KNOWLEDGE IS POWER,

KNOWLEDGE SHARED IS POWER MULTIPLIED.

An advice for Arla Foods on how to increase their internal knowledge-sharing on shopper activations

Maudy Huis in 't Veld

Knowledge is power, knowledge-shared is power multiplied
An advice on how Arla Foods can increase their knowledge sharing on shopper activations

This Young Professional Portfolio contains of two parts:
Part 1 : Professional Product
Part 2 : Substantial Document

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Hoevelaken, 14th of June

Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- All the work I have conducted to fulfill these criteria is entirely my own
- I have not been assisted by any other person, except the coaching offered within the HBS guidelines

Name: Maudy Huis in 't Veld
Date: 14 – 06 – 2021
Signature:

Preface

The organization, Arla Foods, has given me permission to have a look at their internal knowledge-sharing. The desire of the organization was to increase this. For the last 20 weeks I was active in the organization to get an insight in their way of working and knowledge-sharing. According to my own insight and in consultation with the organization, the management problem is determined, and the management question established. As a result, the Knowledge Sharing Plan is created to answer solve the management problem.

It was difficult to find a organization during COVID-19, but I am very thankful that Arla Foods gave me the opportunity to do my internship at their organization. Since I would like to continue my future career as a marketeer in the food industry, the experience I did there was very useful. I received a lot of opportunities to learn and to develop myself as a young professional. The organization invested a lot of time in me during the writing process of the professional product. Besides that, they taught me a lot about operating in an international organization and the roles and responsibilities of a shopper marketeer. I would like to thank the organization, but especially my supervisor, for all their help and the amazing time I had at the organization.

During my time at the organization I realized the importance of the management problem. Increasing the internal knowledge-sharing on shopper activations was highly requested by the employees and therefore everyone was very interested and willing to help me during my research. I began to saw the importance of the structure and the benefits, which motivated me even more to create the professional product.

Finally, I would like to thank my tutor – Tatiana Alekseeva. During the last semester she provided me with guidance, explanation but mostly challenged me to go one step further and be bold. Especially during the first weeks I was really struggling with the complexity of the subject, which I underestimated. The help was very beneficial for the professional product, but also for my own personal development. I learned to be more confident in my skills and find my own way instead of following examples of others.

Maudy Huis in 't Veld
Hoevelaken, 14th of June 2021

Summary

This report is part of the Young Professional Semester, which is the last semester of the study career of the Hospitality Business School from Saxion University. During this semester, an advice is written for Arla Foods. The organization is following with the following management problem: "How can Arla Foods increase their internal knowledge-sharing on shopper activations?".

The Young Professional Portfolio contains three elements:

Firstly, the PROFESSIONAL PRODUCT is created. This is presented in the form of an advice. Each element of the knowledge sharing plan is described and explained in the form of an infographic. This provides an answer to the management problem.

Secondly, the SUBSTANTIAL DOCUMENT is created to gain insight in the choices that are made and the research that is done to create a sufficient and relevant professional product.

Thirdly, the PROFESSIONAL PERFORMANCE is included as an appendix. This provides insight in the professional performance of the student during the research.

As a result of the research, the organization can increase their knowledge-sharing by creating a fixed structure with the use of the following tools:

SHOPPER MARKETING HANDBOOK
Contains an overview of all the information that is available on shopper activations, from the way of working to the evaluation. Employees can consult this handbook when they need knowledge on a specific subject or when they are planning to prepare a promotion for a particular brand – instead of asking questions to the shopper marketeer about this.

EVALUATION MEETING
According to the interviews, there was a desire to gain more insight in the evaluations of shopper activations. With the use of the obtained knowledge from the observations at the best practice organizations from Arla Foods Europe, the evaluation meeting was created with the use of an structured format will be presented each month during the Customer Marketing meeting. Besides sharing knowledge, the evaluation meeting will also be beneficial for the stored knowledge since these are all stored and shared internally.

INSPIRATION MEETING
The main desire of the respondents was gaining inspiration. To do this in a time-efficient way and to ensure that the inspiration is really inspiring, not affected by bias, external agencies are contacted. These agencies already provide the Shopper Marketeer with inspiration meetings, but in order to increase the impact these meetings will now be held for the entire Customer Marketing team.

BRIEFING FORMAT
This format is used at the best practice establishments of Arla Europe. Every time the employees want to set up a promotion, they fill in the briefing format with the help of the handbook. This results in a concrete proposal instead of a brainstorm meeting where the Shopper Marketeer must provide a lot of guidance.

This paper provides the organization with explanation about each above-mentioned subject and how this can be implemented.

TABLE OF CONTENTS

Glossary

NAME	ABBR.	DESCRIPTION
Internal knowledge-sharing	IKS	*"Knowledge transfer in organizations is the process through one unit is affected by the experience of another"* (Argrote & Ingram, 2000)
Point of sale	POS	*Materials that are used during SA to attract the attention of the customer, e.g. stickers applied to the cooling door or shop floor.*
Shopper activations	SA	*Attract the customer attention by promoting products in store with the use of materials and messages with the goal to sell more products or increase brand awareness.*
Internal organization	-	*Reference to Arla Foods The Netherlands – 'the organization'*
External organization(s)	EO	*Reference Arla Foods Europe (the best practice establishments in the UK, Sweden and Denmark). Since this an internal research for the IKS for Arla Foods The Netherlands these establishments are seen as external*
Shopper marketing	SM	*"Shopper marketing is the process of understanding shoppers and using that understanding to develop a marketing mix which influences shopper behavior in such a way as to positively impact consumption of the brand and or category'"* (Anthony, 2017). *The SM department is responsible for the shopper activations evaluations. This advice is written for this department, which is part of the customer marketing department, responsible for the marketing directly towards the customer.*
Knowledge sharing plan	KSP	*Reference to the professional product*

1   THE PROFESSIONAL PRODUCT

In order to increase the internal knowledge-sharing on shopper activations, hereinafter referred to as IKS and SA, this professional product is created. It is an advice presented in the form of an internal communication plan for the organization. Each decision is based on the outcomes of the internal research, interviews and observations, and academic research. It is presented in the form of an infographic because according to the internal interviews an important requirement is to make the increase in IKS easy and effective. Therefore, a visual and easy to read overview is created. This will be presented in the organization as a new way of working.

1.1   INFOGRAPHIC OF THE KNOWLEDGE SHARING PLAN

SO, WHAT DOES THIS MEAN?

BROADCAST

BUILDING BRAND RELEVANCE

SPARK
Acting on deeply meaningful cultural and behavioral insight

CRAVE
Being there for (or generating) micro moments of relevance

DEVOTE
Enabling cultural exchange

ACT
Enabling seamless action

BUILDING PRODUCT RELEVANCE

NARROWCAST

✓ Capture attention
✓ Drive awareness
✓ Generate affinity for the brand

✓ State of reciprocity, when the consumer proactively engages with the brand

✓ Drive relevance and show how the product meets the needs of consumers in their everyday life

✓ Drive through to purchase to overcome shopper barriers

Crave and act are phases where SM plays an important role

Arla Foods is a dynamic and future driven organization that is always looking for opportunities to improve and innovate. To contribute to this, the knowledge sharing plan is established to increase the IKS on SA.

OKAY, AND WHY IS AN INCREASE IN KNOWLEDGE SHARING IMPORTANT?

BENEFITS OF THE KNOWLEDGE SHARING PLAN

Shopper activations will be more successful with the increase in knowledge–sharing

Shopper activations will cost less time to establish due the increase in efficiency and effectivity in the way of working

To prevent that the current knowledge on shopper activations will get lost

Employees have more knowledge of shopper activations

With the storage and sharing of knowledge obtained from shopper activations, learnings and experience can be obtained and shared to improve future shopper activations

Shopper marketeer needs to spend less time on e.g., answering questions and providing information

General knowledge on shopper activations is written down and stored

When the shopper marketeer leaves, the knowledge will not get lost

EMPLOYEE SATISFACTION + **BRAND AWARENESS** + **MARKET SHARE** + **SALES**

BETTER RESULTS

CURRENT SITUATION

Current IKS of the organization

Legend:
- Stored but not actively shared
- Not aware of
- Retailer information unclear
- Focus on successes

Facts shared with are a varying group of employees

Clear and structured storage of knowledge on Teams and the Q–drive

Desired subjects of the organization

Legend:
- Inspiration
- Overview
- KPI
- Advice
- Best practice
- Market insights
- Business planning process
- Promotion SM

DESIRED SITUATION

KNOWLEDGE SHARING

Conclusions are shared in a fixed frequency on a solid template with concerned employees

CODIFICATION — 20%

KNOWLEDGE STORING

Other departments are informed of the location of the stored knowledge

PERSONALIZATION — 80%

POINTS OF ATTENTION:

ORGANIZATIONAL CULTURE
- Prevent oversharing by sending filtered information that contains only relevant knowledge for the recipient
- Shopper marketing is responsible for actively sharing and storing knowledge

TRAINING
- Introduction of the communication plan with the objectives and benefits
- Explanation where knowledge can be found and when it will be shared

INCREASE THE KNOWLEDGE SHARING

THE ORGANIZATION WOULD LIKE TO INCREASE THEIR KNOWLEDGE–SHARING ON THE FOLLOWING TOPICS:

HIGH EFFORT — LOW EFFORT

HIGH IMPACT / LOW IMPACT

- (A) Giving advice on future activations by providing relevant information and guidance
- (B) KPI's to compare activations and decide if they were successful or not
- (C) Guidelines on how to set up an activations and points of attention
- (D) Learnings obtained from activations
- (E) Overview of activations that were done / planned
- (F) Inspiration for the possibilities of activations (internal / external)
- (G) Include SM in business planning process
- (H) Cost of an activation vs. the results
- (I) Best practices of activations (internal / external)
- (J) Market insights of what other markets / competition is doing to gain insight and inspiration
- (K) Internal promotion of the SM department by increasing their visibility and importance due increase in IKS

Times mentioned by the 9 interview respondents:
- 5+
- 5
- 5–

BEST PRACTICE ANALYSIS

Three mayor establishments of Arla Foods were observed to gain insight in their knowledge–sharing structure and way of working to find ways to increase the internal knowledge sharing of the organization

OUTCOME

Internal knowledge sharing because they applied structure to it with the use of the following elements:

Way of working is (despite the size difference) very similar

SWITCH FROM

Learning by doing

TO

Learning by seeing

Observations were done on the knowledge–sharing structure and methods of shopper marketeers form Denmark, Sweden and the UK

BRIEFING FORMAT

Form that needs to be filled in when an employee wants to set up an activation for a particular brand or product, the shopper marketing sends a debrief with the possibilities

✓ Forces employees to think more deeply about the goal and requirements of the shopper activations by filling in the form

✓ Format already exists so it cost no time to create it

⚠ Filling in the form costs extra time

EVALUATION MEETING

The shopper marketeer presents the evaluations of the most important activations due that period (each quarter)

✓ Everyone is informed about the results and learnings which can be used for the future

✓ Presentations can be stored and shared to create an overview of the evaluations

⚠ Additional task for the shopper marketeer

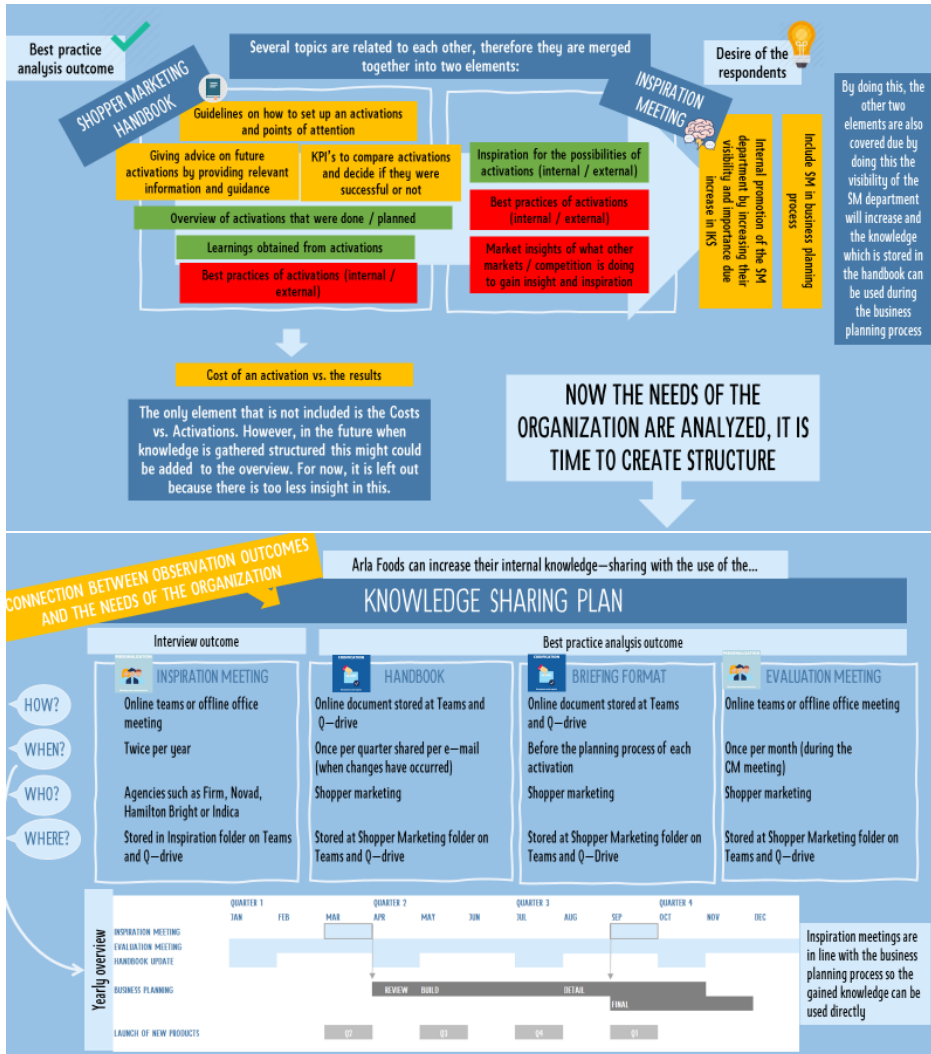⚠ Long meeting with a lot of information

HANDBOOK

Contains all the information about shopper marketing and activations to ensure that the employees have all the general information that is needed to set up an activation, each employee has a printed and online version

✓ Everyone is informed about the results and learnings which can be used for the future

✓ Overview like this is requested by the organization (according to the interviews)

⚠ Takes a lot of time to create + update

⚠ Contains a lot of information which can result in that employees find it not easy to use and therefore go to the shopper marketeer instead

Advised is to adjust several parts of the described elements to make them relevant for the organization:

To make the filling in process of the briefing format easier and more time–effective for the employee the briefing format is adjusted into two formats:
– Small activations (summarized version)
– Big activations (original document)

To make the evaluation meeting more interesting this will be done once per month during the CM meeting, instead of once per quarter. This results in:
– Shorter presentation which is easier to follow for the attendants and more relevant because the activations were done not that long ago
– Activations are on top of mind
– Preparation work is divided into smaller periods

To make the handbook easier to implement and to ensure that it is relevant for the employees, the following adjustments will be done:
– Online only format (so no printed version) to make it assessable for everyone and easier to read true, also this option is more sustainable
– Only the basic information will be written down summarized, to make it easier to read and to keep up to date when changes occur

Best practice analysis outcome ✓

SHOPPER MARKETING HANDBOOK

Several topics are related to each other, therefore they are merged together into two elements:

INSPIRATION MEETING

Desire of the respondents 💡

Guidelines on how to set up an activations and points of attention

Giving advice on future activations by providing relevant information and guidance

KPI's to compare activations and decide if they were successful or not

Overview of activations that were done / planned

Learnings obtained from activations

Best practices of activations (internal / external)

Inspiration for the possibilities of activations (internal / external)

Best practices of activations (internal / external)

Market insights of what other markets / competition is doing to gain insight and inspiration

Internal promotion of the SM department by increasing their visibility and importance due increase in IKS

Include SM in business planning process

By doing this, the other two elements are also covered due by doing this the visibility of the SM department will increase and the knowledge which is stored in the handbook can be used during the business planning process

Cost of an activation vs. the results

The only element that is not included is the Costs vs. Activations. However, in the future when knowledge is gathered structured this might could be added to the overview. For now, it is left out because there is too less insight in this.

NOW THE NEEDS OF THE ORGANIZATION ARE ANALYZED, IT IS TIME TO CREATE STRUCTURE

CONNECTION BETWEEN OBSERVATION OUTCOMES AND THE NEEDS OF THE ORGANIZATION

Arla Foods can increase their internal knowledge—sharing with the use of the...

KNOWLEDGE SHARING PLAN

	Interview outcome		Best practice analysis outcome	
	INSPIRATION MEETING	**HANDBOOK**	**BRIEFING FORMAT**	**EVALUATION MEETING**
HOW?	Online teams or offline office meeting	Online document stored at Teams and Q—drive	Online document stored at Teams and Q—drive	Online teams or offline office meeting
WHEN?	Twice per year	Once per quarter shared per e—mail (when changes have occurred)	Before the planning process of each activation	Once per month (during the CM meeting)
WHO?	Agencies such as Firm, Novad, Hamilton Bright or Indica	Shopper marketing	Shopper marketing	Shopper marketing
WHERE?	Stored in Inspiration folder on Teams and Q—drive	Stored at Shopper Marketing folder on Teams and Q—drive	Stored at Shopper Marketing folder on Teams and Q—Drive	Stored at Shopper Marketing folder on Teams and Q—drive

Yearly overview

	QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
INSPIRATION MEETING												
EVALUATION MEETING												
HANDBOOK UPDATE												
BUSINESS PLANNING				REVIEW	BUILD			DETAIL				
									FINAL			
LAUNCH OF NEW PRODUCTS				Q2		Q3		Q4		Q1		

Inspiration meetings are in line with the business planning process so the gained knowledge can be used directly

Now all the elements are described, it is time to explain the advised way of working and content for each element:

1. INSPIRATION MEETING

STEP 1:
The shopper marketeer contacts a relevant agency or stakeholder for an inspiration presentation

STEP 2:
The shopper marketeer will discuss with the presenter the date and time of the presentation

STEP 3:
The shopper marketeer collects relevant by consulting the Customer Marketing Team and own experience / needs to send a suggestion with topics to the presenter of the meeting

STEP 4:
The presentation will take place online (via teams) or offline (at the office) and will take appr. 1 hour (40 minutes presentation / 20 minutes discussion).

STEP 5:
The obtained inspiration will be stored at the inspiration folder in Teams.

X – 10	X – 3	X
Needs to be done 10 weeks in advance	Needs to be done 3 weeks in advance	After the meeting step 5 needs to be done

2. SHOPPER MARKETING HANDBOOK

The shopper marketing handbook will contain all the elements that are involved with a shopper activation. The Shopper Marketing handbook must contain the following elements:

RETAILER INFORMATION

Short descriptions of the involved stakeholders, production process and activation possibilities are described of each retailer the organization works with to give insight in the possibilities

Used tool: added to the handbook as word document
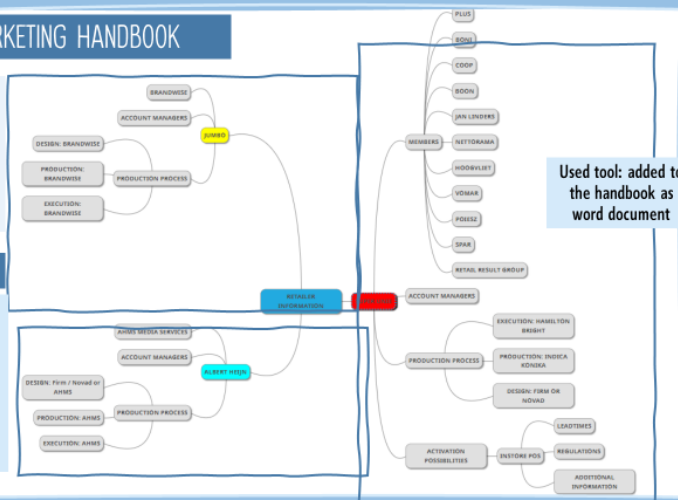
WAY OF WORKING

Brief explanation of the process of a shopper activation

Used tool: added to the handbook as word document

INSPIRATION MEETING

Read the handbook to gain knowledge on (previous) shopper activations and the possibilities / requirements

HANDBOOK 1

BRIEFING 2

With the use of the obtained knowledge, the briefing format is filled in and send per e-mail to the shopper marketeer

The shopper marketeer analyses the briefing and sends back a debrief that contains the possibilities for the planned activation

DEBRIEFING 4

MEETING 5

The activation is discussed during a meeting

The shopper marketeer prepares and executes the activation

ACTIVATION 6

EVALUATION 7

3-5 weeks later the evaluation is done

The conclusions and learnings of the evaluation are stored

STORE 8

The obtained knowledge from the inspiration meeting is used in the process

SHARE 9

The stored knowledge is presented at the CM meeting and shared per e-mail with other concerned parties (e.g. brand managers and account managers)

OVERVIEW, EVALUATIONS AND LEARNINGS

Used tool: excel file
Advised to add this as a separate file to the folder where the handbook is stored
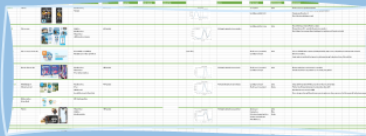
In consultation with the shopper marketeer en according to the needs of the organization, an overview format is created. This needs to be updated each time a new activation is planned and when the evaluation is done.

1. WEEKS:	Date and duration of the activation
2. BRAND:	Brand and product that was promoted during the activation
3. TOOLS:	Materials (POS) that are used for the activation + pictures of it
4. AMOUNT:	Number of stores that the activation was placed on or amount recipients
5. COSTS:	Costs of the activation in total + per unit (total / amount)
6. EVALUATION:	Data and table of the results of the activation, based on the number of sales on the activation stores v.s. comparable stores where no activation was done (this data is provided by the retailers)
7. ADDITIONAL INFORMATION:	Factors that might influence the customer, such as COVID-19 regulations, holidays, etc.
8. INVOLVED:	Persons who are involved into the activation process
9. KPI's	Key performance indicators to measure the activation, these needs to be set by the SM
10 LEARNINGS:	Learnings obtained to the information are added (according to the outcomes of the evaluation meeting)

14

ACTIVATIONS

Points of attention:
- Filter and summarize information
- Prevent jargon terms
- Update when changes occur

Contains an overview of the possibilities for activations (e.g. instore or advertisement in retailer magazines) and further information / point of attention for each subject

Used tool: added to the handbook as word document

Most of this knowledge is already available but divided in different folders and forms, in order to create one clear and complete overview all this knowledge must be collected into this part

STAKEHOLDERS

Used tool: added to the handbook as word document

Overview of stakeholders, such as:
- Agencies for artwork
- Agencies for production
- Agencies for execution
- Retailer contact persons

And additional information such as:
- Contact details
- Points of attention
- Contact persons
- Explanation of stakeholders

Each stakeholder summarized according to their service

Further information about each element is described below. In-depth and background information can be found in the substantial document.

1.2   THE ROLE OF SHOPPER MARKETING

The organization has the desire to increase the IKS on SA, a detailed explanation about the management problem and organization can be found in chapter 2.1.1 and chapter 2.2.1. To solve the management problem, the KSP is created which advises the organization on how this can be done. In the substantial document the management problem is in-depth explained, but in the professional product the focus is mainly on the solution and benefits of the KSP.

To gain insight in the division of marketing tasks, an overview is created. Shopper marketing is responsible for the execution Below the Line marketing activities, which are SA. Below the line marketing activities are all the activities which are focused on direct communication towards a specific target group. The main focus is to generate profit on the short-term. The opposite of this are the Above the Line marketing activities. These are focused on a wide group as people, such as advertisements on TV, radio, newspapers or online (Vaidya, 2021). The message is the same for everyone. Mostly, expanding the brand awareness is the main objective (Londhe, 2014). The organization divides the customer marketing journey according to the FLOW model (Arla Foods, 2021). SM is responsible for the Crave and Act phase, since both phases are directly focused towards the customer.

1.3   CURRENT AND DESIRED SITUATION

Due the important role of Shopper Marketeer, hereinafter referred to as SM, in the overall marketing strategy of the organization, they have the desire to increase the IKS on this.

Now the important role of SM in the overall marketing strategy of the organization is clarified, the current and desired situation have been researched in order to find a fitting solution to the management problem. This is done with the use of internal interviews. According to the research of Shannak (2009) there are four critical success factors for IKS:

- Knowledge sharing
- Knowledge storing
- Organizational culture
- Training and implementation

The research on these critical success factors can be found in chapter 2.5.4. According to the answers of the respondents, the knowledge storing is done in a structured and clear way. However, this knowledge is not shared frequently and not everyone is informed of the storage location – which is an important barrier for the IKS. With the use of the KSP, the gap between the current and desired situation will be filled. The research of this can be found in chapter 2.5.3.

1.4   DESIRED IKS SUBJECTS

The interviews were analyzed with the use of coding for finding similarities. This resulted in 11 desired IKS subjects. In order to create an overview and to prioritize them, the effort-impact matrix is used. Each topic is ranked to the amount that it was mentioned by the respondent. Further explanation is listed below:

A. High impact: Often requested by respondents, will influence the efficiency and way of working
   High effort: In order to do this, obtained data / knowledge needs to be collected and analyzed
B. High impact: Will make SA measurable and comparable to each other
   High effort: Determining the KPI's is difficult
C. High impact: Will save a lot of time for the SM
   High effort: Translating the experience and data into one overview costs a lot of time
D. High impact: Learnings can be used for future activations
   Medium effort: Evaluations needs to be analyzed more in-depth than currently is done
E. High impact: Gives insight on the SA agenda
   Medium effort: Information needs to be collected and kept up to date
F. High impact: Often requested by respondents, will give inspiration that could be useful for SA
   Medium effort: Inspiration is already shared individually, agencies can provide this information also
G. High impact: Will have impact on the marketing planning of the upcoming year
   Low effort: With the use of the advice / overview / learnings the information is already available
H. High impact: Difficult to compare the results due many other indicators
   Low impact: Due the many indicators a solid answer cannot be given
I. Medium impact: Will be inspiring but due the shared learnings the SA is often already familiar
   Medium effort: With the use of learnings and KPI's best practices can be determined
J. Low effort: Analysis is already available
   Low impact: Analysis is already shared, can be presented to increase impact
K. Low effort: Due the increase in IKS the visibility of the SM will increase

Low impact: Requested by respondents with a low link to SM

1.5   BEST PRACTICE ANALYSIS

The organization wanted to gain insight in the way of working of external establishments of Arla Foods Europe, hereinafter referred to as EO. To do this, observations were done. Explanation about the research of this is described in chapter 2.5.3. Each EO used the same three tools to structure their IKS. Each tool was analyzed to gain insight in the usability of the tool for the KSP by setting pros and cons. To minimize the cons, adjustments are advised.

1.6   NEEDS OF THE ORGANIZATION ANALYSIS

Often the desired IKS subjects were related to another and therefore could be merged together easily, which resulted into two main instruments: the shopper marketing handbook (according to the best practice analysis) and the inspiration meeting (according to the needs of the organization). By doing this, the internal promotion of SM was also covered and also the information from the handbook can be used to present during the business planning process (which also is a form of internal promotion of SM). Further elaboration on these choices and the research on this can be found in chapter 2.5.6.

1.7   ELEMENTS OF THE KNOWLEDGE SHARING PLAN

Besides the shopper marketing handbook and the inspiration meeting, the elements from the best practice analysis are also advised to use, with the adjustments, because of the proven effectiveness of the EO with similar needs, way of working and organizational culture.

To create structure, each element will be shared in a fixed frequency which is in line with the business planning process of the organization to optimize the use of the knowledge. The business planning process can be divided into three phases (Arla Foods, 2021):

1. REVIEW: Market analysis to determine the issues and opportunities for each brand. Based on this objectives, goals and jobs to be done are determined.
   Inspiration can be used to gain insight the market development and possibilities. Best practices can be discussed to gain insight what has worked the past year.
2. BUILD: Based on the insights of the review phase 1 objective and 5 key drivers are worked out by the marketing brand teams. These are further translated in building blocks and the agenda for the next year is presented with the predicted activations and campaigns.
3. DETAIL: The execution of the agenda is discussed which results in a detailed activity plan. This is translated in the year end presentation (the deadline for this is described as final on the agenda), which is held for the retailers with the goal to sell this to them.
   Inspiration can be used to determine which possible SA can be used. Learnings of SA from the past can be used to give guidance and give advice.

1.8   INSPIRATION MEETING

Inspiration was one of the highly requested IKS subjects of the respondents. In order to decrease the effort and prevent unconscious bias, external parties are invited to present this meeting. They are parties such as agencies who provide the artwork for POS materials or preform the execution by placing the POS materials instore. Since these parties are independently and working for many other organizations in the field, they have a huge market insight and inspiration. Currently, they are presenting once or twice per year this to the SM but to increase the impact they will be invited to do this for the entire customer marketing department. To make optimal use of the gained inspiration, these are carefully planned in line with the business planning process.

An inspiration folder in teams will be created by the SM to save these presentations. Also, via the Teams chat, members are free to share their own inspiration. The SM is responsible to keep this up to date.

1.9   SHOPPER MARKETING HANDBOOK

As mentioned, the SM handbook will cover almost all of the desired IKS subjects of the organization. The handbook that is used by the EO is seen as not effective due the high level of detailed information, which makes it hard to read for the employee and a lot of work to keep up to date for the SM. In consultation with the SM and according to the desires of the organization, the following elements are advised to add in the handbook:

WAY OF WORKING

Brief explanation to give insight in the way of working of an shopper activation in nine steps. Also, additional information such as lead times to set up an activation are added to give the employee insight in what to expect.

RETAILER INFORMATION

The organization works with different retailers. These are divided into three groups: Albert Heijn, Jumbo and Super Unie. Each of them has a different way of working, e.g. regulations, possibilities and lead times. The subjects that needs to be concluded are added in the structure of a mind map.

OVERVIEW, EVALUATIONS AND LEARNINGS

This will be a separate document in the form of an excel file, which is already created. Each activation from the last three years are added to the overview. The file must be updated every time new information, such as the artwork of the POS materials or the evaluations, are received. Due this overview employees have insight in the SA that were done, the results and can use the learnings and KPI's for future activations.

The KPI's are the only element that are not added to the current format. This is because there is too less insight in this, and it requires a high level of experience on SA. The SM will invest which KPI's are relevant and add these.

ACTIVATIONS

This contains a summary of all the possibilities for SA. All this information is mainly already available but as loose parts. By merging them all together a complete overview of all the possibilities and regulations is available for the employee.

BRIEFING FORMAT

The EO are using the briefing format before each SA. Via this way, employees are forced to think more in-depth about the goals of the SA. With the use of the handbook they can fill this format in. Since the SA of EO are much bigger and on a lager scale than the SA of the organization, the briefing format is reduced. The format for big activations is used for national campaigns or the launch of a new product, because then a lot of information is needed. However, when regular activations are done, such as a promotion of a particular product at one retailer, the small format can be filled in. Based on this, the SM knows what the goal and desires of the SA is and can give a proposal in the form of a debrief.

The briefing format will be added as an separate document in the handbook folder. The employee needs to download it, fill it in and send it per e-mail to the SM.

EVALUATION MEETING

To share the obtained knowledge on SA, such as evaluations and learnings, an evaluation meeting is advised. This is also used at the EO. The EO only focusses on the biggest activation of each quarter, mainly because they are doing more activations on a bigger scale. Since this is not the case at the organization, decided is to do this for every activation. Also, more frequent, namely each month. Via this way the SA is on top of mind of the SM and employees, which makes it easier to evaluate and discuss it.

The evaluation meeting will be done during the customer marketing meeting and will last 5 – 10 minutes, hereinafter referred to as CM meeting. The duration of the presentation is depending on the amount of SA that will be shared and evaluated. Also, upcoming SA are presented. Via this way the CM team is informed about what the SM is doing and what SA are planned. The outcomes of the evaluations are also discussed with the CM team. After this, the presentation will be sent to concerned employees and teams. E.g., a

PROTEIN SA which is done at Albert Heijn is presented, the presentation will be send to the PROTEIN marketing team and the Albert Heijn team.

For each described element above, the relevancy and pros and cons can be found in chapter 2.3.2 and the justification of choices and research in chapter 2.5.6.

1.10 IMPLEMENTATION

For the implementation of the KSP, advised is to start 10 weeks in advance. One week before the execution the KSP can be internally presented with the use of the infographic. Several parts are already created by the student, these are marked green.

2 SUBSTANTATION DOCUMENT

This part of the portfolio contains an elaboration on the choices made for the KSP.

2.1 INTRODUCTION

This chapter contains an introduction of the key concept with the use of a theoretical framework, introduction of the organization, the management problem and an overview of the assessment criteria.

2.1.1 THEORETICAL FRAMEWORK

According to Jasimuddin & Zang (2011) IKS can be defined as *"IKS is the process by which knowledge of one actor is obtained by another"* and Argrote & Ingram (2000) define it as *"knowledge transfer in organizations is the process through one unit is affected by the experience of another".* However, the definition of IKS can also be more in line with the social aspects of the communication: *"…IKS is a relational act based on a sender-receiver relationship, which incorporates the voluntary communication of one's knowledge to others as well as the receiving of others' knowledge (Michailova & Minbaeva, 2011).* Furthermore, knowledge has two types of manifestation:

TACIT: The knowledge is abstract and more subjective. Furthermore, the knowledge is located in the head of people. This tactic knowledge can be very useful because it contains the newest and probably most interesting information (Powell & Godal, 2005). Also referred to as personalized knowledge.

EXPLICIT: The knowledge is transferable from one person to another. Most research focus on this type of knowledge because it is the most visible one. Also referred to as codified knowledge.

Due this research, the focus will be on information that is processed in combination with experience and context which leads to knowledge and action. This is also used in the definition of Argrote & Ingram (2000) and therefore this definition of knowledge-sharing will be used during this research. This is because the organization needs besides sharing production knowledge also sharing experience knowledge (tactic).

Argrote & Ingram (2000) state that *"A growing body of empirical evidence indicates that organizations that are able to transfer knowledge effectively from one unit to another are more productive and more likely to survive than organizations that are less adept at knowledge transfer."* Since the organization is a multinational organization the theory of Goshal & Baret (1990) is also relevant: "…globally distributed networks of subsidiaries constitute a potentially important source of competitive advantage for multinational corporations." So, the organization will benefit by increasing flexibility and adapting to market changes by improving the internal knowledge-sharing.

KNOWLEDGE STORING: According to Jasimuddin & Zhang (2011) personalized knowledge is located at so called *repositories of retention bis.* Explicit knowledge is knowledge that can be saved in *impersonal retention bins*, since these are already coded. This knowledge must be stored and shared to make it available for everyone.

KNOWLEDGE SHARING: According to Argrote & Ingram (2000) knowledge can be shared due employees, training, communication and observation. In addition to this, *the impersonal retention bins* (Jasimuddin & Zhang, 2011) can be used to store explicit knowledge with the use of online computer systems. The main benefit of online computer systems for knowledge-sharing is that it is able to share and store the knowledge at the same time. Organizations can increase their IKS between employees with the use of these systems (Conelly & Kelloway, 2003). However, there are also downsides for using online computer systems for internal knowledge-sharing. Dixon (2000) states that replacing personal communication by online communication is only partly successful and the starting point of knowledge-sharing is the conversation between contributor and user is by the use of personal communication. This is in line with the definition of Michailove & Minbaeva (2011) which is mentioned above as a possible definition.

According to Mayfield (2014), there are three practical ways to share knowledge:

TECHNOLOGICAL: online platform	PERSONAL: meetings	REWARDS PROGRAM: reward IKS

ORGANIZATIONAL CULTURE: The organization culture has an important influence on the IKS. In this section the definition of organizational culture and the possible relationship between organizational culture and IKS is further researched according to scientific articles and literature. According to Sathe (1985) the definition of organizational culture is as follows: "Culture is a set of important understandings (often unstated) that members of a community share in common". According to Louis (1985) is "Culture is a set of under-standings or meanings shared by a group of people. The meanings are largely tacit among the members, are clearly relevant to a particular group, and are distinctive to the group." This definition adds the element of tactic knowledge to the definition and is therefore the most fitting definition for this research. According to Quinn & Cameron (1999), there are four different types of organizational cultures: clan, adhocracy, market and hierarchy (see appendix A and E).

However, the organizational culture can also have an influence on the level of willingness of employees to share knowledge. Pyoria (2007) states that it is important that a collaborative environment is created were employees want to share knowledge and use knowledge of others. If an organization has not the appropriate culture to stimulate this, IKS will be difficult. The organizational structure that fits the statement of Pyoria is the clan or adhocracy culture (Quinn & Cameron, 1999) because they are a creative and sharing culture.

POSSIBLE DIFFICULTIES OF IKS: A possible challenge that could occur is the difficulty to measure the IKS. It is difficult to measure if the knowledge is transferred in the right way. However, explicit knowledge is easier to measure due standard procedures such as standardized processes. Arla Foods has a combination of tacit knowledge, which is the experience of employees, and explicit knowledge, which is the knowledge about standardized processes. That explicit knowledge is easier to transfer does not mean that there are no difficulties. There could be too much explicit knowledge available which can cause in disorganized knowledge. Employees receive for example many e-mails with explicit knowledge, but don't know how to store it. Therefore, it is not stimulating the IKS.

2.1.2 THE ORGANIZATION

Arla Foods The Netherlands is part of the multinational dairy cooperation Arla Foods, which is one of the five biggest dairy cooperatives worldwide. Since 2009 they have been operating in The Netherlands and they are rapidly growing (Arla Foods, 2021). In order to expand their market share, creating new products and promote their brands, instore SA and campaigns are an essential part of the organization's strategy. The SM is responsible for all the marketing activities on retailer level (below the line). The professional product will be an advice in the form a KSP, that describes how the organization can improve their internal IKS on SA. Currently, the organization is learning from doing and they have the desire to switch this to learning by seeing. Their IKS is not structured which makes it difficult to gain insight in learnings and eval-uations which can be used as relevant knowledge for further SA. Also, the SM would like to gain inspiration for SA from for example EO and market developments (L. Tissink, personal communication, April 9, 2021).

With the use of the advice, improvements can be implemented to create a structured, effective and efficient IKS on SA which makes it possible to switch to learning by seeing.

This will be beneficial in two ways:
1. The development of new SA will be more successful, and this will be beneficial for the organizations desire to expand their market share.
2. The way of working for the entire organization will be simplified. In other words, their jobs will be made easier which is a hospitable service.

2.1.3 ASSESSMENT CRITERIA

The assessment criteria can be found in appendix B.

2.2 THE MANAGEMENT PROBLEM

The following chapter describes the management question of the client, according to the previous chapter, and relevant trends and developments. These trends and developments are taken in consideration when answering the management problem.

2.2.1 THE MANAGEMENT QUESTION

The following management question is established to solve the management problem:

<div align="center">

HOW CAN ARLA FOODS IMPROVE THEIR INTERNAL
KNOWLEDGE-SHARING ON SHOPPER ACTIVATIONS?

</div>

2.2.2 TRENDS AND DEVELOPMENTS

MACRO | REMOTE WORKING AFTER COVID-19

According to research, 43% of the employees in The Netherlands would like to continue remote working several days per week after COVID-19 (TNO, 2021). Therefore, in the future the remote working would increase four times (Lund et al., 2021).

MACRO | INFOBESITAS

According to research of the CBS (2019), 28% of the Dutch workforce suffers from the phenomena 'infobesitas' which is an overload of information. For highly educated employees this amount is 40% and for employees with management functions almost 50%.

MESO | USE OF DIGITAL INFORMATION SCREENS

A current trend in the food industry is the use of digital information screens for internal communication. They are placed on several places in the organizations, such as the canteen or entrance. Via this way, the involvement of the employees will increase (TSS, 2021).

MESO | ORGANIZATIONS ARE USING TEAMS FOR INTERNAL KNOWLEDGE SHARING

Microsoft Teams is a tool for online collaboration and video meetings for organizations (Khalili, 2021). Especially due remote working there is been a huge increase in the use of Teams. It enables organizations and employees to work and communicate together online (Thomson Reuters Institute, 2020). According to the research of Murphy et al. (2013) Teams will become the major tool for online collaboration.

MICRO | WORKLOAD IS INCREASING

The demands of organizations towards their employees are increasing over the last years. According to an internal trend report of Arla Foods England (2021) due the high growth of their organization and the increasing demands, their workload has increased during the past year. They need to work faster, more productive and multi-task. This results in long working hours, stress and mental health problems. The work of employees can be improved in quality if their work would be more productive and engaging (DiStaso & Shoss, 2020).

MICRO | EMPLOYEE WELL-BEING IS INCREASING IMPORTANCE FOR ORGANIZATIONS

According to the annual year report of Arla Foods Denmark (2021) they set the goal to increase the employee well-being. Due the current COVID-19 crisis engaging employees is more important. However, a lot of employees feel less engaged and committed to the company. They suffer with mental problems due the government measures and miss social contacts (Arla Foods Denmark, 2021). Employee well-being is therefore becoming an important subject for organizations (Meulenkamp, 2020). To do this they focus om improving the work environment, personal attention and internal surveys to measure the employee well-being. As a result, employees will be more pro-active and feel less stress (Singh & Mishra, 2020).

According to these trends and developments the following aspects must been taken in consideration:

- MACRO: Due remote working the distance between the employees becomes bigger, which means that the communication is changing. There is an increase in online contact, via meetings, Teams Chat and E-Mail and a decrease in face-to-face contact. The organization will continue remote working after COVID-19. Therefore, each element of the KSP is online and accessible for everyone at any time and location. Besides this, the shared knowledge is summarized to make the knowledge transfer easy to follow and understand to prevent an overload of information. Employees are free

to ask for more in-depth details if they want to. This development is been processed in the professional project, which will be further explained in chapter 2.5.5.

- MESO: The KSP is using Teams as the main tool for sharing and storing knowledge to ensure online collaboration. Besides this, it is already successfully implemented and used internally which means that the tools are already familiar to the employees. Digital information screens are not used in the KSP due the office is still closed for the coming months. However, expected is that the organization will re-open after the summer. This trend can be easily adapted then by sharing e.g. slides from the evaluation meeting or inspiration meeting on the information screens in the office. This will be further explained in chapter 2.5.6.

- MICRO: These developments have direct influence on the importance of effective and efficient internal knowledge-sharing. The KSP will be beneficial to decrease the workload because it will increase the efficiency in the way of working by structuring the knowledge sharing. Mainly the workload for SM will decrease after the KSP is successfully implemented due the briefing format and handbook, which will result in less questions and meetings to set up a SA. Since the KSP is highly requested by the organization it will be also beneficial for the employee satisfaction. These elements are considered as key performance indicators and further explained in chapter 2.5.4.

2.3 SOLUTION STRATEGIES

In the following chapter the relevance of the professional product for the management question is explained. Besides this, a connection is made with the trends and developments from the previous chapter and the pros and cons of the choices that are made are described. To further highlight the importance and relevancy of the professional product, it is evaluated according to the ISO norms.

2.3.1 RELEVANCE

With the use of the KSP the IKS on SA will be increased in the following ways:

PART	INCREASE
Shopper marketing handbook	- The most important personalized knowledge is transformed into codified knowledge to make knowledge accessible for the entire organization, via this way the knowledge is also protected from getting lost - Codified knowledge is merged and summarized to make it accessible and easy to understand for the entire organization, also finding knowledge will be time-reducing
Evaluation meeting	- Data from evaluations is transformed into knowledge and shared during the evaluation meeting - The results and obtained knowledge are discussed and learnings are shared - Outcomes are stored in the overview (which is a part of the SM handbook)
Inspiration meeting	- Market insights, trends, developments and best practice examples of other branches and competitors are shared due an inspiration meeting which is organized each six months - With the use of the inspiration folder inspiration is stored and accessible for the entire organization
Briefing format	- By filling in the briefing format employees are forced to obtain knowledge and dive deeper in their goals and needs - The shopper marketeer receives concrete information that can be used directly to set up the SA, instead of losing time by giving explanation and regulations which is now written down and available for the employee to read themselves

Besides the way of working for the SM will be simplified and become efficient, the KSP also fulfills the needs of the respondents – who represent the stakeholders. In other words, the KSP will be a hospitable tool to increase their efficiency, make their jobs easier and therefore will increase their satisfaction and motivation. The advised tools can be implemented to create a structured IKS, which can be used for guidance and advice on future activations to go to learning by seeing with the optimal use of obtained knowledge.

The organization will continue working from home after COVID-19, with the use of the KSP the knowledge on SA is available for them anytime. The KSP is also focused on both online as offline usage and therefore beneficial to connect employees anytime and anywhere. To do this, Teams is used because it is the most optimal tool for sharing and storing knowledge according to the trends.

As mentioned, the KSP will decrease the workload and increase the employee satisfactions. An increase in workload is an important development which is partly caused due an overload of knowledge. The KSP is focusing on simplifying and summarizing knowledge to make it easily accessible and understanding, which is relevant looking at the current developments. Besides this, employee satisfaction is well-being is increasing the several last year for organization and this is only increasing. The main reason the KSP is created to make the way of working easier, which is in line with the friendly and warm organizational culture the organization has. Their employees are their most important asset and they are highly valued.

Lastly, the organization is the end user of the KSP and has therefore the best insight if the KSP is a relevant solution of the management problem – which is in their eyes a yes. This means that the organization has invited the researcher and creator to work the KSP further out in the upcoming weeks and implement it in the organization (L. Tissink, personal communication, June 8, 2021).

2.3.2   PROS AND CONS

The choices that are made for the creation of the KSP are well-considered, despite this the following pros and cons are determined of each element:

PART	PRO	CON
Shopper marketing handbook	Codified knowledge increase of 10% Codified knowledge partly already available Personalized knowledge decrease of 10% Risk of losing knowledge decreased Online only version is environmentally friendly	Collection and transfer to codified knowledge costs a lot of time, keeping up to date as well Needs to be implemented in the way of working by actively promoting it by the SM
Evaluation meeting	Increase in knowledge-sharing, also enables discussion and knowledge-transfer Due storage visual overview of evaluations and learnings preparation forces critical analysis of results	Costs time to prepare Not presented to everyone but shared
Inspiration meeting	Outsider view of the market and developments Less preparation due outsourcing Business opportunity and increase in network / relationship with the presented external parties Alternative meeting for employees	Risk that presenter really wants to sell their services by presenting e.g. a lot of out of the box ideas which are not relevant or useful
Briefing format	Already available Forces employees to prepare themselves	Costs employees extra time and therefore active promotion of using the form is needed

In addition to this, the knowledge collection method for the research also had the following pros and cons:

PART	PRO / CON
Interviews	The main advantage for this is to gain in-depth information of the respondents, however this means that the main focus of the research is focused on the opinions of the nine respondents which would not have been the case when a survey would been used (Allwood, 2011). However, due the respondents were carefully chosen and are a good representation of the entire organization the obtained information can be seen as very useful.
Observations	To gain insight in the way of working of the EO, the observation method is used with a topic list according to the theoretical framework. This was mainly chosen because interviews would be difficult due the lack of insight in their way of working of the EO. However, the downside of this is that the researcher had less control during the observations than during the semi-structured interviews.

Besides the pros and cons we can conclude that the KSP is in line with both the ISO2700:2013 and ISO9001:2015 norms because it answers the following questions (Hammar, 2016):

1. WHAT TO COMMUNICATE: obtained knowledge on SA, such as evaluations, learnings, results, inspiration, market insights, etc.
2. WHEN TO COMMUNICATE: detailed overview with a planning is given, such as the evaluation meeting once per month at the CM meeting and the inspiration meeting twice per year at a given time.
3. WITH WHOM TO COMMUNICATE: the main recipients are the customer marketing and marketing department, besides this the stakeholders are described in chapter 2.6
4. HOW TO COMMUNICATE: the used tools that ca be used for communication, such as meeting, Teams or e-mail, are given for each element.
5. WHO DOES THE COMMUNICATION: the SM is responsible for all the communication, only the presenting of the inspiration meeting will be outsourced but the SM will be still in the lead

2.4   USE OF KNOWLEDGE

This chapter describes the knowledge that is collected during the development of the professional product. Firstly, the descriptive and sub-questions are listed. Secondly, the used research strategy to answer these questions are explained. Thirdly, the outcomes of the research and conclusions are described. Lastly, the use of knowledge is discussed on topics such as reliability and validity.

2.5   REQUIRED KNOWLEDGE

In order to solve the management problem, the following descriptive- and sub-questions will be answered:

DESCRIPTIVE- AND SUB-QUESTIONS	REQUIRED KNOWLEDGE
What is the current situation of IKS? 1.1 Internal: what are the internal communication processes and way of working? 1.2 Internal: what is the organizational culture and what is the possible influence of it on IKS? 1.3 External: what are the internal communication processes and way of working? 1.4 What are the differences and learnings?	Interviews Observations Academic research on IKS and organizational culture
What KPI's must be set to assess the IKS goals? 1.1 What are the critical success factors of IKS? 1.2 What are the key performance indicators of IKS? 1.3 What measurements can be used to assess the IKS? 1.4 What KPI's must be set to assess these measurements?	Academic research on critical success factors, performance indicators and measurements for IKS Internal reports and obtained knowledge Results from the interviews and observations
Which tools and instruments can be used to improve the IKS? 3.1 Which types of codification and personalization knowledge are in the organization? 3.2 What types of tools and instruments are available? 3.3 Which elements must contain the knowledge-sharing template? 3.4 What steps must be taken to implement the internal communication plan?	Academic research on codification and personalization Trends and developments for IKS and the industry Existing platforms and tools in the organization Available platforms and tools

2.5.1   RESEARCH STRATEGY

This research is a qualitative research because in order to answer the management question in-depth knowledge and understanding of the subject is required (Brotherton, 2015). In order to answer the management question, primary and secondary research is done.

PRIMARY RESEARCH | INTERVIEWS (DURATION: 30-60 MINUTES, RESPONDENTS: 9)

METHOD: Semi-structured interviews are selected because via this way more in-depth and detailed knowledge can be collected. This also gives the freedom for the respondent to add additional information and for the interviewer to ask follow-up questions to gain additional information that is relevant for the research (Verhoeven, 2014).

RESPONDENTS: In consultation with the organization, the 9 respondents of the commercial department are selected who represent the sample size of the organization. The respondents have a balance in gender, role, level of hierarchy and experience. Due privacy reasons only the function title of the respondents is mentioned in this research.

INTERVIEW GUIDE: This is established based on the research of Kallio et al. (2016) which state that this have to be done with the use the findings of the theoretical framework and this is further discussed with the Saxion Tutor and peer group. After the first interview the guide is adapted because the outcome was that some questions were not relevant or not clear enough, which is a usual phase of creating the interview guide (Kallio et al., 2006). As a result, irrelevant questions were removed, and unclear questions were merged into concrete questions. The first interview is still used for the research because the outcomes were useful, but the way of questioning delayed the interview.

TRANSCRIBING: To prevent that the interviewer would be influenced on the outcomes of respondents by further interviews, the transcribing was done when all the interviews were done (Verhoeven, 2014). Firstly, the interviews were re-watched again to create understanding and secondly the transcribing started.

CODING: With the use of the interview guide specific information was obtained and therefore the coding was done in a thematically way. The coding is done with the use of the program Atlas. Finally, the codes are re-read and merged into concrete codes. Since the main goal of the interviews was to gain insight in the current IKS and way of working, the main focus was on finding similarities instead of individual topics (Saldaña, 2014). Therefore, similarities between the answers of the respondents were listed and counted. These were collected in an excel form. The

outcomes were analyzed according to the effort/impact matrix. Effort would be the amount of work it would take to establish it and the impact based on the number of requests (Bureau Tromp, 2020).

PRIMARY RESEARCH	OBSERVATIONS (DURATION: 30-60 MINUTES, RESPONDENTS: 3)

METHOD: A participating observation is done at three EO. This method is selected because it is the most effective way to gain insight in their way of working and IKS (Verhoeven, 2014). Via interviews or an questionnaire this could not been easily obtained because the respondent showed the observer several documents and tools that were used within the organization.

RESPONDENTS: The respondents were aware of the observations and beforehand contacted on the topics that the interviewer would like to gain knowledge on. Each respondent was a shopper marketeer from a mayor Arla Foods establishment. Due privacy reasons only the establishment of the respondents are mentioned in this research.

DATA COLLECTION: The recorded Teams meeting is saved and analyzed. There is no transcript or observation report written since this would not be relevant or clear enough to understand without the recording screen. Due strict privacy regulations of the organization it is not allowed to share these recordings. The main outcomes of the observation are discussed in the following chapters.

PRIMARY RESEARCH	INTERNAL REPORTS AND INFORMATON

During this research the researcher was part of the organization. Therefore, several internal meetings are attended, and internal documents and reports are read to gain (background) knowledge to create a sufficient advice. Due privacy reasons these reports cannot be shared in this research but filtered parts of these reports that are relevant for the research are, in consultation with the management of the organization, used.

SECONDARY RESEARCH: LITERATURE REVIEW

To gain insight in the IKS definition and strategies literature review is done due creating a theoretical framework and due analyzing the outcomes of the primary research (Verhoeven, 2014), this is done with the following search terms: (1)"*internal knowledge-sharing*" and "*internal communication*" in combination with "*food industry*" or "*international organization*" or "dairy industry", (2) "internal knowledge-sharing" and "*internal communication*" in combination with "*communication channels*" or "*communication strategy*" or "*communication tools*".

SECONDARY RESEARCH: THEORETICAL MODELS

To transform obtained knowledge due the primary and secondary research, the following theoretical models are used: (1) effort / impact matrix, competing values framework and Matrix of Performance Indicators for IKS.

2.5.2 FINDINGS

The insights of the research are obtained and analyzed with the used of the formed descriptive- and sub-questions. These are further described below.

2.5.3 CURRENT SITUATION OF IKS

INTERNAL COMMUNICATION PROCESSES AND WAY OF WORKING

Due interviews with 9 commerce employees the current internal processes and way of working are determined. The respondents are, according to their answers, divided in three groups ^{(see appendix C).} Currently, knowledge is stored but not actively shared and the location of the stored knowledge was not accessible of familiar to each respondent. Marketing was partly aware but the others not or very limited. They all stated that bigger SA were shared more often but the overall IKS is very limited. They did all mention that there was no solid tool or method used for this. Marketing was the only one that remembered the market developments well. Its was described as useful but general and shared too often.

The respondents were asked on what topics they would like to gain knowledge on. Again, each group had similar topics. An overview is listed below:

COSTS	Costs of a shopper activation versus the results
ADVICE AND GUIDANCE	With the use of collecting knowledge such as learnings, KPI's and best practice
PROMOTION SM	Give more insight in the role, responsibilities and accomplishments
INSPIRATION	Knowledge in the form of inspiration and possibilities for SA
OVERVIEW	All SA stored in one document with the results and evaluations

Besides the topics, the respondents were also asked what requirements the topics and possible tools and instruments must fulfill. This resulted in the following outcomes:

- Implementation of IKS increase must be **easy and effective**, so no additional work
- Due the increase in remote working **digitalizing the IKS** is important to make it always accessible
- **Use of an existing platform** since the organization has already a wide range of platforms and tools

- Due the openness a lot is shared, to **prevent oversharing** filtering knowledge is important

ORGANIZATIONAL CULTURE AND THE POSSIBLE INFLUENCE ON THE IKS

IKS and organizational culture are two inseparable elements (Pyoria, 2007), the possible influence is researched by asking questions on this topic to the respondents. The respondents describe the organization follows: open and flat organization where everyone is flexible and open for new things, willing to help each other and improve together to deliver better results. They are driven by commitment and development. Also, everyone is very motivated to share knowledge and inspiration in order to help each other. All the respondents acknowledged that organizational culture could have an influence in IKS, but they stated that this was not the case in this organization. They stated that due the organizational culture IKS would be adapted easily and be very welcome. However, a negative effect of the openness could be oversharing and due the focus on going forward evaluations are often forgotten.

TOPICS	CHARACTERISTICS	
ORGANIZATIONAL CULTURE:	Open	Flexible
	No hierarchy	Highly committed
	Friendly	Teamwork
NEGATIVE INFLUENCE:	Focus on looking forward	Oversharing due openness
POSITIVE INFLUENCE:	Motivated to help each other	Open for improvements

BEST PRACTICE ANALYSIS

Observations were done at the three mayor EO of Arla Foods: Denmark, Sweden and the UK for a best practice analysis. Arla Foods is in all these countries the market leader in dairy products and have increased their IKS in the last years rapidly. Despite the size difference of these EO compared to The Netherlands, the internal communication processes and way of working did not differ that much as expected. The SM Sweden gave the following explanation for this way of working: *'Our organization is dynamic and therefore always changing, so storing and writing down all the knowledge would be a fulltime and irrelevant task. Due the openness employees feel comfortable and are stimulated to ask each other or knowledge'* (SM Sweden, personal communication, April 30, 2021). Therefore, level of tacit (80) and explicit (20) knowledge was similar to The Netherlands. However, the level of IKS is higher because they applied structure on this in order to increase their IKS on SA with the use of the following tools:

TOOL:	DESCRIPTION:
BRIEFING FORMAT	Sales or marketing fills in a detailed briefing form which contains all the information that the SM needs to set up the SA. SM sends a debrief back with the possibilities and based on this a meeting is planned to set up the SA.
EVALUATION MEETING	Quarterly the SM presents the evaluations of the most important SA due that period, according to the following structure: 1. Activation: what is been done, where, when, how and what was the goal / KPI? 2. Evaluation: what were the results? 3. Learnings: what learnings are obtained?
HANDBOOK	Sales and marketing have a printed handbook at their desk and stored in their Teams folder. The handbook contains an overview of the available tools, lead times, deadlines and costs. However, the efficiency was questioned by Denmark and the UK since it was difficult to keep the handbook up to date due the many chances that occur and it was time consuming to find knowledge due the many details which resulted in a decrease in use of the handbook.

2.5.4 KPI'S TO ASSESS THE IKS
WHAT ARE THE CRITICAL SUCCESS FACTORS OF IKS?

According to the research of Akhavan et al. (2006) the following aspects can be defined as critical success factors for IKS: culture, knowledge sharing, knowledge storing and training [(see appendix D)].

WHAT ARE THE KEY PERFORMANCE INDICATORS ON IKS?

The respondents stated that the possible benefits of an increased IKS were better results (36%), less effort (43%) and better use of budget (21%). This is in line with the arguments to improve the IKS for the EO,

which resulted in better SA which costs less effort or in other words: the same work was done with less effort which resulted in satisfied employees and a lower workload.

WHAT MEASUREMENTS CAN BE USED TO ASSESS THE IKS?

According to the Matrix of Performance Indicators for IKS of Shannak (2009), the following sources can be used as measure: use of database, survey and the number of incentives received by the management.

WHAT KPI'S MUST BE SET TO ASSESS THESE MEASUREMENTS?

According to the respondents, the following elements are important aspects to measure the effect of IKS:

CRITICAL SUCCESS FACTORS:	PERFORMANCE INDICATORS:	MEASUREMENTS:
Organizational culture and needs IKS tools and instruments Implementation and training	SA will cost less effort with the use of IKS; therefore, the way of working will increase in effectiveness and efficiency	Internal survey such as the barometer and change pulse

2.5.5 TOOLS AND INSTRUMENTS FOR IKS

WHAT LEVEL OF CODIFICATION AND PERSONALIZATION IS IN THE ORGANIZATION?

The research of Hansen, Noria & Tierny (1999) states that in order to enable an effective and efficient way of IKS organizations must have a 80/20 mix of codification and personalization [see fig. 1]. The respondents stated that the main knowledge is currently personalized. In order to prevent that knowledge will get lost it would be useful to decrease this and transform it to explicit knowledge.

TYPE OF KNOWLEDGE	CURRENT SITUATION:	DESIRED SITUATION:
CODIFICATION	10%	20%
PERSONALITION	20%	80%

The current level is 90/10. The most respondents were satisfied with this. For them it was not realistic to change this to 20/80 due the many changes and developments that are going on in the organization and industry. It would be very time consuming and be too much effort to dive into, they prefer to ask it directly. However, almost all of them did agree that the downside of this is that information will get lost when the current SM for example quits her job. They saw this as a huge risk.

Fig. 1: Codification and personalization

WHAT TYPES OF TOOLS AND INSTRUMENTS ARE AVAILABLE?

As mentioned, the organization has already a lot of tools and instruments available for IKS. These are listed according to the impact-effort matrix [see fig. 2]. Due the low impact and high effort, Yammer and Intranet are both tools and instruments which would not been advised to use. This is mainly because it will create a lot of effort to implement. Teams and Q-drive have both high impact and low effort, which makes them the most preferable tools to use for IKS. Despite the low impact of an e-mail, the effort is also low. Therefore, it can be used as an additional tool for IKS.

Fig. 2: Impact/effort matrix

TOOLS	DESCRIPTION
YAMMER	The organization has tried several times to increase the internal use of Yammer, but it is not in the way of working of employees. Furthermore, employees feel that Yammer is additional work and prefer to use tools that they use often and are familiar with. Conclusion: not advised to use
INTRA-NET	Intranet is mostly used within Arla Foods Worldwide. General information, forecasts, news updates but also brand files such as logos and pack shots are available there. Adding knowledge on SA would be time consuming and the impact will be low, because it is not the main reason people visit Intranet. Conclusion: not advised to use

E-MAIL	E-mail is a tool which is frequently used because the effort is low, which makes the impact also low. To prevent oversharing, it is important to determine what will be shared and with who to stay relevant. Conclusion: advised to use, but filter information and recipients to stay relevant
TEAMS	Due COVID-19 Teams is the main tool in the organization for meetings and sharing and storing. Already all the knowledge on SA is stored on Teams. Therefore, the effort will be low to use this as a tool. Conclusion: advised to use
Q-DRIVE	The Q-drive is the main drive where all the files are stored. Everything which is stored on Teams, is also stored at the Q-drive. Therefore, the impact is high, and the effort is low. Conclusion: advised to use

2.5.6 USE OF KNOWLEDGE

According to the research, the current IKS is very limited and since the respondents gave diverse answers on the used method and tools, we can conclude that there is solid one. The market developments impact was not in line with the effort. Therefore, the need and relevance for an IKS tool became clear.

The main learning that is obtained from the best practice analysis is that the organizational culture internal needs must been taken in consideration. We conclude that this is the Clan Culture (Cameron & Quinn, 1999) (see appendix E), which is the most favorable one for IKS due the high level of internal collaboration and trust (Hendriks, 2004). Expected is that the organization will adapt the IKS effortless when the points of attention are taken in mind. According to the pros and cons points of attention are listed:

PROS: Commitment, collaboration, motivated to help each other and share, openness, friendly and trusting	CONS: Oversharing due openness and strong focus on future, less focus on evaluations
POINTS OF ATTENTION: Filtering information and share only when needed to stay relevant to recipients and actively focus on IKS and evaluations to keep awareness and focus of the recipients.	

The respondents stated that they desired more structure to create guidance and overview on SA. Since the needs are similar to the needs of the best practice EO, their tools and instruments are (with some adjustments) used in the professional product. The knowledge structure (Hoof & Huysman, 2009) is not been used. All the respondents saw this as not useful. However, when the SM department will grow in the future it is advised to implement this to gain insight and structure for the employees on who knows what.
We can conclude that a 80/20 mix of codification and personalization is desired. Due the openness and flat hierarchy respondents see no value in a further increase in codification, also due the difficult implementation and high level of effort compared to the level of impact.

In order to measure the increase of IKS, KPI's must be set. Better use of budget and better results (costs vs. results) are difficult to use as a key performance indicator since there are several other indicators related to this topic – such as competition, season and reach (L. Tissink, personal communication, May 12, 2021). Therefore, 'less effort' is selected as the performance indicator. This means that the way of working with the KSP, which results in an increase in IKS on SA, will result in an increase in effectiveness, efficiency and therefore the developments of SA will be less time consuming.

The organization has two yearly internal surveys which are held twice a year (Arla Foods, 2021). These can be used to measure and therefore assess the IKS. The following two existing surveys are used:

TYPE	CURRENT TOPICS	ADDED TOPICS FOR IKS
Barometer	Employee well-being, engagement, satisfaction, etc.	Increase in effectiveness, efficiency in the way of working
Change Pulse	Status of internal projects, employee engagement on these projects, etc.	Increase of the applied new way of working on IKS

These are in line with the main benefits of IKS according to the research of Dixon and Overton (2017). With the obtained knowledge from this research, the obtained knowledge from the interviews and obtained organizational knowledge, the following KPI's to measure the increase in IKS are set:

- *Within six months after adapting the improvements on IKS, there will be a 20% increase in employee satisfaction seen on the barometer of SM.*
- *Within six months after adapting the improvements on IKS, there will be a 20% increase in productivity seen on the barometer of SM.*

- *Within six months after adapting the improvements on IKS, the new way of working on SA will be rated with a 7 or higher on the change pulse survey.*

The KSP contains all the required elements stated by the research of Hoof & Huysman (2009):

Required elements	Location in the KSP
General knowledge that every employee must know	Shopper marketing handbook
Answers on frequently asked questions	Shopper marketing handbook
Notes from meetings	Stored evaluation meetings
Team guidelines	Shopper marketing handbook
Examples of best practices	Stored inspiration meetings

The KSP is stored in an online Teams folder (which is also available on the Q-drive) called 'KSP'. This is in line with the desires of the respondents. "We already have a wide range of used platforms, adding another one would be not desired and therefore difficult to implement" (Respondent A, personal communication, April 2, 2021). Therefore, the following three existing tools are advised to use: E-Mail, Teams and Q-drive. In addition to this, the briefing format, evaluation meeting, handbook and inspiration meeting are advised to use as IKS instruments – with some minor adjustment to make them sufficient for the organization. The IKS must be actively promoted with the use of e-mail and meetings. The advised structure for this is made in the form of a yearly planning. This results in the KSP which is beside an answer on the management problem, also an answer on the desires and needs for IKS of the organization:

Guidelines can be created by an **overview** of SA with **KPI's** to make them **comparable**. Based on this, **learnings** can be obtained and added with the result that it can be used for **advice on future SA** – which means that it also can be used in the **business planning process**. In addition to this, **best practices** can be determined and used for **inspiration**.

Cost versus result is too difficult to realize since there are many other indicators and therefore it is difficult to determine when a SA was successful (L. Tissink, personal communication, May 3, 2021). When the KSP is implemented fully and a solid database with an overview and analysis of the activations is made, this topic can be possibly added in the future to give an indication on the costs and results. However, expected is that a concrete answer will be impossible. Therefore, it is not included in the advice.

Inspiration contains **market insights** and (internal / external) **best practices**. This will be gathered due observations from the market and insights from external parties. Due the sharing and storing of knowledge, **the SM department will promote themselves** more which is also one of the desires of the employees.

For the implementation, an information meeting is advised to inform the employees of the KSP. Advised to do this is by using the infographic of the KSP (professional product). This KSP will be mainly affecting the way of working of the marketing department, therefore advised is to present in two times:

	SHARE THE NEWS MEETING:	MARKETING MEETING:
Method:	Brief explanation of the KSP	KSP will be fully presented
Duration:	10 minutes	45 minutes, 15 minutes discussion
Attenders:	Commerce department	Customer marketing and marketing team
Presenter:	Shopper marketeer	Shopper marketeer

The share the news meeting is a general meeting which is held once per month. During this meeting important developments are briefly explained to 'share the news' and inform everyone about this (L. Tissink, personal communication, May 3, 2021). Advised is to only give a short update about the main elements such as the handbook, evaluation meeting, inspiration meeting and briefing form. During the marketing meeting, also held once per month, the way of working will be presented fully and in-depth, so everyone also knows the motivation and importance of the KSP. Expected is that due the high level of independence this will be enough for the employees and due the openness of the organization this additional questions will be asked when needed.

2.5.7 DISCUSSION

Since the management problem concerned IKS, this required a lot of research to gain insight in the subject due the lack of experience and knowledge on this subject. However, due the knowledge collection was due the research well-prepared. The results of the literature review do not comply with the outcomes of the field research. Hoof & Huysman (2009) stated that the KSP must contain an IKS platform and structure. However, according to the outcomes of the interviews and observations the structure was not relevant for the organization due the size of the SM department. Besides this, the outcomes of the best practice analysis were relevant, but the handbook was outdated and contained a lot of information. Since this was in contrast with the desires of the respondents and the research of Abili et al. (2011) which stated that knowledge must be simplified and summarized for successful IKS. Hansen, Noria & Tierny (1999) stated that large organizations mainly desire an 80/20 mix of codification and personalization. However, due the organizational culture and dynamic environment of the organization an 20/80 mix was desired instead.

Middelton (2020) states that "reliability is about the consistency of a measure and validity is about the accuracy of a measure" which makes them important elements to measure the quality of this research:

Reliability	The research is done by one researcher, which means that there is a case that elements are missing or left out. Due COVID-19 the observations and interviews have been done online, but since this is the organizational way of working for almost a year – expected is that this is not affecting the results.
Internal validity	The right conclusions are drawn out of the results (Verhoeven, 2015). All the interviews and observations are done within three weeks' time, which means that there is little or no change that the opinion of the respondent has changed. Due the researcher was an external party with no foreknowledge, the change of influence by bias is very little. Besides this, the outcomes would be shared anonymously. Each answer was obtained objectively by asking only follow-up questions for further knowledge and without any opinion or signal that could possibly influence the outcomes (Harvey-Jordan & Long, 2001). Due the awareness of the observation the respondents might act differently and therefore the validity is more limited than the interviews. The respondents were showing the observer their way of working and systems, expected is that this had limited or no influence on the behavior because it is familiar to them and the observer is a neutral party. Also, due the observation was in Teams, the respondents were fully in the lead in what they showed the observer.
External validity	The results of the research are applied to the external environment due the main focus is been on the outcomes of the interviews and observations. All these parties were working for the same organization but since this is an internal research each other department then the SM is seen as external. Despite the careful selection of the respondents, it cannot be fully confirmed that their needs are in line with the entire organization. With the use of a questionnaire this number could have been increased, but this is not selected because this would result in general knowledge. For this research in-depth knowledge was preferred to gain insight in the current and desired situation.
Construct validity	The representativeness of the measurement instruments is connected to the operationalization, which is based on the literature research. Based on this the interview guide is created, which is checked by the tutor and client. Due open coding and axial coding the data was collected. The structured observations were summarized based on similarities and recommendations. Besides this, documents such as the presentations, briefing format and handbook were shared via e-mail. Due the security protocol the recordings, shared documents and personal information cannot be shared within this research.

Recommended is to evaluate the effectiveness of the KSP by evaluate this with users, this can be for example the interview respondents. Possible adjustments can be determined and implemented. Advised is to do this when the office re-open to ensure that the KSP is in line with the new way of working after COVID-19. Also, the use of digital information screens, as described in the trends and developments, could be implemented. The organization stays up to date of the needs of the employees and ensure that the KSP is implemented in the most optimal way. Besides this, advised is to share the KSP with the EO to share the obtained knowledge from this research.

Advised on the long term is to implement the knowledge structure when the SM department grows. Via this way there is a clear overview where knowledge can be found, and structure is maintained.

2.6 STAKEHOLDERS

In the professional product, the role of shopper marketing in the organization is described. This overview contained also the other marketing related departments which are stakeholders of the professional product. Besides the marketing department, there are several other parties who are rated as stakeholders. They are analyzed according to topics such as their level of power and interest in this chapter. Besides this, the broader social impact of the professional product is highlighted.

2.6.1 STAKEHOLDER ANALYSIS

Since the KSP is focused on the internal communication, the main stakeholders are part of the organization An overview of all the commerce departments and employees can be found in appendix F. The following stakeholders have been considered:

Stakeholders	Primary stakeholders (direct influence)	Secondary stakeholders (indirect influence)
Internal stakeholder	Customer marketing Cheese and BSM category Arla Melkunie brand Key account retailers	Foodservices NL/BE Customer operations Innovation & category development Digital marketing Marketing BE
External stakeholder	Production agencies Strategy and creation agencies Activation agencies Field sales agencies Retailers	Competitors Customers

The main stakeholders are analyzed according to the power / interest matrix :

Power	Interest	Stakeholder
High	Low	Key account retailers: They are the link between the retailer and organization. It is their responsibility to keep both parties satisfied and sell products and promotions. Therefore, their power is high which makes it important to keep them satisfied with giving them regular updates of the results. Their interest in the KSP is low since their mainly concern is the amount of sales and revenue that is obtained per retailer, not the development of SA.
High	High	Customer marketing: This department is responsible for the marketing towards the customer and therefore also for the SA, since the SM is part of the department. Therefore, it is important that they actively use the KSP in order to increase the IKS – which makes them a powerful stakeholder. On the other hand, their interest is high because they will benefit from an increased IKS due a more efficient way of working and better departmental results.
Low	Low	External agencies: These stakeholders are external parties the SM works with to produce the SA. Since they are involved in the inspiration meeting, it is important to monitor them to see what relevance they can add. However, since they are not involved in the IKS they have low interest and low power.
Low	High	Brands: These departments are available for all the brands the organization has on the market. This means that they are also responsible for the successes and sales of it, which makes their interest high. The obtained knowledge with the use of the KSP is useful for them to gain insight in possibilities to increase their marketing activities. However, SM is responsible for the SA which makes their power low. They only are users of the services the SM provides them.

Due the dominate clan culture there will be less resistance on the implementation of the KSP (Hendriks, 2004). However, to successfully implement the changes the six change factors are taken in consideration (Mayfield, 2014; Rompa, 2020):

1. IMPACT ON THE ORGANIZATION: Low, the sales and marketing departments will be mostly impacted due their strong connection with SM. The SM will increase their internal visibility due the increased IKS which will increase the IKS and internal awareness on SA.
2. COMPLEXITY OF THE SUBJECT: The main goal of the KSP is to simplify the available knowledge on SA to increase the IKS, which makes the complexity of the subject low since there is a strong focus to make it easy to read and understand.
3. ATTITUDE OF THE STAKEHOLDERS: As mentioned, the clan culture will be beneficial for the implementation (Cameron & Quinn, 1999). The interviews concluded that the need for IKS is high and employees see the benefits of IKS. Each respondent felt motivated to share knowledge.
4. LEVEL OF ADOPTION: The marketing will be mainly using the KSP, such as the handbook and briefing form. This means that they might need more time and explanation for explanation than the other stakeholders who will only be present during the inspiration and evaluation meetings.
5. FREQUENCY OF USAGE: The KSP must be implemented in the way of working concerning SA. Brands with a higher sales volume and distribution will have more SA and therefore a higher frequency of usage than smaller brands.
6. DETERMINATION OF KNOWLEDGE LEVEL: The CM marketing team and marketing team will have the highest interest and therefore they require the highest level of explanation. The professional product will be presented to them to introduce the new way of working.

2.6.2 BROADER SOCIAL IMPACT

Hospitality is providing a service, which is exactly what the KSP is: a hospitable service towards the organization by simplifying and optimizing their way of working, in order to decrease their workload. Besides that, the KSP has also influence on other important social subjects:

-   INTERNAL BEFORE EXTERNAL: Currently, the food industry dominated by successes and numbers, workload is increasing, and high amounts of knowledge and information is shared and obtained on daily bases. This is because the main focus is on the external market. However, they still claim that their employees are the most important asset. The organization makes a clear statement by putting their internal organization first for organizational excellence instead of operational excellence, by investing in their employees first.

-   EMPLOYEE HEALTH: The organization has a strong focus on health, by providing healthy products. It is also important for them that their employees maintain a healthy lifestyle. Currently, this focus was mainly on physical employee health. The KSP is focused on mental employee health by decreasing the workload.

-   SUSTAINABILITY: COVID-19 has shown that it is possible to run a business from home. The organization has already stated that they will continue remote working partly after COVID-19. This is due environmental reasons. Remote working will decrease traffic which is beneficial for the environment. Besides that, the KSP can be implemented without printing a single paper. It is online based to it is accessible for everyone everywhere.

2.7 FINANCE

The KSP is an internal used way of working which contains already available systems of the organization. This means that there were no purchase costs. However, the implementation will cost the organization indirectly money due the required labor hours. The calculation and justification are explained below.

2.7.1 CALCULATION

Due privacy policy, the organization could not give insight in the salaries of their staff. According to CBS (2019) the average loan per hour for retail organization are between the €20 and €25. Since the average of the employees are already senior, €25 is used as calculated amount.

The following investments have or must been done to successfully implement the KSP:

Element	Labor hours	Total hours	Loan per hour		Total costs	
Shopper marketing handbook						
Preparation	10	10	€	13.00	€	130.00
Update each quarter (4x)	2	8	€	25.00	€	200.00
Sharing and storing (2x)	0.33	3.96	€	25.00	€	99.00
Evaluation meeting						
Preparation (12x)	2	24	€	25.00	€	600.00
Presentation (12x)	1	12	€	25.00	€	300.00
Sharing and storing (12x)	0.33	3.96	€	25.00	€	99.00
Inspiration meeting						
Preparation (2x)	3	6	€	25.00	€	50.00
Presentation (2x)	2	5	€	25.00	€	125.00
Sharing and storing (2x)	0.33	3.96	€	25.00	€	99.00
Total	**20.99**	**76.88**	**€**	**213.00**	**€**	**1,802.00**
Shopper activations	Amount	Each	Hour loan		Total	
Meetings per activation	3	0.5	€	25.00	€	37.50
Decrease of 1 meeting	2	0.5	€	25.00	€	5.00
Savings					**€**	**12.50**
Break even	**145**				**€**	**1,812.50**

2.7.2 JUSTIFICATION

Below the justification of the choices that are made are explained per element:

- SHOPPER MARKETING HANDBOOK: Expected is that the creation (referred in the table as preparation) of the will costs 8 – 10 hours. Since the student is asked to perform this task, the costs per hour are lower than average. Besides that, the KSP stated that the handbook needs to be updated each quarter – which will cost ca. 2 hours. It will depend on the amount of changes that needs to be processed, which can differ each quarter. One quarter it will be 1 hour but the other 3 hours, which will be compensated then directly. The sharing and storing of handbook will be done twice a year, which costs ca. 15 minutes.

- EVALUATION MEETING: The format is already prepared by the student, so the SM only has to fill the presentation in with the required information. Collecting and preparing will costs ca. 2 hours. The presentation, which will be done during the CM meeting, will vary. It depends on the amount of

activations are during that period. This means that the presentation duration can be during Christmas period, a busy period for SM, one hour but during a Summer Holiday only 30 minutes. Again, sharing and storing of each presentation will costs ca. 15 minutes.

- INSPIRATION MEETING: However, the SM will not present the presentation, the preparation will cost time. This includes finding an agency to present, inform the CM team about the presenter and inventory relevant agenda topics. This will cost in total ca. 2 hours. The presentation is also calculated, the SM will be present there as well and might assist the external presenter. Since the inspiration meeting is the only non-existing meeting, the attendance costs are also calculated:

Duration presentation	Attenders	Hour loan		Total	
1 hour	15 employees	€	25.00	€	375.00

This means that it the inspiration meeting will cost the organization an additional € 750 per year. This is not included in the total calculation after consult with the department manager because they did not find it relevant to add it since it is part of the employee's tasks and responsibilities to attend this kind of meetings. For the same reason the briefing format is not included since is it part of the SA production process (L. Tissink, personal communication, June 9, 2021).

- REMAINING CALCULATIONS: As mentioned, the KSP will increase the efficiency. Therefore, the implementation costs can be seen as an investment. To highlight this a calculation is made according to the meetings that are planned to set up an SA. Currently, an average of 3 internal meetings of 30 minutes are planned to do this. The fist meeting is in the most cases an introduction meeting where the SM provides information. Due the implementation of the KSP the employee can consult the handbook and the obtained knowledge during the evaluation meetings, expected is that therefore the meeting can be skipped. This results in less work for the SA which compensate the additional costs, in the form of labor hours, that are made for the preparation and execution of the above mentioned KSP elements. This results in a saving of € 12.50 per activation. Calculated is that after 145 SA the break-even point is reached, and the investment is compensated. In 2020 the amount of executed SA was 162, which is below the average of 200. Expected is that after COVID-19 this amount will even increase and therefore we can conclude the investment will be compensated.

3   APPENDIX

3.1   APPENDIX A: COMPETING VALUES CULTURE MODEL

Type	Explanation
Clan (informal)	Organization puts effort in good internal relationships and flexibility in their processes. The relationship between people is central. Important aspects are: - Managing teams on effective co-operation - Managing interpersonal relationships by sharing feedback, listening and actively solving interpersonal problems - Managing the development of others by helping to improve their performances and offer possibilities for personal development.
Adhocracy (informal)	The external position is central. Flexibility and individualism are important, other important aspects are: - Innovation management by actively looking for improvements and developments, also creativity is stimulated. - Strong focus on the future by sharing a clear communication on the vision and mission of the future. - Managing of constant improvements by focusing on improvements, stimulating flexibility and challenging people.
Market (formal)	External focus with a strong focus on relationships. Important aspects are: - Managing competitiveness by penetrating and increasing the competitiveness. Also a strong drive to defeat the competition. - Strong focus on relationships with customers by motivating their people to work pro-active and reward hard work. - Managing the customer relationship by always trying to exceed the expectations of the customer and involve them in important decisions.
Hierarchy (formal)	Strong internal relationships which is linked to the need for internal stability, manageability and clarity. Important aspects are: - Managing acculturation by providing a clear overview of the expectations and norms. - Managing control systems with the use of standard procedures on ways of working and ways to measure the effectiveness. - Coordination management by information exchange between different functional areas and promote coordination internally.

3.2   APPENDIX B: ASSESSMENT CRITERIA

ASSESMENT CRITERIA	RELEVANT INFORMATION WITHIN PROFESSIONAL PRODUCT	RELEVANT INFORMATION WITHIN SUBSTANTATION DOCUMENT
The professional answers the client's question with an appropriate and substantiated professional product	Chapter 1	Chapter 2 -
The professional identifies the most important (internal and external) trends and developments and clarifies their influence on the issue	Chapter 1 – 4 described, trends are especially used during the description of the current and desired situation and selection for tools and instruments	Chapter 4.2, 5.1
The professional collects knowledge in a responsible way to support a decision and evaluates this knowledge	Knowledge gained from the research in the substantiation document is used to determine the current and desired situation and to create the KSP	Chapter 6

The professional justifies how the wishes of the stakeholders have been considered in the final product	Chapter 1 - 4	Chapter 7
The professional substantiates the extent to which the made choices are socially responsible (e.g. with regard to ethical, intercultural and sustainability aspects)	Can only be found in the substantial document chapter 7	Chapter 7
The professional demonstrates the financial feasibility of the professional product	Can only be found in the substantial document chapter 8	Chapter 8

3.3   APPENDIX C: DIVISION OF RESPONDENTS

The respondents can be, as explained above, divided in three groups with different needs and level (effort) of connection and therefore influence (impact). These are described with the use of the impact-effort matrix:

MARKETING: If the IKS between SM and marketing will be increased this will have direct influence on instore SA and create effective and efficient way of working, so therefore the impact is high. However, due their high demands it will costs a lot of effort to fulfill this so the effort will be high.

SALES: The impact will be, as described at marketing above, high when IKS is increased. However, the demands of sales are way lower and therefore the effort low. The effort that will be done for the marketing IKS can be filtered and used for sales.

OTHERS: The link with SM and need for knowledge is low, so providing knowledge to them will not make that much impact. However, the effort will be low because they don't have specific preferences so general knowledge will be enough.
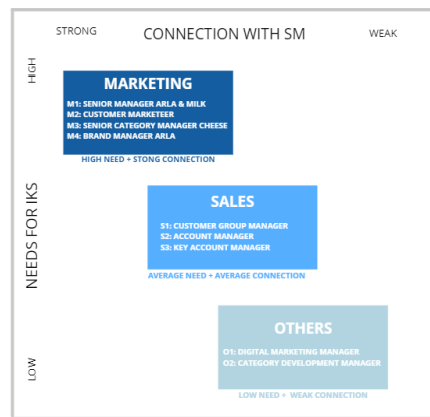
3.4   APPENDIX D: CRITICAL SUCCESS FACTORS FOR IKS

TOOL:	DESCRIPTION:	ELEMENT:
Culture	The most IKS processes are voluntary basis because it is personalized knowledge. Therefore, it is important that the organization has a strong sense of empowerment, trust and motivation for IKS.	Organizational culture and needs
Knowledge sharing	Obtained knowledge on SA must be shared due organizing a meeting or event. This must be done regularly at specific timings, so for example at the end of an SA or when the evaluations are available.	IKS platform, tool or instrument
Knowledge storing	Obtained knowledge must be actively shared, but also stored in order to prevent that it will get lost. This can be done by creating a folder or document where an overview of the obtained knowledge, such as learnings or evaluations.	IKS platform, tool or instrument
Training	Employees must be trained on how to find and use knowledge on SA. This can be done by training, for example by organizing a meeting or workshop that explains where knowledge can be found. Via this way employees are trained and the IKS will be adapted in their way of working.	Implementation by training

3.5 APPENDIX E: CLAN CULTURE TYPE

Below an overview is given on the elements the organizational culture has according to the four cultures of Quinn and Cameron (1999):
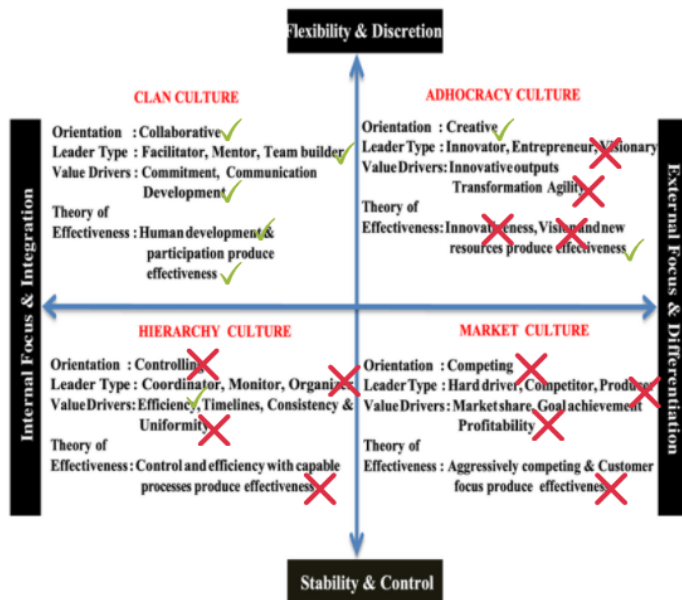
## 3.6 APPENDIX F: OVERVIEW OF COMMERCE DEPARTMENTS

Marketing	
Foodservices NL / BE	Key account manager
	Senior sales manager
	Account manager food service
	Account assistant
Key accounts retailers	Customer group manager
	Account manager
	Account assistant
Customer marketing	Shopper marketeer
	E-commerce manager
	Customer marketeer
	Category development manager
Customer operations	Demand planner
	Sales support employee
	Sales planner
Sales	
Cheese and BSM category NL/BE	Senior category manager
	Assistant category manager
Innovation & concept development	Concept development manager
	Innovation manager
Digital marketing	Digital manager
	Customer dialogue employee
	Digital marketing specialist
Marketing BE	Brand manager BE
	Junior brand manager BE
Arla	Senior manager Arla & Milk
	Brand manager

Melkunie brand	Junior brand manager
	Senior manager Melkunie
	Brand manager
	Customer marketeer

3.7   APPENDIX G: STAKEHOLDER POWER / INTEREST MATRIX

Stakeholder power / interest matrix
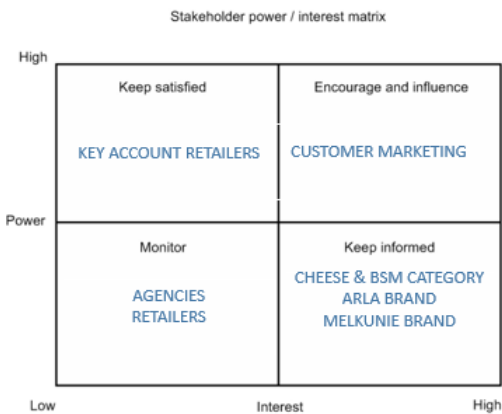
3.8   APPENDIX H: INTERVIEW GUIDE

The interview guide is created according to the theoretical framework. Research is done about important elements of implementing IKS, which is translated into the interview guide. The guide is internally discussed with the organization and checked by the tutor and peer group.

GOAL OF THE INTERVIEW: To determine the current communication processes and knowledge sharing on Shooper Activations. Topics such as: what is done with obtained knowledge, what could be improved and is there an influence on the knowledge-sharing by the organizational culture? Learnings can be determined according to the differences between the current and the desired situations. Figure 3 contains a tree diagram with all the topics.

Fig. 3: Topic list interview
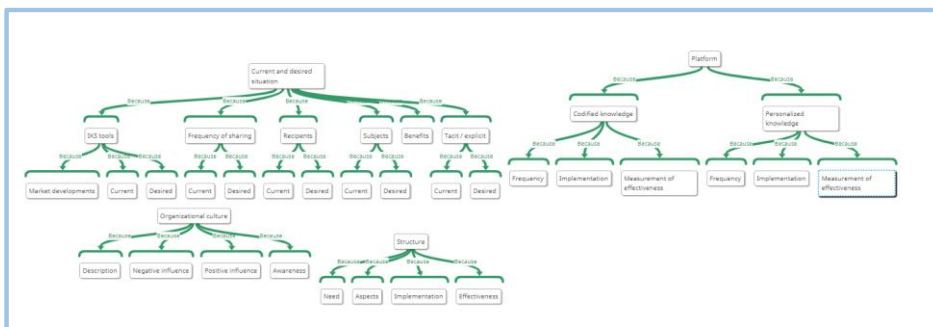
INTRODUCTION OF THE INTERVIEW: Short introduction of the interviewer, explain something about the research, the interview and some small talk.

GENERAL QUESTIONS: To gain insight in the role and responsibilities in of the respondents, general questions about their function are asked. This will also give insight in their link with shopper marketing.

- What is your role in the organization?
- What activities do you carry out for the organization?
- What are your responsibilities?
- What is your connection with the Shopper Marketeer department?

CURRENT AND DESIRED SITUATION: In order to create an advice that fits the organization, questions about the current and desired situation will be asked. Previously, market developments where internally send as a form of IKS. Questions are asked about this topic to gain insight if this would be a relevant tool to add. Also, the level of tacit and explicit knowledge available in the organization will be determined.

- How is obtained knowledge of shopper activations knowledge currently shared and stored?
- What tools and instruments are used for this? Also, what frequency and with who is this shared?
- What do you think of the old market developments? Strong points, weak points?
- On what topics of shopper activations would you like to receive information / knowledge?
- What will be the benefits for you when you the knowledge-sharing on shopper activations will be increased?
- How do you share and store inspiration and new ideas for shopper activations?
- Do you feel motivated to share and store knowledge?
- What do you think is the level of tacit and explicit knowledge on shopper activations? And what is the desired level of this?

PLATFORM AND STRUCTURE: *According to Greiner, Bohmann & Krcmar (2007) the level of codified and personalized knowledge in the organization must be determined and a method for sharing and storing must be selected. In addition to this, the internal communication advice must contain two elements: an internal knowledge structure and platform (Hoof & Huysman, 2009):*

PLATFORM:

- What platform, tool or instrument would be useful for sharing and storing codified knowledge?
- What platform, tool or instrument would be useful for sharing and storing personalized knowledge?
- What requirements must this platform, tool or instrument fulfill?
- What frequency would be useful for this?
- How do you think this can be implemented?
- How do you think the effectiveness can be measured?

STRUCTURE:

- Do you think it is useful to create an internal knowledge structure?
- What are important aspects for creating an internal knowledge structure?
- How do you think this can be realized?
- How do you think this can be implemented?
- How do you think the effectiveness can be measured?

ORGANIZATIONAL CULTURE: *According to Scheepers (2004) the organizational culture could have an influence on the internal knowledge-sharing. In order to improve the internal knowledge-sharing effectively, it is important to determine what the organizational culture is and what the relationship between the organizational culture and internal knowledge-sharing is.*

- In what ways do you notice that there is hierarchy and an organizational culture?
- How would you describe the organizational culture?
- Do you think the organizational culture has an influence on the internal knowledge-sharing?
- In which ways does the organizational culture have a positive effect on the internal knowledge-sharing of activations?

- In which ways does the organizational culture have a negative effect on the internal knowledge-sharing of activations?

- Did we forgot to discuss something?
- Do you have anything to add?
- Do you have a question for me?
- Do you have any additions for my research?

3.9 APPENDIX I: OVERVIEW OF RESPONDENTS

Due privacy reasons only the role of the respondent is given. Respondent A – I were interview respondents and respondents J – L were part of the observation.

RESPONDENT	ROLE
	MARKETING
A	Senior manager Arla & Milk
B	Customer Marketeer
C	Senior category manager Cheese
D	Brand manager Arla
	SALES
E	Customer group manager
F	Account manager
G	Key account manager
	OTHERS
H	Digital marketing manager
I	Category development manager
	ARLA EUROPE
J	Shopper marketeer UK
K	Shopper marketeer Denmark
L	Shopper marketeer Sweden

3.10 APPENDIX J: CODED INTERVIEW

As discussed with the tutor, one transcribed and coded interview is enclosed into the appendixes. Due the strict privacy policy that is followed by the organization, no recordings of the interview can be shared. The tutor is already informed about this regulation.

INTERVIEW WITH RESPONDENT D:

(codes can be found in the comments)

What is your role in the organization?

I am brand manager for Skyr, so this means that I am responsible for everything that is going on for the brand Skyr. I do this for one and a half month now, before this I was brand manager for the Melkunie brand.

> **Commented [MHiV1]:** Role in organization: brand manager Skyr (marketing)

What is your link with shopper marketing?

For the last two years I was not that active on shopper activations but mainly on innovation projects. It has been a while for me, but now I am brand manager for Skyr I have done several activations now so my role is stronger with shopper marketing now. Instore activations are really important and a great extra to the total campaign and communication towards the customer. This is partly above the line, so on TV etc. but also below the line, so instore and in supermarket magazines. Also digital is between these to, so it is an important aspect. Instore strengthens the campaign because you are very close to the buying moment.

> **Commented [MHiV2]:** Link SM: before not that strong, now it is strong

This is the time that you have to give the customer the final push to buy the product. Also, you give an experience to the customer.

The only thing I find difficult on shopper activations is the costs. It costs a lot of money and I am not always sure how much results we book. In the future I would like to gain more insight on this so we can make smarter choices based on budget. What would be the most beneficial and what are the costs.

Commented [MHiV3]: Desired subject IKS: insight in costs

How is obtained knowledge of shopper activations knowledge currently shared and stored?

To be honest, I don't know. I was not that active as I told the previous years, so I don't know. In the future I would like to share learnings in the marketing meeting. So that the shopper marketeer present the activations and we as marketing team can ask questions. That would be very useful.

Commented [MHiV4]: Current IKS: not aware of

Commented [MHiV5]: Desired subject IKS: insight in costs

We want to learn more from each other but due COVID this is more difficult. There is more distance. It does not have to be long. Also, you promote yourself as shopper marketing department. What are you doing, etc. Be proud of what you do and share this.

Commented [MHiV6]: Desired subject IKS: promote SM

What do you think of the old market developments? Strong points, weak points?

Last week I was with a collegue visiting a store. When you are looking together at the store you gain such more insights. Now due COVID I order online, so things such as market developments or shopper safari is very nice. It would be very nice to do this again in the future.

Commented [MHiV7]: Market developments: useful

Also the same way?

Yes. If I am doing my groceries I am alone. You have to visit the store with another mindset to really analyze. An email is not the most optimal way. Maybe in addition to this this can be stored in something such as an inspiration folder, or do a monthly email. Another nice thing would be presenting in the marketing meeting once a month to share the inspiration. Email is easy but not that effective. During a meeting it will be more alive because we are able to discuss it together.

Commented [MHiV8]: Market developments: email is not working

Commented [MHiV9]: Desired subject IKS: present inspiration at marketing meeting

Do you feel motivated to share knowledge?

Yes, I do. We share it via Whatsapp but it is not working for me. I have a work phone and normal phone and we have already so much. Maybe creating a whatsapp for everyone who interested to share useful, but for me personally I am not that good with whatsapp.

Commented [MHiV10]: Moviated to share knowledge: yes

But sharing inspiration is very welcome. I feel motivated to do this but when I am very busy, I tend to forget it. Also, now I am working for Skyr I am having a different look at things then when I was working at Melkunie.

Commented [MHiV11]: Motivated to share knowledge: yes important but when busy sometimes fogets

What do you think is the level of tacit and explicit knowledge on shopper activations? And what is the desired level of this?

At Arla Foods we are not good at staring knowledge, it is mainly inside the heads of everyone. Our culture is really open so we can easily share it. But it would be nice to have something on paper. When someone is gone this knowledge will be lost.

Commented [MHiV12]: Currrent T/E balance: mostly inside of peoples head, but it is working for us

Something as an overview with outcomes or information about specifications that each grocery store has would be very useful. We cannot change everything at once and it has to go in steps. We should just try it and somethings might not be useful, but other things will be.

Commented [MHiV13]: Desired T/E balance: more stored to prevent that information will get lost

Commented [MHiV14]: Desired subject IKS: overview of retailers

The business planning process is starting now for 2022. We start to make plans for 2022. It would be useful to involve shopper marketeer in this process, so that we know which quartile would be useful and what type of activations would be useful. This knowledge can be used to make wiser decisions. This can be done by setting clear KPI's to make it measable because every activation is different. Also the use of KPI's would be efficient for us. Also, the evaluation. We don't take time for this.

Commented [MHiV15]: Desired subject IKS: involve in business planning, guidance, setting clear KPI's

So it would be useful to write down what the goal is to measure?

Yes for the context this can be useful.

What platform, tool or instrument would be useful for sharing and storing codified knowledge?

It does not matter where it is, if the structure is clear it works for me. Maybe on Teams or on the Q-Drive. If there is another platform, we are open for it. But I don't know what. Maybe a thing as an inspiration folder or platform, very visual.

What requirements must this platform, tool or instrument fulfill?

Easy to find, easy to understand and visualize. To make it easy to read and also fast. For example I use Pinterest, I have a moodboard with all types of activations. I am not sure if this is working for Arla Foods but it is nice and visual.

What platform, tool or instrument would be useful for sharing and storing personalized knowledge?

Presenting at the marketing meeting or something that creates interaction. For example, a workshop on shopper activations with different type of departments. A marketeer looks different at it as a sales person for example. For me it would be useful to also have interaction to understand it better.

What frequency would be useful for this?

Once per week a mail would be too much. We already have so much mail. It costs a lot of time to prepare, so maybe once per quartile. Now would be a right time because we start business planning and that we can inspire each other. Maybe it would be nice that the shopper marketing department also does a review during the business planning of what they have done, so stop doing, continue doing, etc. Also with COVID, what is possible and what not. I believe that it is important to do it short. Details are also important, but it needs to be relevant for everyone.

Maybe filter information?

Yes that would be useful.

How do you think this can be implemented?

Difficult because I don't have much experience. I like working with the shopper marketing department. The communication is clear. It is easier to assess something with clear KPI's, goals and deadlines. This have to be clear in the beginning. Introduce the current, desired situation and how you are going to fill the gap.

How do you think the effectiveness can be measured

My wish would be that the shopper activations will be done more efficient. This can be done by having a clear overview of the costs, goals and time reducing.

Do you think it is useful to create an internal knowledge structure? So, who knows what?

The shopper marketeer has all the knowledge. But when we evaluate the evaluation, it would be good to mention who is involved during an activation. So in the future we can see if we have questions about something we can call them. So when the shopper marketer is busy we can also contact other people.

In what ways do you notice that there is hierarchy and an organizational culture?

I don't know... We are very driven to go forward. Therefore, we sometimes forget to evaluate. We like to do new things and start new projects, but we tend to forget or less focus on the evaluation. Also, there is not that much structure in the organization. There is no hierarchy. We are super open and have a flat structure. Of course, on paper there is a hierarchy but we don't notice it. Everyone is open and it is easy to talk to everyone.

Do you think the organizational culture has an influence on the internal knowledge-sharing?

Yes I think in general it is... But I don't think it has a big influence on improving the knowledge sharing.

In which ways does the organizational culture have a positive effect on the internal knowledge-sharing of activations?
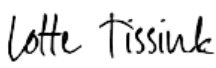
Commented [MHiV16]: Platform codified: Teams / Q-Drive

Commented [MHiV17]: Platform codified: inspiration folder

Commented [MHiV18]: Requirement platform codified IKS: easy, visual

Commented [MHiV19]: Tool personalized IKS: meeting

Commented [MHiV20]: Requirement platform personalized IKS: planning in line with business review

Commented [MHiV21]: Implementation: clear, structured

Commented [MHiV22]: Benefit: reduce time, less costs and effecitve

Commented [MHiV23]: Structure: mention who was involved during a project

We are open and willing to share.

In which ways does the organizational culture have a negative effect on the internal knowledge-sharing of activations?

We like to share our successes and therefore share them more often than failures, however we can learn from this – 'we don't fail we learn'. This is difficult because it makes you vulnerable. But I think if someone starts with it, everyone else will follow.

3.11 OVERVIEW INTERVIEWS:

Type of meeting	Plan meeting	Progress Meeting	Final Meeting
Datum gesprek	15-02-2021	24-05-2021	10-06-2021

Lotte Tissink, 14/06/2021

Maudy Huis in 't Veld, 14/06/2021

3.11.1 PLAN MEETING

1. **What do you want to have achieved by the end of the semester in relation to your professional performance?**
   Take the lead more often, increase self confidence and be more critical
2. **What do you need from your tutor and from your client to achieve this?**
   Tutor: discuss the difficulties and points of attention received from the client
   Client: give often feedback during monthly meeting on learning points, give possibility to learn and grow
3. **At what moments do you expect to need your tutor and your client? How often do you want to consult with your client?**
   Tutor: weekly meeting with the peer group
   Client: weekly meeting on Monday, during this day the week is discussed. Once per month a meeting on the professional performance is planned.
4. **When will the professional product be delivered and what will be delivered?**
   14 of June 2021
5. **Do all parties agree with the Plan of Approach?**
   Yes

3.11.2 PROGRESS INTERVIEW

1. **Can agreements made in the plan interview still exist? What, if anything, needs to be changed?**
   The agreements from the plan meeting can be kept. There is progression in the learning goals, however these can be developed further the upcoming weeks. The most important development point is to be more active in meetings. For now, it is difficult due the remote working via Teams. But the upcoming weeks I will present more often in meetings.

2. **What are the points of attention/development according to the client with regard to your professional performance? And what is the provisional score on the five assessment criteria with regard to professional performance (see paragraph 4.5.1 and appendix V)?**
   As mentioned above, I want to develop myself during meetings. Currently I find it difficult that the distance due remote working is rather large.

3. **Discussion of first ideas/design of the professional product. Is the professional product still appropriate in line with the issue?**
   The professional product is still appropriate.

4. **Are the wishes of stakeholders sufficiently taken into account in the development of the professional product?**
   Yes, there is often contact between the client and me. Also, due the internal interviews the opinion of the stakeholders is taken into account.

5. **How does the client look back on the past period? What has happened and what is on the planning now?**
   The information is gathered during the last few weeks, now the writing process will start. In the upcoming weeks the results from the research will be processed to create the final product.

	0 points	1 point	2 points	3 points
	The professional did not show the skill or attitude or the performance was particularly poor.	The professional shows the skill or attitude at a level that does not meet the standard.	The professional shows the skill or attitude at a level that meets the standard described in this column.	The professional shows the skill or attitude at a level that exceeds the standard.
The professional shows an investigative attitude (c.q. shows curiosity, is critical, has the will to innovate).			Onderzoekende houding, mag nog iets meer kritischer zijn op de organisatie ✔	
The professional shows hospitable behaviour towards the other person (e.g. client, colleague, guest etc.).			Altijd vriendelijk en netjes, maar je mag jezelf meer laten horen tijdens team meetings ✔	
The professional communicates in a respectful, purposeful and professional manner with all internal and external stakeholders				Nette communicatie ✔
The professional makes use of existing and new contacts and develops his professional network.			Zelfstandig op zoek naar interview respondneten ✔	

	0 points	1 point	2 points	3 points
	The professional did not show the skill or attitude or the performance was particularly poor.	**The professional shows the skill or attitude at a level that does not meet the standard.**	**The professional shows the skill or attitude at a level that meets the standard described in this column.**	**The professional shows the skill or attitude at a level that exceeds the standard.**
The professional works effectively and efficiently with all internal and external stakeholders.	.		Goed contact leggen, alleen nog even groeien in wie waar bij betrokken kan worden. Maar dit is een leer proces. ✓	

3.11.3 FINAL INTERVIEW

1. **Did the young professional fulfilled the agreements from the plan meeting?**
   Yes. The professional product is according to the desires of the organization and gives a relevant answer to the management question. Besides this, the organization wants to impelment the professional product directly into the organization. This will be done by myself in the upcoming month.

2. **What is the final judgement of the client on the professional performance?**
   Very positive. The contact was very good and I developed myself very well into the organization. This is further explained in the feedback from.

3. **What is the final judgement of the client on the professional product?**
   Again very positive. As mentioned, the client wants to implement the professional product into their organization because they are very satisfied with the end result.

	0 points	1 point	2 points	3 points
	The professional did not show the skill or attitude or the performance was particularly poor.	**The professional shows the skill or attitude at a level that does not meet the standard.**	**The professional shows the skill or attitude at a level that meets the standard described in this column.**	**The professional shows the skill or attitude at a level that exceeds the standard.**
The professional shows an investigative attitude (c.q. shows curiosity, is critical, has the will to innovate).			✓ Hierin heb je zeker stappen gezet, waarbij je in het begin nog wat afwachtend was en precies deed wat er werd gevraagd, toonde je later meer eigen initiatief. Zo kwam je zelf met feedback wanneer we bijv. een voorstel van Firm hadden ontvangen. Daarnaast kwam je met het voorstel voor het Albert Heijn overzicht en stuurde je intern de mail bij de start van een activatie. Ook het initiatief voor het organisatie van de team activiteit werd erg gewaardeerd. Probeer in een teammeeting nog iets actievere rol te pakken, maar ook hier heb je al stappen in gezet door een paar keer te presenteren.	

	0 points	1 point	2 points	3 points
	The professional did not show the skill or attitude or the performance was particularly poor.	**The professional shows the skill or attitude at a level that does not meet the standard.**	**The professional shows the skill or attitude at a level that meets the standard described in this column.**	**The professional shows the skill or attitude at a level that exceeds the standard.**
The professional shows hospitable behaviour towards the other person (e.g. client, colleague, guest etc.).				✓ Je hebt een professionele houding en bent erg behulpzaam. Vraag regelmatig of je nog kan helpen of ondersteunen met iets. Daarnaast respecteer je deadline en zorg je dar deze gehaald worden.
The professional communicates in a respectful, purposeful and professional manner with all internal and external stakeholders				✓ Je bent altijd netjes in je communicatie. Staat de verschillende klanten en agencies netjes te woord en weet je taalgebruik hierop aan te passen.

	0 points	1 point	2 points	3 points
	The professional did not show the skill or attitude or the performance was particularly poor.	The professional shows the skill or attitude at a level that does not meet the standard.	The professional shows the skill or attitude at a level that meets the standard described in this column.	The professional shows the skill or attitude at a level that exceeds the standard.
The professional makes use of existing and new contacts and develops his professional network.			✓ Goed contact gelegd met internationale collega's om de interviews af te nemen en wist je zelfstandig te schakelen met de verschillende agencies. Om naar "exceeding" te komen had je bijv. kunnen kijken hoe kennisdeling wordt toegepast in andere organisaties waar je contacten hebt vanuit je eigen netwerk.	
The professional works effectively and efficiently with all internal and external stakeholders.	.			✓ Hierin heb je je goed ontwikkeld, waarin je in het begin nog lastig vond om de juiste mensen aan te sluiten wist je na verloop van tijd zelfstandig te schakelen met bijv. de concept team, Konica en Firm.

Overall heb je je stage heel goed doorlopen! Waarin je eerst nog wat terughoudend en stil was heb je je goed ontwikkeld. Pakte je zelf meer werkzaamheden op en kwam je met eigen voorstellen/initiatieven. Je wist steeds beter je eigen lijntjes uit te zetten en de juiste mensen te betrekken bij de werkzaamheden. Ook de presentaties voor het team bereide je goed voor en zorgde je voor een mooi opgemaakte power-point. Om je nog verder te ontwikkelen zou je iets meer zichtbaar moeten worden in de organisatie en je nog wat meer pro actief opstellen. Ik ben erg benieuwd naar de implementatie van hetadvies dat je hebt geschreven voor ons!

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