype. Users can try and give feedback to the creator to improve the prototype. This step tests how well users could understand the functions and features without any instructions. Also the creator can see the reactions of users and learn from the mistakes and errors. It is a very important step because whatever the users experience on the prototype has the effect on how the final application would function.

## CHAPTER 4 PROCEDURE

### 4.1 Internal Communication Process

#### 4.1.1 Finding problems of the process



**Figure 4.1** Problems from Internal Communication Process

The problems were generated from the current IC process:

#### **1. Unconstructive Internal Communication Process**

The current internal communication process creates redundant systems of communications, which also brings confusion to senders and receivers. There are no clarified regulations or policies about creating internal communication such as how to select the information or news to be announced, how often, and who to be responsible for making IC.

#### **2. Tone of Voice of Internal Brand Communication**

With the current internal communication process, every department can write its own content and does not require the recheck of the content, and the message

communicates with the different tones of voice. In fact, internal communication should deliver the same tone of voice because each message is a part of the communications within the organization.

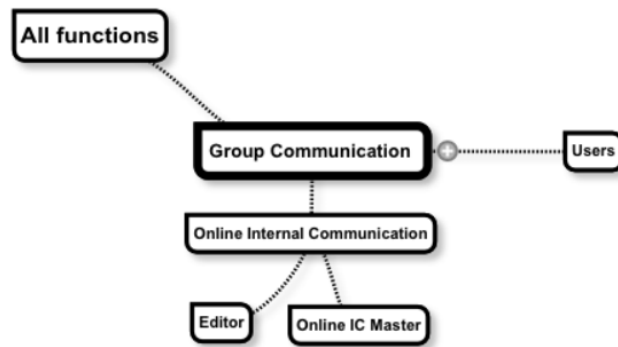
### 3. Purpose of Internal Communication

The purpose of having internal communication in the organization is “Everything that is communicated inside an organization, for the purposes of fulfilling that organization’s raison d’etre (reason for being) is Internal Communication.”

#### 4.1.2 Suggestion



**Figure 4.2** Suggestions for Internal Communication Process



**Figure 4.3** Re-Construction the Internal Communication Process

There are 3 solutions to solve these issues:

### **1. Create a new Internal Communication Process**

Having an organized structure of Internal Communication can make a real difference on how effective the users will receive the information. Instead of having all the departments sending out their own announcements without regulations, the suggestion is to have group communications department as a center of internal communication, with only one department as a controller able to make the communication easier to the senders and the receivers. This process can prevent confusion from the senders and control the incoming and outgoing communications in the organization.

### **2. Set up an Internal Communication team**

Internal communication team's responsibility is to manage and control all internal communications, starting from selecting the contents, designing the announcements and to sending to receivers. Also it is their job to control the flow of every announcement and how many announcements should be sent out each day or week.

### **3. Set up a regulations on Internal Communication**

Regulations are required in terms of setting standard rules of internal communication.

Internal communication is not a channel to send update reports of each department.

Information of the announcement has to have the purpose otherwise there is no point to be announced.

## 4.2 Users

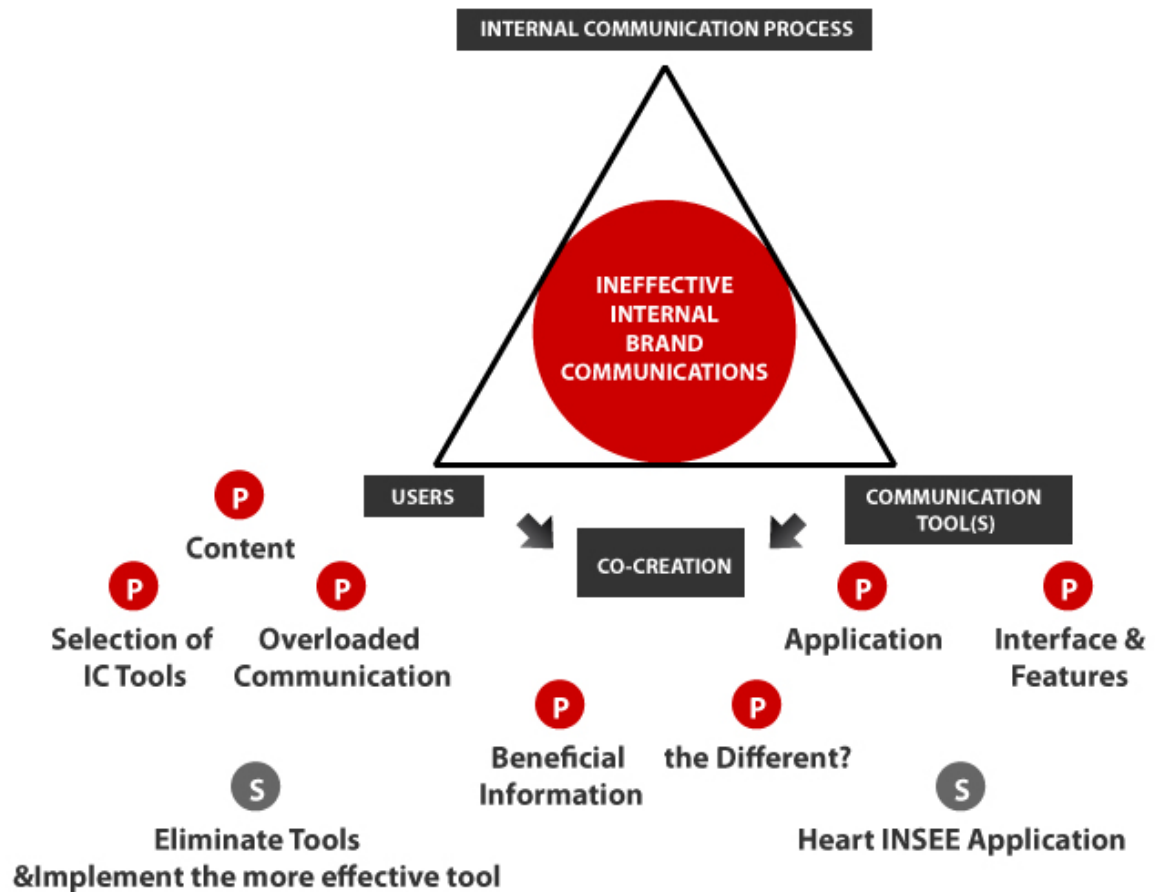
### 4.2.1 Finding the problems of the users

The first question is to give a score of each digital internal communication tool by choosing from how much they use the tool. The result is Lotus Notes announcement, which is in the highest rank, compared to the other tools.

**Table 4.1** Uses Scores

Online Internal Communication Tools	Uses Scores
Lotus Notes Announcement (Email)	5
Holcim Portal	2
Chatter	1
iShare	0
Facebook/INSEEGroup	3
Youtube/INSEEGroup	2
SMS	3
Desktop Wallpaper	4

The rest of the questions in this user survey are what they think about the current digital/online internal communication in the organization, what they do when they receive internal communication, whether they think online internal communication is effective in terms of delivering information, what they think of the type of the internal communication that involve giving prizes, all of which can be summarized as problems as follows:



**Figure 4.4** Problems and suggestions for Users, Communication Tool(s) and Co-Creation

### 1. Selection of Internal Communication Tools

Even though there are many digital/online Internal Communication tools, the users tend to use LTNs as their main channel. Although LTNs is the quick and easy channel to get message of internal communication, yet the users have experienced of being forced to receive information. The reflection of being forced is that people deny using the tools.

### 2. Overloaded Communication

For the users, they feel that the online/digital internal communication is over communicated. By receiving too much incoming announcements everyday, the result is

users start to ignore communication, leading to of communication. It becomes a routine to not try to understand about any other internal communications.

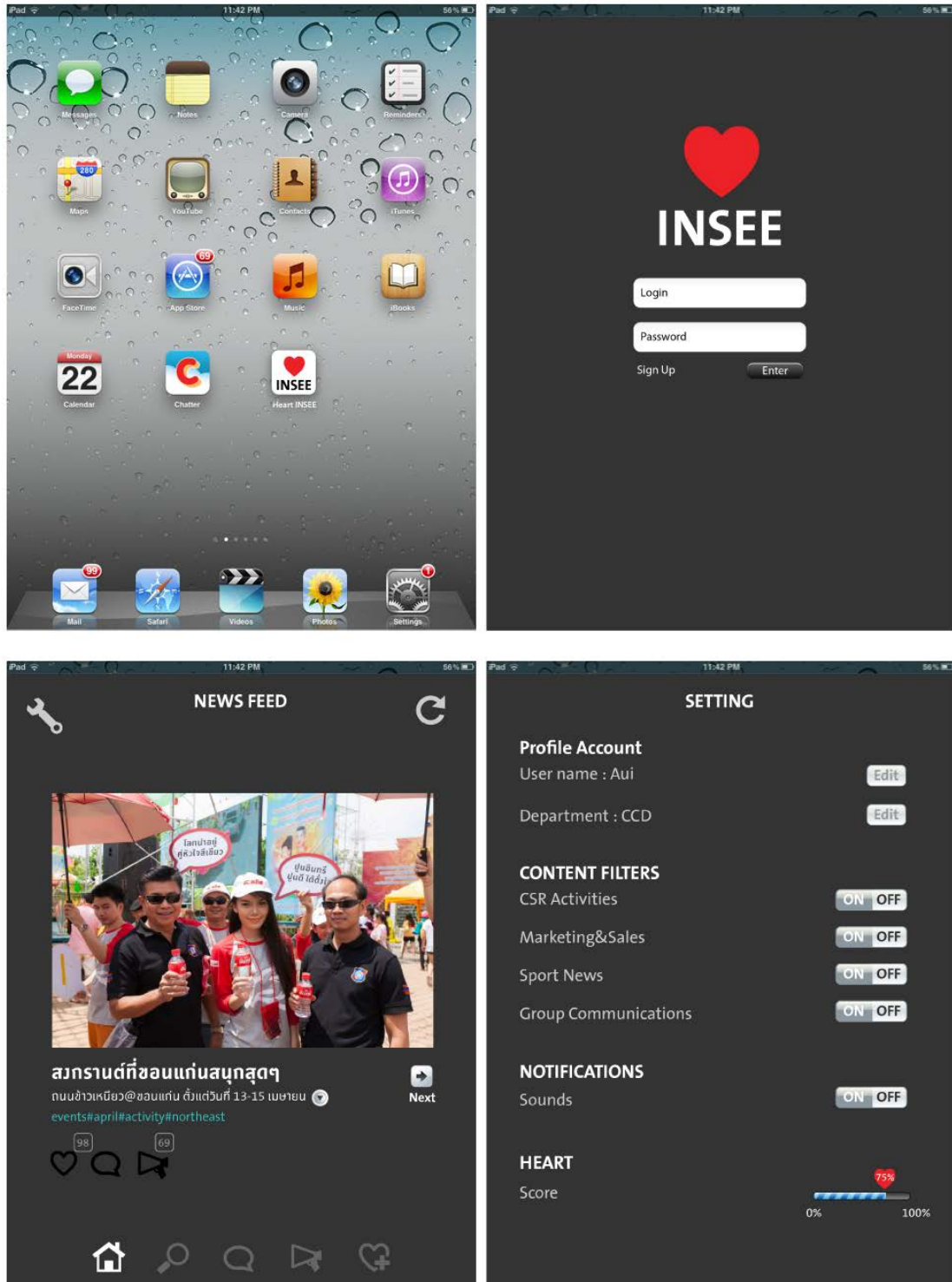
### **3. Content**

The content is often written in the formal format with heavy information. For the readers, massive amount of text can be really unpleasant to read. The use of language is very important since there are two languages used in the announcements: Thai and English. The announcements sometimes have only the English version but almost 60 percent of the users cannot understand English.

#### **4.2.2 Suggestion**

The suggestion is to eliminate current internal communications tools that are not used properly. Changing the internal communication process slowly can generate a new way of communicating in the organization. by adapting to a new tool such as an application.

## 4.3 Application Prototype



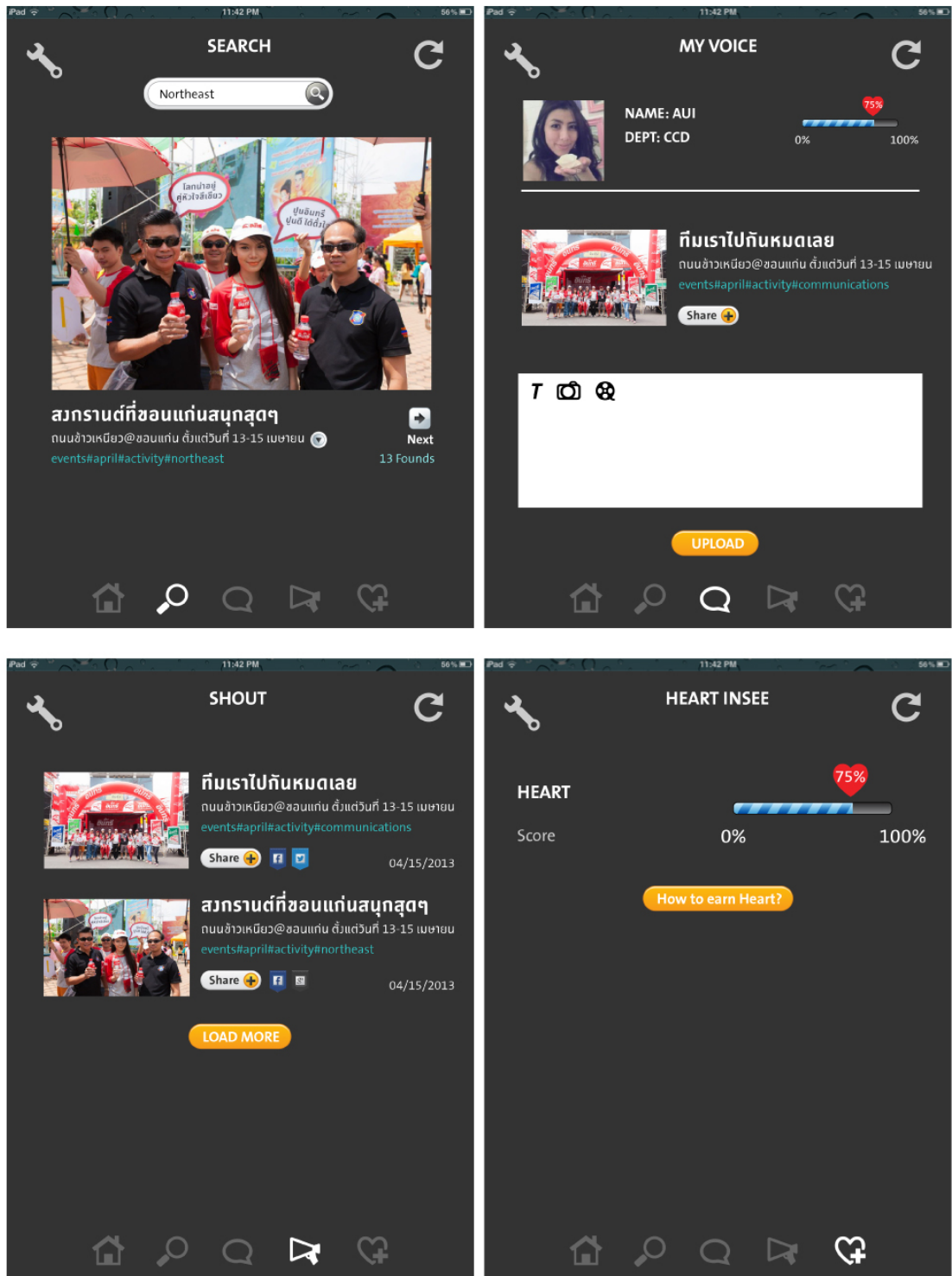


Figure 4.5 Application Prototype Design

### **4.3.1 “Heart INSEE” Application**

An application called “Heart INSEE” connects to people in the organization to gain and interact with communication. Heart INSEE Application is generated from the research of users insights at SCCC, based on their needs and uses of digital communication tool. The application is designed to serve users’ lifestyles and behavior when the research found the changes of ability in receiving internal communications. To enrich and enhance the interaction with the users with the internal brand communication, the application is created because users seek to avoid the existing communication tools. The behavior comes from the ineffective communication inside the organization. Although digital communication tool is the best channel for the users, an application is a solution to seek their attention and involvement.

Heart INSEE is an application that allows users to receive quick internal communications news via visual images with less content. Users can easily share the news to their social networks by their own choice of selection. They can also build their own page of profile. Search engine becomes easier with the tagging functions. What makes this application different from other applications is the application is made for users or employees of SCCC. Every action or activity that users do can add up heart scores to users’ profile. These scores show the engagement of users and the application. The result of using this application is to make users feel welcome to receive the news from the company through application. They can have fun using this application and share the activities and news with their circle of friends. It is the reward to receive heart scores from using this application.

Features:

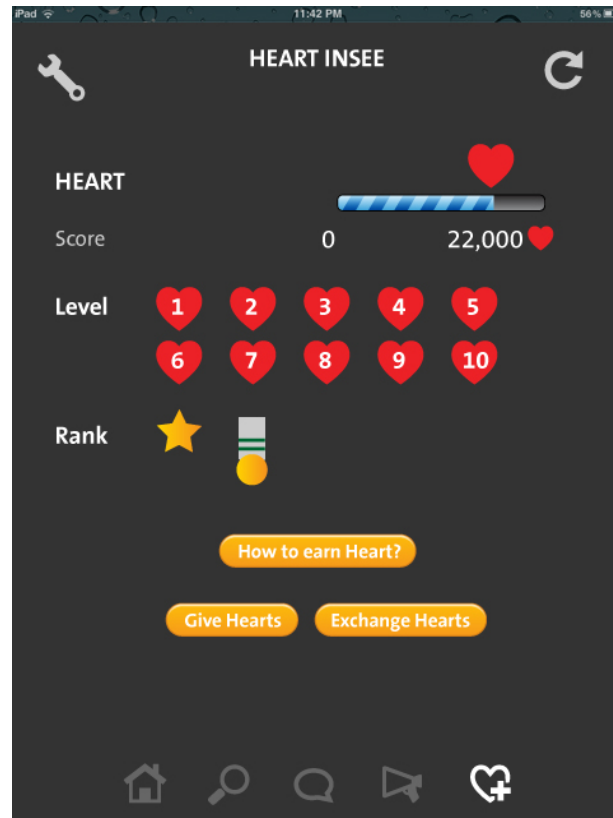
- Build the relationship between brand and employees via IC
- Filter feature and select their preference contents
- Maintain the quick IC but use the visual communication instead of heavy content
- Have tagging system with easy search function
- Send thoughts and comments through profile or comments
- Share any IC to preferred social media channels.
- Any actions made would increase hearts on status

#### **4.4.1 Co-Creation**

After users experience the application prototype, there are issues that occur during the experiment such as the kind of the benefit they would get by using this application. How to keep their motivation to use this application, and what is the difference between the existing tools being used in the organization.

#### **4.4.2 Suggestions**

The advantage of having the users get involved with making the application is to be able to understand their needs. Once the research can answer the questions and thoughts that users want, the application would function itself. Figure 4.6 illustrates the feedback from co-creation process. It suggests creating the motivation by involving the application with gaining heart level feature. This way, the users can keep scores and ranking as they use it, and the more they use, the more they can gain the heart score. The participation on the application can link to KPI as engaging with the company's work.



**Figure 4.6** Revised Application Design after Co-Creation

## CHAPTER 5 CONCLUSION

### 5.1 Summary

To be a successful organization, internal brand communication is essential to the business. Internal brand communication drives people to share the same values and employees are the brand ambassadors. Although the rapid growth of digital technologies makes communication today easier and faster, people do not have the same competency to understand and learn to use digital technologies. Some people may need time and practice while for other only take few minutes. Siam City Cement PLC (SCCC) is selected as a case study, the organization has taken internal brand communication seriously. But the problem is the current digital applications cannot make employees understand branding as the organization expected. In the other hand it creates ineffective brand communication and affects how employees feel toward the organization.

From the literacy review, internal brand communication has been promoted with a variety of digital applications. The main communication is via emails; from the survey employees feel the overloaded information through one-way communication. The problem creates issues as follows: (1) internal communication perception (2) perception of the organization (3) organizational culture (4) resistance of engagement (5) knowledge and self-development (6) working relationship and (7) working with no collaboration.

To find the solutions to solve ineffective internal brand communication, four research methods have been studied. 1).Internal Communication Process 2).Users 3).Communication Tool(s) and 4). Co-Creation. The first step is to explore and state the

problems of the current internal communication process. The second step is to collect information and insight need from user insight survey. The third step is to create the first draft application prototype based on the findings of the first two steps. The final step is co-creation, employees test an application prototype and give feed back to implement the application.

## **1. Internal Communication Process**

From the research show redundant and unorganized communication process. The content has undefined tone of voice and no purpose of communication. So the suggest solutions are as follows:

- **Create a new Internal Communication Process**

To prevent confusion from the senders and control the incoming and outgoing communication in the organization.

- **Set up an Internal Communication team**

Internal communication team is responsible for managing and controlling all the internal communication. They are the specialists in choosing and categorizing the type of contents.

- **Set up a regulations on Internal Communication**

Internal communication regulations and guidelines are required in terms of setting standard rules of internal communication.

## **2. Users**

From findings found that users or employees have negative feelings toward internal brand communication. They feel that they are being forced to receive information through a variety of communication tools and applications. The content is too long and formal, it is not interesting to read.

- **Eliminate tools and implement the more effective tool.**

Some of the current digital communication applications should be eliminated and implement a new application that can motivate user's experience.

## **3. Communication Tool(s)**

Based on the current communication tools or applications, users think the digital applications are not useful and the content from the existing communication applications is one-way communication. An application prototype is created to serve users' needs.

- **Heart INSEE Application**

Once some of the digital applications have been terminated, internal brand communication should be improved by replacing it with a new digital application. This application is a key to connect users to receive better internal communication via digital literacy. Heart INSEE Application is designed to create two-way communication and improve users' experiences. Users can receive information as their preferences because there is a feature that allows users to filter categories of content. The application also has a sharing feature, it allows users to work with collaboration by connecting with social media.

#### **4. Co-Creation**

This last method allows a group of users to test an application prototype. Users can share their comments to implement the application. In this case, users want to know if there is any benefit of using this application so suggested solution is to add a feature of Heart features. This feature creates to motivate users to share useful information and gain heart scores. This score can relate to users' KPI or a part of their working performance.

## **5.2 Further Study**

This research only focuses on a topic of Integrated Digital Literacy and Internal Brand Communication. For further study, there should be a study on people's behavior, ability and skill toward the digital literacy for leisure time is different from working time. Once understand the users, there would be a better chance to improve digital applications to serve users experience. Also digital application should increase working productivity, collaboration and creativity at work by using integrated digital literacy.

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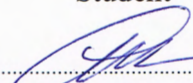
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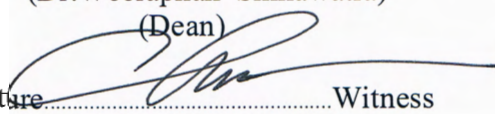
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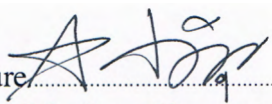
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