

**INTERNAL COMMUNICATION AND EMPLOYEE
ENGAGEMENT: INTEGRATION PLAN FOR DO IT BETTER**

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GLOSSARY

CRM – Customer Relationship Management

DGERT – Direção-Geral do Emprego e das Relações de Trabalho

EU – European Union

GDP – Gross Domestic Product

IDPJ – Instituto Português de Desporto e Juventude

IEFA – Inquérito à Educação e Formação de Adultos

IEFP – Instituto do Emprego e Formação Profissional

INE – Instituto Nacional de Estatística

PSP – Polícia de Segurança Pública

SEF – Serviço de Estrangeiros e Fronteiras

SIGESP – Sistema Integrado de Gestão de Segurança Privada

1. SUMMARY

Nowadays, companies have started to pay more attention to their human resources, looking at them as an internal market, which they should seek to satisfy in the first place. Thus, they should use internal marketing and communication techniques that will help them build an employer branding strategy, with the intention of creating a positive image of the organizational environment in the employees' perspective, as well as generating greater commitment and involvement between both parties. These strategies should be implemented from the first contact employees have with their company, during their onboarding process.

In this context, this project aims to develop an integration plan for new employees at Do It Better, a certified professional training center. Therefore, we used different methods for collecting information, including a semi-structured interview, two survey questionnaires (internal and external), and the analysis of internal and external statistical data.

In the services marketing-mix, a six-step integration plan was proposed, defining the items that would be included in it, as well as how it would be implemented in the company.

Keywords: Integration plan; Employer branding; Socialization process; Internal communication.

JEL codes: Marketing M31; Education and Research Institutions I2.

1. RESUMO

Atualmente, as empresas têm vindo a dar maior importância aos seus recursos humanos, olhando para estes como um mercado interno que devem procurar satisfazer em primeiro lugar. Deste modo, devem usar técnicas de marketing e comunicação interna que as ajude a estabelecer uma estratégia de *employer branding*, tendo como objetivo criar uma imagem positiva da empresa na perspetiva dos colaboradores, bem como de gerar um maior compromisso e envolvimento entre ambas as partes. Estas estratégias devem ser implementadas desde o primeiro contacto que os colaboradores têm com a empresa, durante o processo de integração.

Neste âmbito, o presente projeto tem como objetivo desenvolver um plano de integração para novos colaboradores para a Do It Better, centro de formação certificada profissional. Para tal, recorreu-se a diferentes métodos para a recolha de informação, entre os quais uma entrevista semiestruturada, dois questionários por inquérito (um interno e um externo) e a análise de dados estatísticos internos e externos.

No marketing-mix de serviços, foi proposto um plano dividido em seis passos, onde se definiram os itens que seriam incluídos, bem como a forma como este seria implementado na empresa.

Palavras-chave: Plano de integração; *Employer branding*; Processo de socialização; Comunicação interna.

Códigos JEL: Marketing M31; Education and Research Institutions I2.

2. EXECUTIVE SUMMARY

We are currently living in an era of constant transformation where companies must be continuously updated, enabling them to follow the changes in the markets in which they operate and keep achieving their growth ambitions. With the increasing competition in the labor market that follows these consistent changes, it becomes essential for companies to develop a strategy that distinguishes them from others and helps them attract and retain potential employees. By using employer branding strategies, companies become more appealing to talents that fit best with their goals.

Thus, since human resources are seen as promising differentiation elements that will help companies succeed in this constant transforming market, Marketing has begun to focus more on the company's internal clients. Due to this, companies are paying more attention to developing internal communication procedures that will help them attract, gain and retain employees, by creating and implementing actions that will contribute to their motivation and satisfaction, as well as their commitment to the company.

Internal communication consists of the vertical and horizontal communication that occurs within the company, and aims to keep all employees informed about present and future activities. When employees feel more informed and involved with their company's activities, they work harder towards the company's goals. For internal communication to be effective, companies must study their internal market to understand what motivates and satisfies them best. Engaged and committed employees increase performance results, offering companies a competitive advantage that will make them stand out in the market in which they operate.

The organizational socialization process is the first contact employees have with their company and it is very important for the future relationship between these two. In this sense, companies should implement an action plan for welcoming new employees that will facilitate their integration within the company, as well as provide information about their organizational roles, the organizational structure, and the company's goals, including its vision, mission and values.

This project aims to develop an integration plan for Do It Better, a private certified training company in Portugal, through the analysis of the relationship between internal communication and employee engagement.

The idea for this project arose from the company's desire of and need for improving its internal communication tools. Thus, the development of an integration plan for Do It Better is seen as an important element that will facilitate the onboarding process for new employees and, consequently, contribute to higher engagement levels with their new organizational role and environment.

After defining the relevant concepts for this project in chapter 5, both primary and secondary data was collected (chapter 6), which included conducting a semi-structured interview, two questionnaires, and collecting data from internal and external sources. The interview was conducted with the Marketing Coordinator at Do It Better, in order to gather information about the company. In this interview we were able to understand the company's current internal communication practices and channels, the internal communication tools they desire to create, develop and implement, as well as how new employees are currently welcomed and integrated in the company upon their arrival.

The first survey was applied to all employees at Do It Better. The main purpose of the questionnaire was to understand the extent to which employees feel informed about their company, how their integration process was when they first began their organizational role, and their opinion about what elements should be included in the integration plan. The second questionnaire was targeted at potential future professionals, which are expecting to enter soon, or have recently entered, the labor market. The intention of this questionnaire was to understand the participants' expectations regarding their admission in a company.

In subchapter 7.1 we developed an external analysis. This included conducting a mediate analysis (political and legal, economic, social and cultural, technological and environmental factors), and an immediate analysis (market and competition analysis). In this chapter, we draw from data gathered from external sources (INE, PORDATA and Eurostat).

Next, subchapter 7.2 involves the internal analysis. This includes relevant information about: the company, its mission, vision and values, performance, business strategy, and internal communication techniques and channels.

In subchapter 7.3, on the basis of the external and internal analyses, a SWOT analysis was developed. This chapter involves establishing Do It Better's positive and negative aspects (strengths and weaknesses), as well as its external opportunities and threats.

Subchapter 7.4 involved analyzing relevant questions from the external survey questionnaire that influenced the development of the integration plan in chapter 7.6.

The segmentation, targeting and positioning were completed in subchapter 7.5. To establish the segmentation criteria and target (female, ages 25 to 29, with Bachelor and/or Master degree), we used data from the internal questionnaire. The results from the questions analyzed in the previous chapter were used to determine the main aspects for the positioning.

In subchapter 7.6, we developed the new service that will be launched, by explaining in detail each component of the services marketing-mix (product, price, place, promotion, people, process, and physical evidence). In the process section, we determined what should occur in each part of the integration plan, and in the physical evidence section, the tangible elements that will be given to the new employees.

Finally, in chapter 8, we defined the requirements for the implementation of the plan by establishing a chronogram, where we explain what procedures the company needs to consider for executing the integration plan.

3. DEFINITION OF THE PROBLEM

The corporate world of the 21st century has as its main focus valuing its human capital, that is, its employees. We live in an era where firms lose their sustainability if they are only centralized on maximizing their results. The idea that businesses can survive in the competitive market through profit-oriented models is currently out of date (Arantes, 2012). Organizations are made of people, which form the core of a company and are determinants of its success. For a company to evolve, it is important that it always bears in mind its human resources. One way to do this is by promoting an effective and efficient two-way communication throughout the firm (GUȚĂ, 2015). “In fact, it’s people that create, develop and maintain companies” (Arantes, 2012, p. 126). Therefore, they should be treated with an approach that defends their professional development, as well as the aspects that contribute to their motivation and satisfaction.

Thus, companies are beginning to look at their human resources as a market, which they should first attract and satisfy, since satisfied employees usually lead to satisfied customers. In this sense, firms have started to adopt internal programs targeted at their internal public. These involve developing techniques that integrate employees in the organizational environment and make them aware of the company’s values, missions and procedures, in order to increase organizational engagement and employee motivation, which leads to improved relationships with external clients as well.

Do It Better, a certified professional training center, has shown interest in improving its internal communication programs. In the present work, an integration program for new employees will be developed for the company. Since Do It Better is established in thirteen different centers in Portugal, and expects to keep expanding geographically, the company stated the need and desire of creating stronger internal bonds between all of its employees, through information sharing about the firm’s mission, vision and values, their responsibilities within the firm and the importance of their colleagues’ tasks as well. Due to its influence on developing internal relationships, the integration program will contain the main information that should be shared with employees upon their entry in the organization, in order to facilitate their integration process.

4. LITERATURE REVISION

4.1. Employer branding

Nowadays, companies have started to use new strategies to meet demands for a strong and committed workforce (Chhabra & Sharma, 2014). Employer branding is a strategy used for attracting, retaining and recruiting employees (Chhabra & Sharma, 2014; Tanwar & Prasad, 2016; Gilani & Cunningham, 2017) that involves creating a particular identity to which employees relate (Backhaus & Tikoo, 2004). It is used both internally, to assure that present employees are committed to the organizational cultural identity (Backhaus & Tikoo, 2004), as well as externally, with possible new employees (Sokro, 2012; Gilani & Cunningham, 2017; Theurer et al., 2018), and its goal is to make the firm attractive for both targets (Backhaus & Tikoo, 2004; Sokro, 2012). The increasing use of this technique is explained by the fact that companies recognize the added values employees can bring to their firm (Backhaus & Tikoo, 2004). However, employer branding should be more targeted to potential new employees, since a brand is usually portrayed to the external public and includes aspects of the organizational culture, commitment and identity (Love & Singh, 2011).

Employer branding has become essential for a company's success (Gilani & Cunningham, 2017). It generates employee loyalty, retention, satisfaction and closeness (Davies, 2008), but it also serves as an opportunity for the firm to distinguish itself from its competitors (Davies, 2008; Love & Singh, 2011).

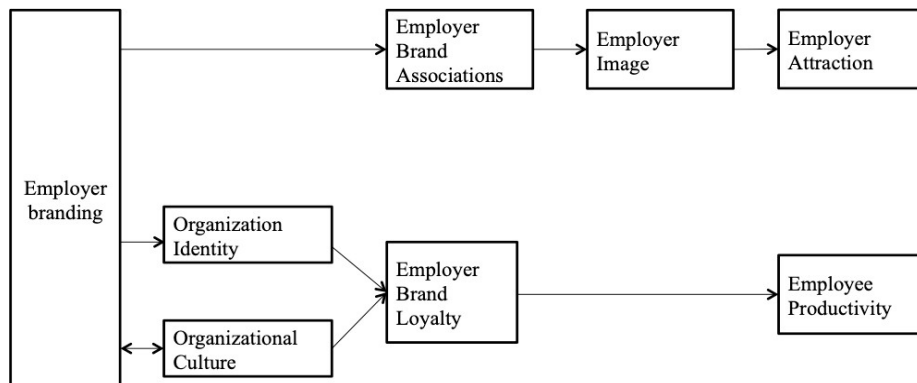
Backhaus and Tikoo (2004) define three steps for implementing employer branding. First, the company has to establish the promise of the value to be delivered. This is considered the main message that is transmitted by the employer brand. Second, the value proposition is externally marketed, aiming at potential employees. Third, the employer brand is integrated in the organizational culture through internal marketing. The main goal is to establish a labor force that promises to work towards the company's goals and follows its values.

According to Figure 1, employer branding generates two advantages in the firm: brand association and brand loyalty (Backhaus & Tikoo, 2004; Love & Singh, 2011). Brand association is the retained information related to the brand that customers have in mind

when it comes up (Keller 1993). When there are more positive perceptions associated to the brand, customers easily identify with it (Backhaus & Tikoo, 2004).

Similarly, as employees recognize positive elements of the employer image, they will relate more to it, leading to a bigger desire of involvement with the firm and this positive image (Backhaus & Tikoo, 2004; Love, & Singh, 2011).

Figure 1: Employer branding framework



Source: Backhaus & Tikoo, 2004

There is a higher tendency of associating positive emotional aspects to the organizational environment, rather than physical elements. Thus, the stronger the match between these two, the more loyal employees are to their firm (Love & Singh, 2011). Employer brand loyalty is influenced by “a behavioral element that relates to organizational culture and an attitudinal element that relates to organizational identity” (Backhaus & Tikoo, 2004, p. 508). Employer brand loyalty, organizational culture and organizational identity are interrelated. Thus, employer brand loyalty can correspond to organizational commitment. Loyalty implies that employees will more likely remain in their firms for longer periods of time (Backhaus & Tikoo, 2004). Furthermore, employer branding also takes in consideration important aspects related to career needs, as it promotes individual career progress within the organization, encouraging productivity (Backhaus & Tikoo, 2004).

4.2. Internal marketing

Employees are becoming valuable competitive factors for companies, leading to a shift in the direction of Marketing to the interior of the firm, rather than only focusing on the

external public (Grönroos, 2000; Marujo, 2015). Internal marketing techniques started being developed due to the constant search companies have for performing efficiently, calling out for the need of a bigger use of its human capital (Marujo, 2015). Therefore, the organizational structure suffered a change, where employees are seen as the firm's internal clients that are willing to contribute and add value to it (Grönroos, 2000; Backhaus & Tikoo, 2004). Thus, internal marketing serves as an integrated management strategy that consolidates various functions of the firm in two ways: it should portray a shared vision of the business, motivating and retaining informed employees about the policies and functions of the firm, making them feel involved in the organizational culture; but it should also give employees the task of attracting, satisfying and maintaining external clients (Grönroos, 2000; Marujo, 2015).

For the firm to deliver high quality services to customers, employees need to work as a team to practice a customer-oriented marketing (Kotler & Armstrong, 1991). Internal marketing applies marketing tools within a company and aims at developing a customer-focused firm, where everyone must understand and accept their roles in implementing the marketing strategy (Dibb, et al., 2001), as well as commit to contributing and spreading customer value (Kotler & Keller, 2012). Therefore, internal marketing has to be developed and established first before making it external (Kotler & Armstrong, 1991; Grönroos, 2000; Marujo, 2015).

Grönroos (2000) defines two different aspects of internal marketing: attitude management and communications management. The first refers to managing the sensibility and awareness employees have towards customers and services (Grönroos, 2000). The second aspect considers the flow of information throughout the organization between different hierarchical levels (Grönroos, 2000; Kotler & Keller, 2012). These two aspects are linked to each other because what is communicated to employees has an impact on their attitudes.

Internal marketing assumes three main goals: 1) the *general goal*, which is to maintain employees motivated, aware of customers and well-oriented; 2) the *strategic goal*, referring to the establishment of an internal environment capable of providing customer service; and 3) the *tactic goal*, which is to implement marketing tools to employees through training (Marujo, 2015). With an efficient internal marketing strategy, employees should be capable of representing their firm to external clients as well (Dibb et al., 2001).

4.3. Internal communication

4.3.1. Definition

Internal communication involves the flow of information between an organization and its employees (Dolphin, 2005, as cited in Mishra et al., 2014). Cornelissen (2013) defines corporate communication as “everything a company says, makes and does” (p. 3). When communication involves a two-way system it is more dynamic because there is feedback, making it more effective than a one-way process (Caetano, 2013). The main purpose of internal communication is to act as an informative agent, spreading updates of current and future activities of the organization. From a management point of view, it should be structured within the company, in order to allow and encourage team spirit, integrating all employees (Padamo et al., 2015).

Brandão (2014) established seven basic principles for effective internal communication practices: 1) *clarity*, which refers to making the message perceptible to all; 2) *coherence*, requiring a consistency between the transmitted message and the performed activity; 3) an *adequate use of language*, according to the characteristics of the employees; 4) *opportunity and promptness*, referring to the importance of defining the best moment to communicate the contents first-hand; 5) *distribution*, regarding the best method of transmitting the message; 6) *adaptation and uniformity*, concerning the type and form of disclosure of information; and 7) *acceptance and interest*, regarding the degree of receptivity, based on trust and respect, employees have towards their firm.

Welch and Jackson (2007) established four dimensions of internal communication: 1) *internal line management communication*, referring to the flow of information related to the roles and impact of employees' personal communication, which occurs at every level of the firm; 2) *internal team peer communication*, regarding the communication between peers or employees in a group situation where team activities are discussed; 3) *internal project peer communication*, which involves debating project tasks and goals that need to be achieved; and 4) *internal corporate communication*, concerning the flows of information that occur inside a firm intended to “promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims” (p. 186).

4.3.2. The role of internal communication within the organization

To the firm, internal communication is seen as a need, a belief and a desire, simultaneously. It is a need because it becomes essential in the coordination of all employees and activities; a belief, since it presents solutions and is necessary to convince the firm that it has become crucial; and a desire, because it should be thought of, managed and implemented through strategic decisions (Almeida, 2003).

Internal communication can be seen as a tool of strategic advantage that is capable of adding value to the firm, since it encourages higher flexibility and sharing information, as well as a more motivated team (Quirke, 2008). It is a formal or informal process that “creates, develops and evolves an organization’s entity”, seeking to establish relationships inside the working environment. A company creates and maintains these relations by reaffirming itself as a “moral person”, since it has “an identity, a personality, a history and values” (Almeida, 2003, p. 41).

Although there has been a big focus on communicating continuously with a firm’s external stakeholders, it is just as important to interact with the internal public, since this relationship is capable of influencing the organization’s reputation and of shaping its identity (Smith, 2005; Omilion-Hodges & Baker, 2014). Internal communication has an impact on the way employees talk about the firm not only with each other, but also with those outside of it (Omilion-Hodges & Baker, 2014). All communication action emerges from the inside of the organization to its exterior (Smith, 2005; Omilion-Hodges & Baker, 2014). Therefore, companies should be concerned with developing and maintaining relations with their internal clients, as much as they do with their external public (Omilion-Hodges & Baker, 2014).

The relationship between the organization and its employees can bring benefits to the organization and is related to higher levels of performance (Ruck & Welch, 2012; Mishra et al., 2014). Internal communication allows managers to keep subordinates updated and interested in the firm’s strategy, its development and problems, ensuring that all members are aligned in working towards accomplishing the company’s goals (Smith, 2005; Guță, 2015). In fact, the lack of efficient internal communication strategies will lead to poor results (Profile, 2006, p. 4, as cited in Welch & Jackson, 2007), as well as an inadequate performance in terms of retention, satisfaction and transmission of the core values to employees (Ferdous, 2008). Wiio (1995, p. 95-96)

claims that a firm does not exist without communication, since “a human organization is simply a communicational network” (as cited in Rego, 2007, p. 25).

4.4. Employee engagement

4.4.1. The role of employee engagement

Kahn defined engagement as “the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviors that promote connections to work and to others, personal presence (physical, cognitive and emotional) and active, full performances” (1990, p. 700). Additionally, Kumar and Pansari (2014) explained employee commitment as a “multidimensional construct” that involves every action and behavior employees have towards the organization (p. 55). It presumes willingness and availability to develop interaction with others (Taylor & Kent, 2014).

Engagement is achieved when employees feel that they are included, esteemed and valued in their firm (MacLeod & Clarke, 2009; Mishra et al., 2014). When this occurs, employees perform better, speak positively about their firm to others and make efforts to contribute to its performance and success (Quirke, 2008; Mishra et al., 2014; Shuck & Reio, 2014). If employee engagement is perceived as a state of mind, it can be influenced by communication. If it is seen as a personality trait, companies will have more obstacles in shaping it (Welch, 2011; Taylor & Kent, 2014), since the level of engagement varies according to each employee’s identity (Chamorro-Premuzic et al., 2018).

Shuck and Reio (2014) defined three dimensions of engagement based on Kahn’s (1990) explanation of the concept: 1) *Cognitive engagement*, which refers to employees’ understanding of their work being important and valuable (Kahn, 1990). In this case, employees that feel useful and appreciated in their work environment are more engaged. Thus, cognitive engagement promotes a more focused and conscious behavior (Rich et al., 2010); 2) *Emotional engagement*, which concerns the personal resources that employees invest in their work. During this process, any mental state that employees have influences their performance (Rich et al., 2010). When emotional resources are used, employees are more capable of developing original and productive thinking processes; and 3) *Behavioral engagement*, which is the most apparent type of

engagement. It occurs when cognitive and emotional engagements are combined. Only when these three dimensions are achieved simultaneously do employees demonstrate that they are truly engaged (Kahn, 1990).

Employee engagement can be seen as an essential factor for promoting better overall performance and for the way employees relate with their jobs, organizations and external public (Lemon & Palenchar, 2018). According to Gallup (2010), engaged employees “are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave the organization” (p. 1). Thus, committed employees feel more fulfilled and motivated about their working activities (Taylor & Kent, 2014). Employees will feel more eager about their jobs if they are responsible for achieving tasks that go beyond their expectations, have a bond towards their colleagues and when they work in an honest environment (Chamorro-Premuzic et al., 2018). A committed employee is someone that exceeds their responsibilities and does more than what is expected of them. A disengaged employee, however, only does the bare minimum of what is required and takes no initiative of performing more tasks (Lemon & Palenchar, 2018).

However, employee engagement is not only beneficial to the company. It also has a positive impact on the individuals’ psychological state. If an employee is involved in a work assignment that generates effective emotional experiences and contributes to his/her well-being, he/she will have a more positive look towards the company and a higher level of engagement (MacLeod & Clarke, 2009; Shuck & Reio, 2014).

4.4.2. Employee engagement and internal communication

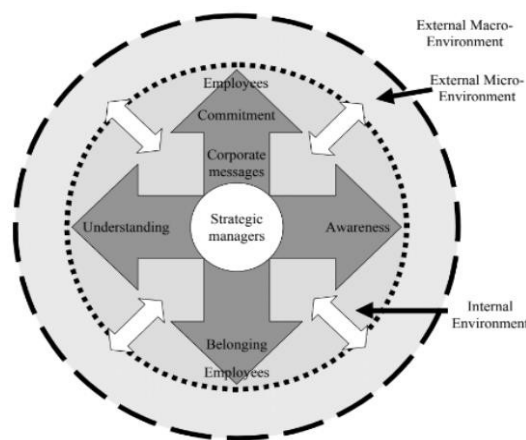
Internal communication practices generate interactions in the company, creating stronger bonds between employees and leading to an increased employee engagement (Karanges et al., 2015), through an implementation of the firm’s core values in employees’ performance (Welch, 2011). Employee engagement is a result of a strategic employee communication (Welch & Jackson, 2007; Welch, 2011; Ruck & Welch, 2012).

According to Welch and Jackson (2007) one of the four dimensions of internal communication is internal corporate communication. As previously explained, this dimension involves transmitting general organizational issues to employees, including

goals, activities and achievements. Internal corporate communication practices are developed to promote employees' commitment to the organization (Welch, 2011), through a cultural alignment between employees and the company, as well as the strategic alignment between tasks and goals (Gallup, 2010).

Figure 2 demonstrates a model of conceptualization of internal corporate communication developed by Welch and Jackson (2007). It portrays the different flows of information that occur inside the organization, and establishes four main goals for internal corporate communication: 1) promote relationships inside the firm, represented by employee commitment; 2) contribute to employees' identification with the organization; 3) create consciousness of environmental change; and 4) establish an understanding of the urgency for the firm to advance its goals in response to, or in anticipation of, environmental change. Therefore, for employees to feel integrated in their organization, it is important that they are involved in both its internal and external environment, as well as the company's strategic direction (Welch, 2007).

Figure 2: Internal corporate communication



Source: Welch & Jackson, 2007

MacLeod and Clarke (2009) agree that employee engagement allows a “two-way relationship” between employees and supervisors “where challenges can be met, and goals achieved” (p. 3). Committed employees will most likely develop relationships with members both inside and out of the firm (Mishra et al. 2014). Exchanging information between employees and supervisors strengthens their relationship, leading to greater trust between them and, consequently, to an increased employee engagement (Thomas et al., 2009). Trust is based on the quality of the information that is shared. If employees perceive that they are receiving valuable content about their job roles and

the organization's operations, there will be higher levels of trust between them and their supervisors (Thomas et al., 2009) and they are more likely to work harder (Mishra et al., 2014).

4.5. Organizational socialization

Organizational socialization focuses on the process of adjustment employees experience when integrating a new organization, through the learning of necessary behaviors, attitudes and skills (Louis, 1980; Chao et al., 1994; Bauer & Erdogan, 2011). This concept has been gaining more importance, since employees are more mobile and constantly changing their organizational roles (Bauer et al., 2007). Organizational socialization is the first process employees face when adapting to their new organizational roles (Chao et al., 1994) and is determinant for their success in their new environment (Bauer & Erdogan, 2011). An efficient organizational socialization process can influence employee engagement as well (Bauer & Erdogan, 2011).

Bauer & Erdogan (2011) state that newcomer adjustment concerns how an employee adapts from being “an organizational outsider to an organizational insider” (p. 57), and can be measured by four indicators: role clarity, self-efficacy, acceptance by organizational insiders and knowledge of organizational culture. *Role clarity* indicates how well employees understand their role within the organization. *Self-efficacy* concerns the employees' confidence towards their jobs. The more positive employees feel about their roles, the better their results, both individual and organizational. Self-efficacy is positively related to organizational results, such as commitment, satisfaction and turnover (Bauer et al., 2007). *Acceptance by organizational insiders* involves two aspects: learning relevant information about the firm and feeling accepted by the other work members. Newcomers need to obtain information from their supervisors in order to understand more about the organizational environment (Bauer & Erdogan, 2011). Feeling involved and accepted by peers (Chao et al., 1994), as well as creating strong bonds with them (Bauer & Erdogan, 2011) are two important aspects included in the organizational socialization process. *Knowledge of organizational culture* is also an indicator to acknowledge in newcomers adjustment. Chao et al. (1994) state three elements to be considered in the organizational culture that lead to positive outcomes: *politics*, which regards the individual's capacity of obtaining formal and informal

information concerning relationships between members and hierarchical structures; *language*, referring to the understanding of certain expressions and acronyms used within the company; and *goals and values*, which concerns learning and understanding the firm's ambitions and values.

Bauer et al. (1998) state that understanding the organizational socialization process of a newcomer is important for four reasons: 1) it will be very costly for firms if it is unsuccessful (Bauer & Erdogan, 2011), because it will probably lead to higher turnover results. If employees quit soon after their initial integration, the firm will have to invest again in recruitment and selection processes (Bauer et al., 1998); 2) it influences an employees' desire to commit to the firm (Bauer et al., 1998); 3) it is the first contact employees have with the company's culture (Chao et al., 1994) and, therefore, should be developed in a way that the core values are implemented in the employee's attitudes and behaviors (Bauer et al., 1998; Bauer & Erdogan, 2011); and 4) it is a mechanism in which newcomers understand the firm's politics and hierarchical structure (Chao et al., 1994). Thus, an employee's positive productivity is influenced by the way that he or she interprets the company's political behaviors (Bauer et al., 1998).

Normally, companies adopt orientation tactics to facilitate the adjustment process for newcomers (Bauer et al., 2007; Bauer & Erdogan, 2011). When implementing these programs, the goal is to give employees a general overview of the company and of their role within this new environment (Bauer & Erdogan, 2011).

5. CONCEPTUAL FRAMEWORK OF REFERENCE

This chapter intends to highlight the main topics from the Literature Review that are directly related to the investigation.

Companies have started to show bigger concern with their human resources, especially in maintaining a good relationship with their employees and keeping them satisfied and motivated, ensuring their commitment to the firm and a higher level of retention of exemplary employees. The way employees work towards the economic goals of the company is influenced by the organization's social environment. It is important that both the company and its members align their goals, so that both parties are encouraged to participate and share information with each other (Almeida, 2003). Internal communication practices recognize this need of focusing on the company's internal environment, since satisfying employees internally will lead to stronger relationships with external clients as well.

The integration process for new employees needs to be a mixture of internal marketing, internal communication, employee engagement and organizational socialization. The organizational socialization process is the first experience employees face when integrating a new role in an organization. This process should be facilitated so that employees have a sense of belonging to the firm from the beginning and understand their role within the organizational environment.

Firms with committed, engaged and satisfied employees have better performance results (Mishra et al., 2014). The internal public of a firm is the target of internal marketing programs. Internal marketing seeks to understand the characteristics, desires and needs of internal clients and develop programs that correspond to these requirements. For companies to create and maintain high levels of employee satisfaction, motivation and commitment, they have to use internal communication tools and organizational socialization processes. To a firm, internal communication is seen as a need, a belief and a desire (Almeida, 2003). Internal communication is a strong tool for firms, since it is through these programs that companies are able to deliver information more efficiently, alongside with motivating and maintaining their employees (Quirke, 2008). Through these internal practices, the company is able to establish relationships with employees by sharing relevant information with them that meet their needs and desires (Lings, 2004). An effective internal communication

ensures ensures that there is a mutual understanding between management and staff, through the spreading of relevant information about the firm and its culture.

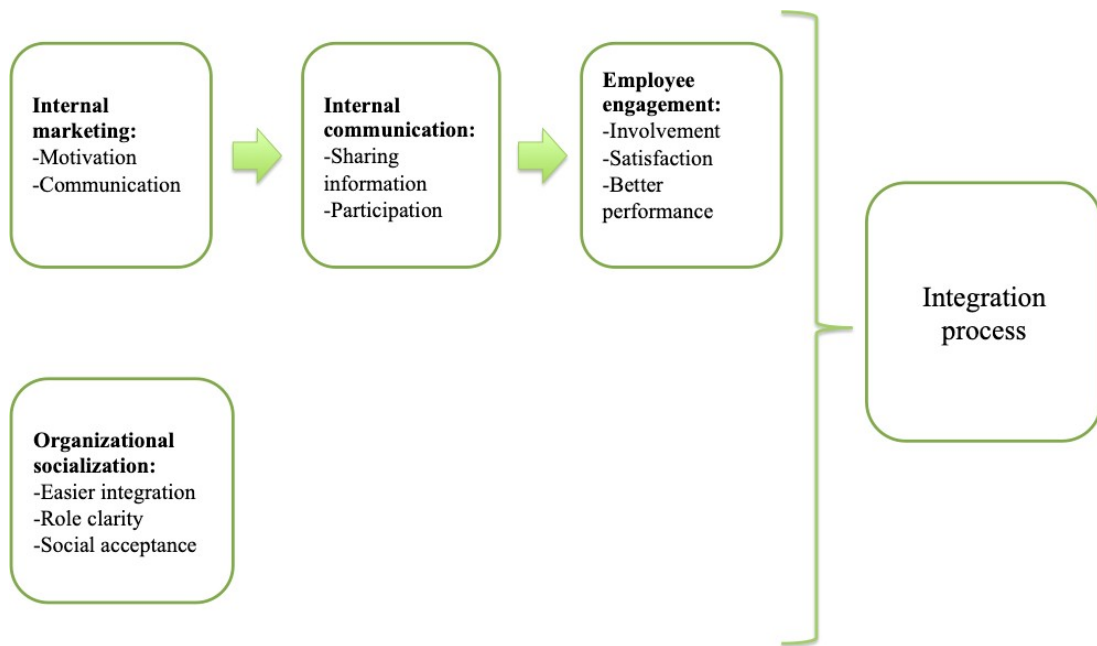
Furthermore, the efficiency of internal communication programs leads to employee engagement. The more employees feel involved with their company, the more motivated they will work towards its goals. For services to function properly, employees need to be involved and motivated with their responsibilities. Employee satisfaction will bring good results to the firm, in the short run, but if employees are not involved with their work and if they are not satisfied, the company's results will decrease, in the long run.

It is important to understand this relationship between internal communication and employee engagement. Due to the increasingly competitive environment that companies face in the labor market, it becomes necessary to use techniques that differentiate them from other companies. In this sense, internal communication is an added value that companies have and must learn to use more to their advantage, because the success of a company comes from its human resources.

Therefore, the main topics from the Literature Review that were a basis for this investigation are the following:

- Internal marketing techniques;
- Internal communication practices as tools of internal marketing;
- Employee engagement;
- Organizational socialization processes.

Figure 3: Conceptual framework of reference



Source: the author, 2019

6. METHODOLOGY

6.1. Purpose of the investigation

The purpose of this project is to develop and implement an integration plan for new employees at Do It Better, based on the analysis of the company's needs and expectations. Therefore, the specific goals of this project are to:

- Define the company's current internal communication practices and initiatives;
- Understand what information was presented to the company's employees once they initiated their functions at the company;
- Comprehend the opinion of Do It Better's employees regarding their socialization process when they began working at the company;
- Understand if employees of the company feel informed about their workplace and the environment that it involves;
- Apprehend employees' opinion on implementing an integration plan, as well as gather their suggestions and ideas on what aspects should be included in this plan;
- Know what internal communication procedures the company desires to create and apply in the future.

6.2. Data collection analysis and techniques

After the literature review and the description of Do It Better, the investigation methodology and techniques are presented.

For this project, both primary and secondary data was collected. The primary data included conducting a semi-structured interview, as well as two survey questionnaires. The secondary data involved collecting both internal and external data. For the internal data, Do It Better was the main source, and, for the external data, statistical information from sources, such as INE, PORDATA and Eurostat, was used.

6.2.1. Semi-structured interview

The semi-structured interview was conducted to collect information from the company that was used mainly in the internal analysis, but also for the preparation of the

integration plan that was developed.

In this case, some questions and topics were prepared before the interview. The company's current Marketing Coordinator, Ricardo Carneiro, was interviewed. This interviewee was chosen because he is considered the leader responsible for the company's internal communication.

6.2.2. Survey questionnaire

For this project, two surveys were conducted. The first survey was led inside the company, and its main purpose was to obtain employees' opinion on the implementation of an integration plan. The survey was delivered to all 48 employees of Do It Better. In total, 48 answers were obtained. However, after analyzing each answer we realized that only 38 of them were complete and capable of being the sample of this investigation. Therefore, we had to exclude the 10 answers that were not adequate.

The second survey was conducted externally, and intended to understand the expectations of future professionals regarding their potential admission in a company. Therefore, this survey was mainly targeted at the younger Portuguese population that will enter soon, or have entered recently, in the labor market. The participants' ages ranged from 20 to 34 years old. In total, 100 answers were obtained.

Both surveys were developed via on-line, through the Qualtrics platform, and included close-ended questions only, mainly of multiple choice or scale. Two types of scales were used: nominal and ordinal. In this case, a Likert scale was used.

7. INFORMATION ANALYSIS AND CONCLUSIONS

7.1. External analysis

7.1.1. Mediate analysis

7.1.1.1. Political and legal factors

Do It Better is a professional certified training company that has the support of four entities, which provide adequate certification for its courses: DGERT, IEFP, PSP and IPDJ.

DGERT is responsible for managing the Training Entity Certification System. Through the rigorous evaluation of the pedagogical practices, DGERT makes efforts to increase the quality of professional training in Portugal. Thus, it provides certifications to Do It Better's training courses.

Do It Better is a certified entity in the area of Education and Training (146) – training of teacher and trainers of technological areas, under the terms of Administrative Rule 851/2010, September 6, amended and republished by Administrative Rule 208/2013, June 26. This gives the company the authorization for the operation of the Initial Pedagogical Training of Trainers course, granted by the IEFP.

The Department of Private Security of the National Directorate of the PSP grants Do It Better the quality of certified training entity, under the terms of Law nr. 34/2013 of May 16. Furthermore, in the SIGESP portal, the company is certified with authorization nr. 21.

The IPDJ grants Do It Better 1,6 credits for the renewal of the Title of Exercise Technician. It also provides certification to the courses that are related to sports.

7.1.1.2. Economic factors

In 2018, the GDP growth rate in Portugal was 2,1%, which results in a positive economic growth. From 2014 to 2018, this value grew 1,2%. When compared to the Eurozone countries, which had a GDP growth rate of 1,9% in 2018, the Portuguese

GDP growth rate has been following a similar evolution (Annex I – Economic factors – Chart 6 – Source: Eurostat, 2019).

The Portuguese inflation rate increased 2% from 2014 to 2018. This value results in a decrease of the purchasing power of the population. However, the Portuguese inflation rate is still below the average of the Eurozone countries, which was 1,8% in 2018, and in Portugal was 1,2% (Annex I – Economic factors – Chart 7 – Source: Eurostat, 2019).

In 2018, the unemployment rate in Portugal was 7%. Although this rate decreased 1,9% from the previous year, it is still above the average of the Eurozone countries, which was 6,8% in 2018.

In the Eurozone countries, the unemployment rate decreased from 11,6% in 2014, to 8,2% in 2018. In Portugal, this rate decreased from 13,9% to 7% during these years. (Annex I – Economic factors – Chart 8 – Source: PORDATA, 2019). Unemployment has a positive effect on professional training companies, since it leads to an increased willingness to acquire new skills and knowledge in order to re-enter the labor market. However, as many professional training companies in Portugal are state-funded, they tend to attract a large proportion of the unemployed population, which is ultimately disadvantageous for Do It Better, as it is not funded.

Furthermore, the Portugal 2020 program grants companies funded training. This program was developed from a partnership agreement between Portugal and the European Commission, and defines principles that protect the economic, social and territorial development policies to promote in Portugal, from 2014 to 2020. Under this program, a System of Incentives was created, under which the EU provided funds to encourage professional training in companies. This led to an increase of financed certified training, which is also seen as a disadvantage for the non-financed certified training industry.

7.1.1.3. Social and cultural factors

The Portuguese population has been decreasing. In the past five years, the natural growth rate in Portugal was negative. From 2014 to 2018 this rate dropped by 0,03% (Annex II – Social and cultural factors – Chart 9 – Source: INE, 2019). However, the increase of immigration has contributed to the growth of the Portuguese population.

From 2013 to 2017, the number of permanent immigrants grew by 19 085 (Annex II – Social and cultural factors – Chart 10 – Source: INE, 2018). The aging index in Portugal has also been rising. In 2014 the index was 141,3, and in 2018 it was 159,4, which registers an increase of 18,1 between these years (Annex II – Social and cultural factors – Chart 11 – Source: INE, 2019). Due to this growth of the elderly population in Portugal, some efforts are being made to increase the young population in the country.

During the past five years, the level of academic qualifications of the Portuguese population has been increasing. In 2014, 21,7% of the population aged 25 to 64 years old had completed tertiary education (ISCED 5-8). By 2018, this value had increased by 3,3%. In the same year in the Eurozone countries, 31,5% of the population between the ages of 25 to 64 had tertiary education levels (Annex II – Social and cultural factors – Chart 12 – Source: PORDATA, 2019).

Furthermore, in Portugal the 25-34 age group has the biggest percentage of people qualified with tertiary education levels in the past five years. In 2014, 31,4% of the population of this age group was qualified with tertiary education levels, and, in 2018, this value was of 35,1%. The 55-64 age group has the lowest percentage of the population with tertiary education levels. In 2018, only 14,2% of this age group had higher education. However, this value has been increasing since 2014. The older the population, the lower percentage of population with tertiary education levels (Annex II – Social and cultural factors – Chart 13 – Source: PORDATA, 2019).

According to the Education and Training Report (European Commission, 2018), in 2017, Portugal reduced its levels of early school dropouts and repetition by 4,8% (from 17,4% in 2014 to 12,6% in 2017). However, in comparison to the EU average (10,6%), Portugal's levels of early school dropouts were still above the standard value in 2017 (Table 1 – Key indicators).

Although adult participation in learning has increased by 0,2% from 2014 (9,6%) to 2017 (9,8%), when compared to the rest of the EU countries (average of 10,9%), Portugal is below the average (Table 1 – Key indicators). Therefore, the Council of the EU recommended that Portugal implements measures to increase the skills level of the adult population.

These two indicators have a positive impact on certified professional training companies, like Do It Better, because people are starting to look for new ways to

develop and gain skills that will help them succeed in their jobs. Thus, professional training courses can be seen as a complement, and/or a solution, to many people that did not complete higher education levels, since it will enable them to acquire the necessary skills to achieve their career goals.

Table 1: Key indicators

Indicators	Portugal		EU average	
	2014	2017	2014	2017
Early leavers from education and training (age 18-24)	17,4%	12,6%	11,2%	10,6%
Adult participation in learning (age 25-64)	9,6%	9,8%	10,8%	10,9%

Source: European Commission, 2018 - adapted

Another strong aspect that influences this industry is the immigration rate from Portuguese speaking countries. In 2017, in the Immigration, Borders and Asylum report (Ribeiro et al., 2018) it was found that the Brazilian nationality was the main foreign resident community in Portugal, representing 20,3% of all foreigners in the country. It was also registered that the foreign population is mainly distributed on the coast of the country, with around 68% registered in the districts of Lisbon. These migration flows have an impact on the professional training industry due to the fact that the immigrating populations come to Portugal to find better living conditions, including new jobs. However, as these populations may not have the necessary skills to apply for a new job, or may not find it immediately, there is an increase in demand for training courses in different areas for them to enter the labor market as soon as possible.

Furthermore, the geographic distribution of these immigrating populations influences positively Do It Better's business, due to the fact that in the district of Lisbon the company has three centers (Lisbon, Alverca and Amadora), as well as two centers in the district of Setúbal (Setúbal and Almada). These locations enable the company to reach a larger number of people that are interested in their training courses.

7.1.1.4. Technological factors

In Portugal, the number of families with Internet access in their households has been continuously increasing. In 2017, 76% of the families in Portugal had Internet access through broadband in their households, 13% more than in 2014. However, these values

are still below the average of the EU countries, which was 85% in 2017 (Annex III – Technological factors – Chart 14 – Source: INE, 2018).

The use of Internet is also rising in Portugal. In 2017, 75% of the resident population, from 16 to 74 years old, indicated that they had used the Internet in the past year. Although this rate increased by 10% since 2013, in 2017 it was still 10% lower than the EU average (Annex III – Technological factors – Chart 15 – Source: INE, 2018). Nowadays, 81% of Internet users have access to mobile Internet, away from home and workplace, and through portable equipment. The main equipment used to access Internet is the cellphone or smartphone, which is used by 79% of users, and only 36% report using portable computers (Annex III – Technological factors – Chart 16 – Source: INE, 2018).

In 2017, 45% of enterprises in the EU use social networks. This value grew by 17% from 2013 to 2017. The two main reasons for this increase were to build the company's image and market its' products, as well as to respond to customers' opinions, reviews and questions. Thus, enterprises have been building a stronger online presence. In Portugal, the use of social networks in enterprises in 2017 was also 45%, having grown by 12% since 2013 (Annex III – Technological factors – Chart 17 – Source: Eurostat, 2018).

The continuous growth of social media is crucial for Do It Better to be updated with the latest trends, as well as to share and communicate continuously with its public, through its social media profiles and website. The company also has a YouTube channel, where it shares videos of different matters related to its courses.

The Internet also enables the company to develop classes in *b-learning* format, a training system where most of the content is transmitted via online, at a distance. For this purpose, Do It Better uses Moodle, an online platform. This facilitates the learning process to many people, since it enables learning at a distance. Moodle allows trainees to communicate with their instructors, and provides relevant information related to the available courses, such as readings of class material, group projects and final grades.

7.1.1.5. Environmental factors

Due to the increasing concern about environmental issues, Do It Better has implemented some practices to create awareness inside the company, such as recycling

and reminders to save water and electricity.

7.1.2. Immediate analysis

7.1.2.1. Market analysis

The professional training industry has been growing in Portugal. According to the IEFA, in 2016, 50,2% of the population between the ages of 18 and 64 participated in activities of lifelong learning. This indicator has grown by 19,3% since 2007. Furthermore, there was a big increase in participation in non-formal education, from 23,1%, in 2007, to 45,2%, in 2016 (Oliveira et al., 2017).

The same study concluded that 79,8% of the non-formal educational activities did not entail expenditure for participants, which represents four fifths of the activities. However, expenses were fully paid by those who performed them by 17,7% of the activities, revealing a difference of 62,1% between free and paid activities (Oliveira et al., 2017). Therefore, non-funded training companies like Do It Better have much lower business performance results than those that are funded.

Also, 45,7% revealed that the main reason for participating in non-formal educational activities is to obtain a certificate. In many situations, the conclusion of these activities is only valued and accepted if a certificate is presented. 83,2% stated that developing knowledge and skills on a topic of interest was the key reason for participating in non-formal educational activities. 75,3% participated for personal purposes (Oliveira et al., 2017).

7.1.2.2. Competition

Master D Group – Master Distance – is one of Do It Better’s main competitors. The company is focused on providing training at a distance, and is present in Portugal, Spain, Mexico and Colombia. Master D’s internationalization is one of its’ advantages over Do It Better. However, in Portugal the company is only located in four regions (Lisboa, Porto, Coimbra and Faro), meaning that Do It Better has a stronger presence in the country.

Also, Master D entered the Portuguese market in 2001, while Do It Better only entered in 2007. Thus, Master D has been in the market for a longer time, and has more

notoriety among its competitors.

Regarding its courses, Master D offers certified training in 15 different areas, with a total of 34 courses. Although they are similar, Master D has a more varied range of courses than Do It Better, enabling the company to attract more trainees.

Similarly to Do It Better, Master D has a profile on Facebook and Instagram. Concerning their Facebook pages, both companies have around 40 million likes. However, on Instagram, Master D has more than 5 thousand followers, almost twice as many as Do It Better. Therefore, Master D is able to reach a greater and more varied public through its online social media, especially Instagram.

Centros de Formação Talento is another competition that Do It Better faces in this market. Their mission is to “*develop talent*”, through a certified training system, by granting certifications supported by DGERT and IEFP, like Do It Better.

Throughout the country, Centros de Formação Talento is spread in 49 different centers in Portugal, including Madeira and Açores. In relation to its training offer, while Do It Better has 13 areas of courses, Centros de Formação Talento has a broader variety and provides courses in 19 different areas.

Regarding the company’s online performance, Centros de Formação Talento has more than 62 million likes on Facebook, and more than 2 thousand followers on Instagram.

Table 2: Main competitors

		Do It Better	Master D Group	Centros de Formação Talento
Number of areas of courses		13	15	19
Localizations		13 cities in Portugal	4 countries	49 cities in Portugal
Followers on social media	Facebook	41 006	40 472	62 274
	Instagram	3 184	5 011	2 144
	LinkedIn	3 294	406	267

Source: the author, 2019

7.2. Internal analysis

7.2.1. The company

Do It Better is a private certified training company with courses adjusted to the labor market, and has been operating since 2007. Its aim is to facilitate integration in the labor market by providing practical courses, updated curricular plans, as well as curricular internships to its trainees. The company has more than 12 years of experience and is currently one of the leading firms in the market.

The company offers courses in the following twelve areas: Health, Beauty, Education, Security, Administrative, Kitchen, Veterinary, Interior Design, Sports, Languages, IT, and Marketing and Sales. Do It Better is currently established in thirteen regions from the North to the South of Portugal (namely, in Braga, Porto, Vila Nova de Gaia, São João da Madeira, Viseu, Coimbra, Leiria, Alverca, Setúbal, Almada, Lisboa, Amadora and Faro), and expects to expand to more areas in the coming year.

Currently, the company is made up of 48 employees. In the back-office team there are 12 employees. Furthermore, each center has around three educational coordinators that are responsible for planning the center's pedagogical project.

After conducting a questionnaire within the company, we concluded that the employees

are mainly female (87%), with ages between 25 and 29 (52%), and the majority has a Bachelor Degree or a Masters/PHD (34%). We also identified that half of the employees have only been working at Do It Better for less than one year.

Table 3: Characterization of employees

Gender	Female	87% - 33 employees
Age	25 to 29	52% - 20 employees
Academic qualifications	Bachelor Degree	34% - 13 employees
	Masters/PHD	
Number of years	Less than 1 year	50% - 19 employees

Source: the author, 2019

During the last semester of 2018 and the first of 2019, ten employees were recruited, eight of which were placed in some of the company's existing centers and two for the new center that recently opened, in Leiria. However, during the rest of this year, the company expects to recruit, at least, two more employees, which will be placed in the new center that is expected to open in Cascais.

Regarding the company's turnover, this indicator assumes an average of 3 to 5 employees per year. The company usually replaces, on average, 4 employees per year. This leads to a turnover rate of 8,3%, which is considered a high value.

7.2.2. Mission, Vision and Values

The mission and vision are what makes up the DNA of the company, and are a legacy for its future and for how it creates long-term economic value. Do It Better states its mission as the following: *“To offer certified training in different areas of interest, in order to integrate our clients in the labor market, empowering their future and creating value through their personal and professional growth and success”*. To accomplish this, the company focuses on training and motivating its team, so that they can achieve their goals, as well as on maintaining high quality services provided to their customers. Their vision is: *“To be considered a reference in Professional Training, meeting the market's and our clients' needs in a responsible, professional and human way”*.

In order to achieve both their mission and vision, the company established six values that it

seeks to spread and communicate throughout the firm everyday: trust; professional ethics; transparent relationship with clients; continuous improvement of techniques and methods; focus on results, and, social responsibility.

7.2.3. Company performance

Due to some confidentiality restrictions, it was not possible to gather accurate information regarding the company's performance and growth throughout the years.

However, from the interview conducted to Ricardo Carneiro, we were able to conclude that a significant growth in sales of about 10% has been registered from 2014 to 2016. Also, from 2017 to 2018, the company's sales increased approximately 15%.

Furthermore, the continuous expansion of the company to new regions throughout the country also demonstrates its increased revenue and growth.

7.2.4. Business strategy

Do It Better's strategy is to focus on delivering high quality training in different areas at reasonable prices. The company is continuously dedicated to developing new courses that correspond to the market's needs and desires. It is also determined to expand to new locations within the country, enabling a stronger proximity with its public.

Since the company is still growing in the Portuguese market, Do It Better is constantly making efforts to maintain a strong presence online, through its social media profiles (Facebook and Instagram). On both these platforms, the company communicates with its target, mainly by sharing relevant information and possible existing campaigns. Do It Better also has a YouTube channel, where it shares videos with content about its courses and training centers.

Also, the company sends a newsletter each month to all of its clients to keep them updated about achievements, such as new established partnerships, recent opening courses, registration dates and schedules, as well as other current and future events of the company.

Do It Better is also continuously seeking to establish partnerships with renowned companies that are beneficial to the company, but also to its clients. With these

partnerships, the company is able to offer trainees the possibility to integrate in a curricular internship after concluding their courses, in an entity related to their course. The company developed an evaluation methodology, *360° Methodology*, which is applied to many of its courses. This approach enables Do It Better's trainees to gain knowledge and apply it to real-life situations, and is divided in four dimensions: 1) Social community intervention project; 2) Autonomy and cooperation; 3) Portfolio, and, 4) Attended classes. The main advantage of this methodology is that trainees are given the possibility to put in practice the knowledge and skills they acquired throughout the course, by developing a portfolio that includes their social community intervention project. Thus, this approach offers added value to the training, since it enables trainees to acquire certain competencies, such as proactivity, independence and conflict management skills, that will help them enter the labor market.

7.2.5. Internal communication at Do It Better

At Do It Better there is not a specific internal marketing program. The Marketing and Human Resources departments develop together all of the internal communication practices within the organization.

Despite this short-term solution, the company acknowledges the need for implementing a company-wide internal communication strategy, which includes improving its socialization organizational process. Do It Better recognizes the importance of implementing an integration program that shows new employees what the firm is, as well as the jobs that exist and what is expected of them in the organizational context. By developing this program, the company expects to spread its culture and facilitate the newcomer experience by emphasizing key factors, such as role clarity and social acceptance, that are important for new employees and their first contact with a new organizational environment.

Currently, the integration process at Do It Better is based on the reception made by the Marketing department, and on the completion of necessary documents for the admission process, as well as a brief tour guide throughout the company and a presentation of the new member to the team. Therefore, with the new integration program, the goal is to incorporate socialization practices that are more welcoming for new members.

7.2.6. Internal communication channels

At Do It Better there are various internal communication practices that use both formal and informal communication. The main communication channels are the internal e-mail, PHC Software and WhatsApp.

The internal e-mail is used daily to transmit information between employees of the same departments, and of different departments, as well as to discuss new procedures and standards, usually with a formal communication. The e-mail presents itself as the fastest and most practical channel. According to the questionnaire that was conducted internally, 84% of employees affirm that the internal e-mail is “*very important*” (Annex IV – Internal questionnaire – Graph 25 – Source: the author, 2019).

PHC Software, a solution for CRM that allows all employees to have a global vision of the company’s clients and potential clients, is another internal communication tool. This channel is not used for employees to access information that is relevant for the operation of the company. In the internal questionnaire that was conducted, 63% of employees revealed that this communication channel is “*very important*” (Annex IV – Internal questionnaire – Graph 25 – Source: the author, 2019).

WhatsApp is also a means of communication that the company uses. Usually, each department has a chat group with the manager of the department and its interns. There is also a group between all employees of the company to communicate contents that need immediate attention. Information related to work is shared, as well as contents of the daily basis. The type of communication in this channel is informal. The internal questionnaire revealed that this is the least important communication channel, since it only had a total of 8% employees that consider it “*very important*” (Annex IV – Internal questionnaire – Graph 25 – Source: the author, 2019).

Do It Better also uses other internal communication techniques throughout the company, with an informal communication. However, these are only present in its Lisbon office.

Throughout the company, there are some sentences written on the walls, which are displayed in the common areas and are used to present some practices and policies that should be followed by employees in an informal way.

Another internal communication practice used at Do It Better consists of displaying

pictures of the back-office employees in the main lobby. This enables employee recognition towards anyone that visits the center.

In the back-office the names of each employee accompanied by a brief description of each is displayed on a wall. This has the same purpose as the pictures in the main lobby, except it is directed only to other team members.

Internal communication at Do It Better is both formal and informal. However, since it is mainly focused in its Lisbon office, the company desires to expand some of these practices to its other offices.

7.3. SWOT analysis

After concluding the internal and external analysis, a SWOT analysis of Do It Better is conducted, where the positive (strengths) and negative points (weaknesses) are identified, as well as the market opportunities and threats.

Table 4: SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Vast offer of courses in different areas; • Online presence; • 360° Methodology; • Partnerships; • Geographical distribution; • Certifications from DGERT and IPDJ, and authorizations from IEFPP and PSP. 	<ul style="list-style-type: none"> • High turnover rate; • Low number of employees that are part of the back-office team.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Training industry growth; • Increasing immigration from Portuguese speaking countries; • Unemployment rate; • Adult participation in learning rate. 	<ul style="list-style-type: none"> • Funded training – Portugal 2020; • Companies with stronger presence in the market – Master D and Centros de Formação Talento.

Source: the author, 2019

7.3.1. Strengths

Do It Better’s vast offer of courses in different areas is probably its biggest strength.

The company offers courses in eight different areas and expects to continue creating and developing more courses to keep up with its market's expectations.

The company's online presence is another asset that it possesses, since it also enables it to communicate continuously with its public, as well as to understand what are its needs and desires.

Another strong advantage that Do It Better has is the 360° Methodology. With this approach, the company not only offers its trainees a certification, but it also grants them the acquisition of relevant and necessary skills and competencies that will facilitate their entrance in the labor market.

The partnerships that the company establishes with other entities and/or associations is also an attraction for Do It Better. These partnerships give the company more recognition in the market, but also provide trainees with internships after concluding their courses.

Do It Better's geographical distribution within the country enables them to reach a higher number of people. In the upcoming years, the company expects to expand to more regions, namely Cascais and Madeira.

The DGERT and IPDJ certifications are also one of the company's strengths. These certifications attribute value to Do It Better's courses. The authorization from IEFPP and PSP is also important for the company's recognition, since these are important entities and essential for some of the courses that the company offers.

7.3.2. Weaknesses

The company's turnover rate (8,3%) is one of the company's weaknesses. This turnover rate means that the company, per year, has a replacement of 4 employees, which reveals employee retention instability, since the company is only composed of 48 employees. Thus, there is a low effort for maintaining and retaining employees, and Do It Better needs to understand why employees are leaving the company, as well as what they can do to reduce this turnover rate.

Another weakness is the company's low number of employees that are part of the back-office team. For each of the twelve departments, there is only one person responsible. This leads to an overload of work attributed to each employee, and could be avoided if

the company decided to increase its team and hire more people. Therefore, tasks and responsibilities would be more equally distributed.

7.3.3. Opportunities

The growth of the training industry in Portugal is an opportunity for Do It Better to explore. People are increasingly seeking to acquire new knowledge, either as a complement to their education, or as a solution to re-enter the labor market. Thus, Do It Better should accompany this growth and grow with it as well.

The increasing immigration from Portuguese speaking countries is a big advantage for Do It Better. Most immigrating populations choose to leave their countries to find better life quality conditions, where finding a new job is included. However, sometimes, re-locating in a new job is not as easy and immediate as expected. Therefore, the company should make efforts to attract these populations.

Unemployment in Portugal is still very high. Consequently, people are more willing to acquire knowledge that will help them re-enter the labor market. Attracting this public is an opportunity for Do It Better to grow.

From 2014 to 2017, there has been an increase in adult participation in learning in Portugal. This is also seen as an opportunity for this industry, since it enables training companies to develop courses adapted to the market's needs, meeting their expectations.

7.3.4. Threats

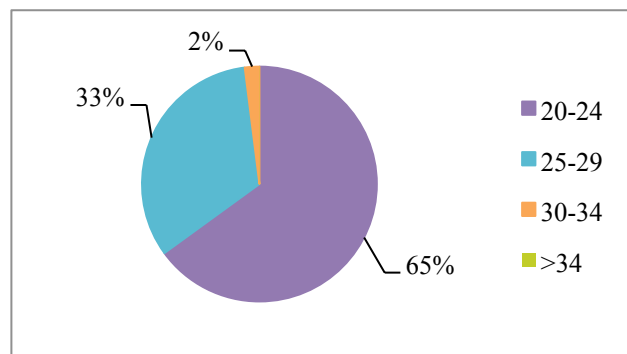
The biggest threat to Do It Better's business is the Portugal 2020 program, which provides companies with funded training. Since Do It Better is a non-funded company, this is seen as a threat.

Another threat to Do It Better is the bigger presence and recognition of other training companies in the market. The company defines its main competitors as Master D and Centros de Formação Talento. These professional training companies offer courses in similar areas as Do It Better and, therefore, are seen as a risk to the company's performance.

7.4. Analysis of external questionnaire

After conducting an external questionnaire, we were able to extract information regarding expectations of future professionals regarding their potential admission in a company. The results of this survey were taken into consideration for the development of the integration plan, which will be shown further ahead. Only the most prominent variables were analyzed, the rest of the graphs can be see in Annex V.

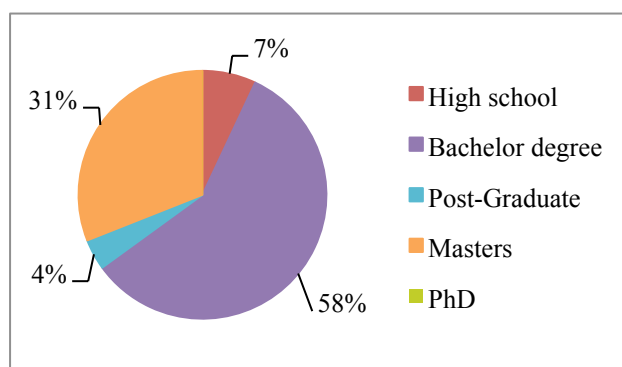
Graph 1: Age



Source: the author, 2019

Regarding the participants' age, we conclude that the majority, 65%, are 20 to 24 years old, 33% are 25 to 29 and only 2% are 30 to 34 years old. There are no participants with more than 34 years old.

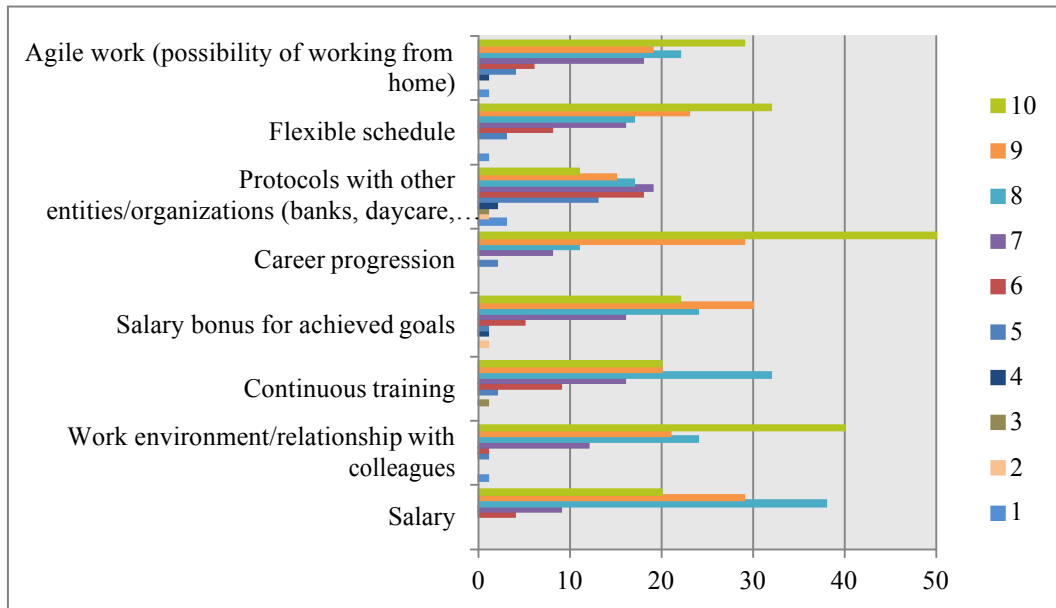
Graph 2: Academic qualifications



Source: the author, 2019

Concerning the participants' academic qualifications, we identified that 58% have a Bachelor degree, 31% a Masters degree, 7% concluded high school and only 4% are post-Graduates. There are no participants with a PhD.

Graph 3: Eight factors offered by an employer



Source: the author, 2019

Question 8 intends to understand the level of importance participants assign to each of the eight listed factors offered by an employer, on a scale from 1 to 10, 10 being the most important.

In items 10.2, 10.5, 10.7 and 10.8 the majority of the participants chose the highest ranking, “*very important*”. “*Career progression*”, item 10.5, was considered “*very important*” by 50% of the participants. 40% classified item 10.2, “*work environment/relationship with colleagues*”, with the highest ranking. 32% ranked item 10.7, “*flexible schedule*”, with a 10, and, 29% classified item 10.8, “*agile work (possibility of working from home)*”, with the highest ranking as well.

Item 10.6, “*salary bonus for achieved goals*”, was considered “*very important*” by 22%. However, the majority of the participants, 30%, ranked this item with a 9.

In items 10.1 and 10.3, most participants chose option 8. Regarding 10.1, “*salary*”, this ranking was selected by 38%, and in item 10.3, “*continuous training*”, by 32%.

Item 10.6, “*protocols with other entities/organizations (banks, daycare, hotels, etc.)*”, was considered the least important factor. 19% of the participants chose option 7 for this item, and only 11% classified it as “*very important*”.

After calculating the average of each item, the order from most to least important is the

following (Annex V – External questionnaire – Table 8 – Source: the author, 2019):

1. Career progression;
2. Work environment/relationship with colleagues;
3. Salary;
4. Flexible schedule;
5. Salary bonus for achieved goals;
6. Agile work (possibility of working from home);
7. Continuous training;
8. Protocols with other entities/organizations.

Graph 4: Items that should be included in the integration plan



Source: the author, 2019

In question 10, the participants were asked to rank each of the six items on a scale from 1 to 10, 10 being the most important.

The participants considered items 10.2, 10.4, 10.5 and 10.6 the most important. In item 10.2, “send an e-mail to the company’s employees reporting a new colleague’s arrival”, 25% of the participants ranked it with a 10. Concerning item 10.4, “delivery of gifts from the company (notebook, pen, agenda, etc.)”, 46% considered it very important, ranking it with a 10. Item 10.5, “welcome lunch with colleagues”, has 30% considering it “very important”. 41% classified item 10.6, “conduct training sessions with the various areas of the company that will interact with the employee”, as “very important”.

Items 10.1, 10.7 and 10.8 were also highly classified, with an 8. In item 10.1, “send a

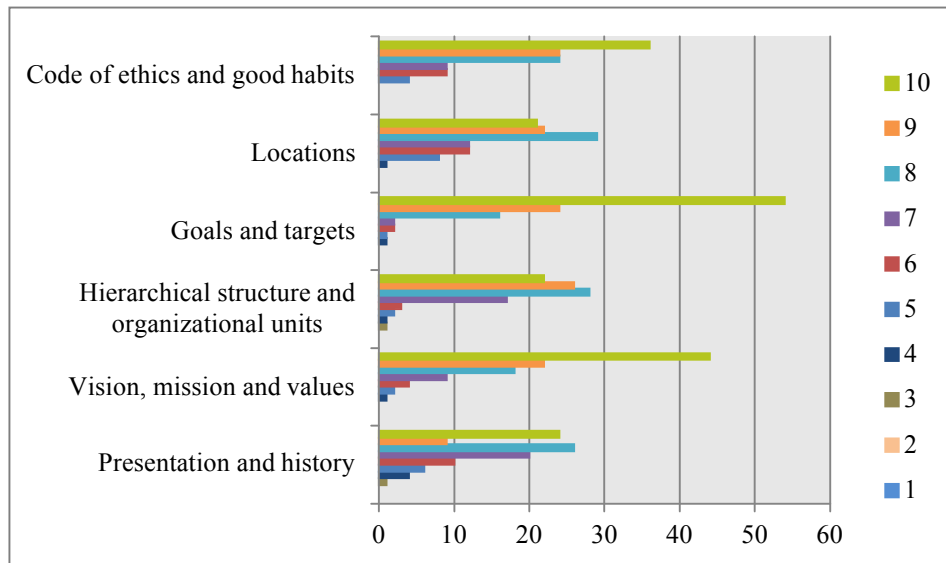
welcome e-mail to the new employee before starting his/her duties with a brief presentation of the company”, 23% of the participants chose option 8, and only 19% chose option 10. Regarding item 10.7, “provide the new employee with a handbook containing detailed information about the company”, 26% chose option 8, and 24% option 10. In relation to item 10.8, “give the employee the opportunity to share feedback regarding his/her integration process”, 28% chose option 8, and 26% option 10.

In item 10.3, “visit the company’s facilities”, 21% of the participants classified it with a 6. Options 5, 7, and 8 were the second highest classification in this item, chosen by 12% of the participants each.

For each item, the average was calculated in order to establish the ranking from most to least important (Annex V – External questionnaire – Table 9 – Source: the author, 2019):

1. Delivery of gifts from the company;
2. Conduct training sessions with the various areas of the company that will interact with the employee;
3. Welcome lunch with the colleagues;
4. Give the employee the opportunity to share feedback regarding his/her integration process;
5. Provide the new employee with a handbook containing detailed information about the company;
6. Send an e-mail to the company’s employees reporting a new colleague’s arrival;
7. Send an e-mail to the new employee before starting his/her duties with a brief presentation of the company;
8. Visit the company’s facilities.

Graph 5: Items that should be included in the employee handbook



Source: the author, 2019

Question 11 was divided in 6 sections, where the participants were asked to rank each item on a scale from 1 to 10, 10 being the most important.

Most participants classified items 10.2, 10.4 and 10.6 as “*very important*”. 44% considered item 10.2, “*vision, mission and values*”, as “*very important*”. In item 10.4, “*goals and targets*”, 54% chose option 10, and in item 10.6, “*code of ethics and good habits*”, 36% classified it with a 10 as well.

In the remaining items, 10.1, 10.3 and 10.5, the highest ranking chosen by most participants was an 8. In item 10.1, “*presentation and history*”, 26% chose option 8, in 10.3, “*hierarchical structure and organizational units*”, 28% also chose this option, and in item 10.5, “*locations*”, 29% also classified it with an 8.

After calculating the average of each item, the following order was established, from most to least important (Annex V – External questionnaire – Table 10 – Source: the author, 2019):

1. Goals and targets;
2. Code of ethics and good habits;
3. Vision, mission and values;
4. Locations;
5. Hierarchical structure and organizational units;
6. Presentation and history.

7.5. Segmentation, Targeting and Positioning

7.5.1. Segmentation and targeting

Since this plan will be integrated within the company, the main target will be new employees that join the company.

To characterize this potential target, we used socio-demographic variables obtained from the questionnaire that was conducted to Do It Better's employees, in which we were able to conclude that:

- 87% are female;
- 52% are 25 to 29 years old; and,
- About 68% have a Bachelor's degree and a Masters degree.

Therefore, the target will have the following characteristics:

Table 5: Segmentation criteria and target

Segmentation criteria	Target
Gender	Female
Age	25-29
Residential area	Lisbon
Academic qualifications	Bachelor/Masters degree

Source: the author, 2019

7.5.2. Positioning

The positioning of a company is defined by how it distinguishes itself from competitors and how it places itself in their customers' minds (Kotler & Keller, 2012). As mentioned before, an efficient organizational socialization process has a positive impact on employees' success and their engagement towards the company (Bauer & Erdogan, 2011).

From the analysis of the external questionnaire, we were able to understand that the three main factors participants consider in a company are:

1. Possible career progression;

2. Work environment/relationships with colleagues;
3. Salary.

We also concluded that the top three items that they consider relevant including in the socialization process are:

1. Delivery of gifts from the company;
2. Training sessions;
3. Welcome lunch with the colleagues.

Furthermore, the three most important items to be included in the employee handbook are:

1. Goals and targets;
2. Code of ethics and good habits;
3. Vision, mission and values.

Thus, from this analysis, we obtained our positioning considering two aspects:

- Identification: Integration plan for new employees
- Differentiation: Innovating integration process that meets new employees' expectations, by offering:
 - Possible career progression within the company;
 - Good environment among employees, by promoting communication between them and contributing to better teamwork;
 - Benefits, such as, flexible schedules, salary bonus for achieved goals and agile work (possibility of working from home);
 - A welcoming environment to new employees, giving them support throughout their integration process.

For the perceptual map, we chose two elements to position Do It Better. The first is the strategic presence on LinkedIn. Do It Better uses this social media platform to build strategic relationships with potential business partners and with possible future employees. As previously shown, compared to its competitors, the company has a stronger presence on LinkedIn than its competitors, demonstrated by its number of followers. The second element chosen is the reviews on Facebook. This social media platform is one of the main channels through which Do It Better communicates with its customers. It also enables the latter to provide feedback regarding the company's services. Through these Facebook reviews, Do It Better's trainees can share their

experiences publicly, evaluating not only their training programs but also their interactions with the company's employees. Although rather indirectly, these reviews reflect an external assessment of the company's internal structure and culture, which will be relevant to both Do It Better's future trainees, as well as its future employees.

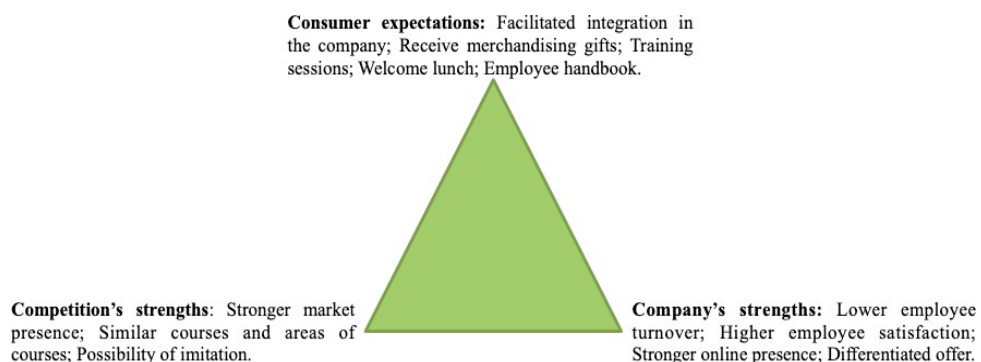
Figure 4: Perceptual map



Source: the author, 2019

Additionally, we established the golden triangle for our positioning, which considers three perspectives: consumer expectations, company's strengths, and competition's strengths.

Figure 5: Golden triangle



Source: the author, 2019

7.6. Services marketing-mix: 7 P's

7.6.1. Product

As previously mentioned, Do It Better intends to improve its internal communication programs. Therefore, after analyzing the company's needs, it was decided that an integration plan for new employees would be developed and implemented.

The integration plan is presented as a service, and not a product, since it is non-tangible. We believe that this service will grant an added value to the company, and will also help increase employee attraction and retention, as well as employee engagement.

In the employees' perspective, the integration plan will have a positive impact. It will facilitate their integration process in the company, by providing them support and assistance during this period. The integration plan will also offer new employees relevant information for their new organizational role that will help them understand better the company's goals. Furthermore, it will provide new employees an enriching first experience with Do It Better, which will contribute to the development of a relationship between both.

7.6.2. Price

In this case, the application of a price is not necessary, since the plan will be implemented within the company and does not present costs for its execution.

7.6.3. Place

The goal is to implement an integration plan for new employees at Do It Better. Therefore, the place for distributing this service is within the company, throughout its current thirteen centers, as well as new centers that it expects to open.

Thus, any employees that joins Do It Better can and will have access to this program.

7.6.4. Promotion

In this case, Do It Better's Human Resources and Marketing department will promote

the product. Since it is an integration plan, the service will only be communicated internally within the company. Together, both departments will develop a video, where the main benefits of implementing an integration plan are described. With the intention of creating awareness for the importance of this new tool, the video will be shared via e-mail and WhatsApp, with all of the company's current employees.

Furthermore, it will also be communicated to new employees that will join Do It Better. A few days before starting their new organizational roles, new employees will receive an e-mail with relevant information regarding their incorporation within the company, including a layout of the integration plan that will occur during their first week.

7.6.5. People

Regarding the development and implementation of the integration plan, two departments are involved: the HR department and the Marketing department.

The HR department plays an important role, since it is its' responsibility to attract, hire and retain employees. This department will help in developing this program, because it is aware of what support employees seek when enrolling in a new organizational role. Furthermore, the HR department will be fundamental for delivering this service, since it will assist new employees during their first week of work, introducing them to the company's environment.

The Marketing department will be responsible for promoting the integration plan throughout the company, since it is the department that handles the company's internal communications activities.

7.6.6. Process

During the integration process, it is important that new employees feel that they are being welcomed in the company's environment. Thus, the company should make efforts to engage them once they accept the offer. A successful onboarding process of employees enables them to feel incorporated in the company's culture, leading to higher employee engagement and retention.

The integration plan was developed based on the analysis of both of the questionnaires

that were conducted. In this case, we decided that the process for Do It Better would be divided in six steps. The main activities will be held during the first week of the employee at the company. In table 9, the integration plan is presented in detail.

Table 6: Integration plan

1 week before arrival	<ul style="list-style-type: none"> -Send a welcoming e-mail to the new employee, including relevant information about the company and their first week, including the integration plan layout, so that he/she knows what to expect; -Send an e-mail to all employees warning them about the arrival of the new employee and on what day he/she will arrive.
Day of arrival	<ul style="list-style-type: none"> -Name tag delivery; -Presentation to colleagues; -Tour guide throughout the facilities; -Offer merchandising material (sweatshirt, agenda and pen with the logo of the company); -Signing necessary documents with the HR department to close the contract, and give the employee a copy.
First week	<ul style="list-style-type: none"> -Definition and explanation of employee's functions and responsibilities, including setting goals for the employee in the short and long term; -Deliver an employee handbook that includes: presentation and history; vision, mission and values; hierarchical structure and organizational units; goals and targets; code of ethics; and, locations and contacts; -Conduct a 3-day training with the areas of the company that will interact with the employee.
1 month after arrival	<ul style="list-style-type: none"> -Ask for feedback from the new employee to understand if the employee orientation met their expectations and receive recommendations from the employee.
1st semester after arrival	<ul style="list-style-type: none"> -Ask for feedback from the new employee to understand if the employee orientation met their expectations and receive recommendations from the employee.
1 year after arrival	<ul style="list-style-type: none"> -Ask for feedback from the new employee to understand if the employee orientation met their expectations and receive recommendations from the employee.

Source: the author, 2019

7.6.7. Physical evidence

During their integration process, new employees will receive tangible elements, including:

- Name tag;
- Definition of employees' tasks and responsibilities;
- Presentation to colleagues;
- Tour guide throughout the facilities;
- Merchandising material (sweatshirt, agenda and pen);
- Employee handbook;
- 3-day training sessions with the areas that will interact with the employees' work.

The most important element handed to new employees is the employee handbook, since it includes relevant information that will guide them during their initial period in the company.

8. REQUIREMENTS FOR IMPLEMENTATION

To help us implement the integration plan, we developed a chronogram that will serve as a guide throughout the execution of the project.

The main goal is for the plan to be launched in December 2019. During the first week of this month, the plan will be applied to the new employees that arrive at Do It Better.

Table 7: Implementation chronogram

Tasks	September				October					November				December			
	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4
Product development																	
Create employee handbook																	
Prepare merchandising material																	
Develop training sessions																	
Prepare for promotion																	
Video																	
Content for newsletter																	
Promotion																	
Internal e-mail																	
Monthly newsletter																	
Launching																	

Source: the author, 2019

Product development

In this phase, the HR and Marketing departments will work together to develop and prepare the necessary elements that have been previously defined for the integration plan. The first six weeks will be required for the following actions to be completed:

- Create two e-mails. The first will be sent to new employees, which should be more personal and should provide information regarding their first week. The second will be sent to all company employees, announcing the integration of a new employee in their team;

- Prepare merchandising material that will be offered to the new employee (sweatshirt, agenda and pen);
- Create an evaluation survey that will be used for employees to give their feedback regarding their integration process. Three surveys should be developed, since there will be three different phases for feedback (1st week, 1st month, and 1st year);
- Prepare training sessions that new employees will attend during their first week. These should provide relevant information of the areas that will work close with the new employee;
- Create the employee handbook. Gather necessary and adequate information to include in it;
- Establish a schedule for the integration process to give to new employees, so that they know how their first week will be programmed.

Prepare for promotion

The communication of this service will be made within the internal structure of the company. Thus, the content that will be promoted internally will also be developed internally. From the 3rd week of October until the 2nd week of November, the HR and Marketing departments will:

- Develop a video that creates awareness for the integration plan. It should demonstrate the importance of having this tool, as well as explain its benefits to the company's business. For the plan to be effective, employees need to understand and agree with it;
- Create content to promote in the internal monthly newsletter.

Promotion

Regarding the promotion of our service, this will only take up two weeks. The goal is to create awareness for the launching of the integration plan across all of Do It Better's employees. During the 3rd and 4th week of November, the following tasks will be completed:

- Share the video through the internal e-mail;
- Publish promotion content in the internal newsletter.

Launching

In December the integration plan will start being executed when new employees arrive at the company. However, the company should continue researching about potential new employees in order to keep the plan updated to their needs and expectation.

9. LIMITATIONS

The main purpose of this project was to develop an integration plan for new employees at Do It Better. However, during the project we did encounter some limitations.

During the internal questionnaire we were not able to obtain answers from all the 48 employees at Do It Better. Due to some incomplete answers, we only gathered 38 responses in total. Therefore, the results do not reflect the general opinion of the total number of Do It Better's employees. Nonetheless, the answers are not statistically significant and are intended only to validate a new integration plan for the company. Furthermore, we were able to collect answers from 80% of the employees, which served as a good representation of the company.

Due to the respect of Do It Better's confidentiality restrictions, we were not able to access some necessary information for the internal analysis of the company. Thus, there is no specific information regarding sales per course and pedagogical area, in value and volume, nor regarding the company's profit margins.

10. CONCLUSION

This project underlines the importance of focusing on a company's internal market, by making efforts that contribute to greater employee retention, loyalty and engagement. Companies should use internal communication and marketing tools to build their employer branding strategy, which stimulate a positive image of the company, as well as contribute to employee engagement. It is important that these action plans are implemented during the first contact employees' have with the company, throughout their socialization process.

Thus, considering the company's current internal communication tools and their desire for implementing new practices, during this project we developed an integration plan for new employees at Do It Better.

For this purpose, we began by conducting an interview with the company's Marketing Coordinator, in which we obtained relevant information about the company and the main internal communication tools that are currently used. We also conducted an internal questionnaire targeted at all of the company's employees. From this survey we were able to gather the participants' opinions regarding the implementation of an integration plan for the company, and we concluded that 50% of the participants consider that the organizational socialization process is very important for a new employee's future performance in the company (Annex IV – Graph 26 – Source: the author, 2019). We also established the segmentation criteria and the main characteristics of our target.

In addition, we decided to develop a questionnaire targeted at future professionals, with the intention of understanding their prospects concerning their admission in a company. We concluded that the three main factors that participants consider most important in a company are: 1) possible career progression, 2) work environment/relationships with colleagues, and 3) salary. We also realized that the top three items that should be included in the onboarding process are: 1) delivery of gifts from the company, 2) training sessions with the areas that will interact with the employee, and 3) welcome lunch with the colleagues. Regarding the employee handbook, participants believe that the three most important items to be listed are: 1) goals and targets, 2) code of ethics and good habits, and 3) vision, mission and values.

After collecting and analyzing the information obtained from these three methods, we developed the external and internal analyses. In the external analysis, we were able to assess the political, economic, social and cultural, technological and environmental factors that impact Do It Better, as well as analyze its market and competitors. With these two analyses, we established the company's positive and negative aspects, as well as its market opportunities and threats.

In the internal analysis, we examined Do It Better's performance and business strategy. We also assessed the three different internal communication channels (internal e-mail, PHC software and WhatsApp) that the company uses, and the purpose of each one of them.

We established a services marketing-mix. The integration plan is considered a service that will contribute positively to the employee's onboarding process, by adding value to the company and enabling it to achieve greater employee retention and engagement. The plan will be communicated internally throughout the company by the Marketing and HR departments, through a video that will be shared in the internal e-mail and WhatsApp. In this section, we also established that this process will be divided in six steps (1 week before arrival, day of arrival, first week, 1 month after arrival, 1st semester after arrival, 1st year after arrival).

Creating an integration plan will be very important for improving Do It Better's process of welcoming new employees. It will enable the company to create an impacting first contact with their new employees, by increasing the possibility of contributing to greater employee retention, loyalty and engagement.

In today's competitive market, companies should implement strategies that will distinguish them from others. Thus, it is important that they start looking at their employees as a competitive advantage, and develop an approach that offers new employees an enriching first experience and orientation that will shape their future within the company. An onboarding process is important for both the new employee's and the company's success in the long-term. Companies should use this time to implement procedures that will involve new employees in the company's culture, but will also provide them with relevant information regarding their new organizational role. Therefore, employers should offer new employees an enriching first experience and orientation that will shape their future within the company.

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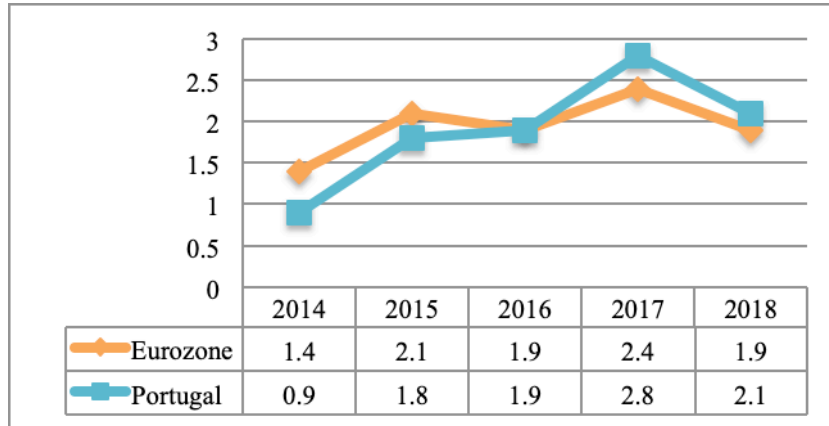
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12. ANNEXES

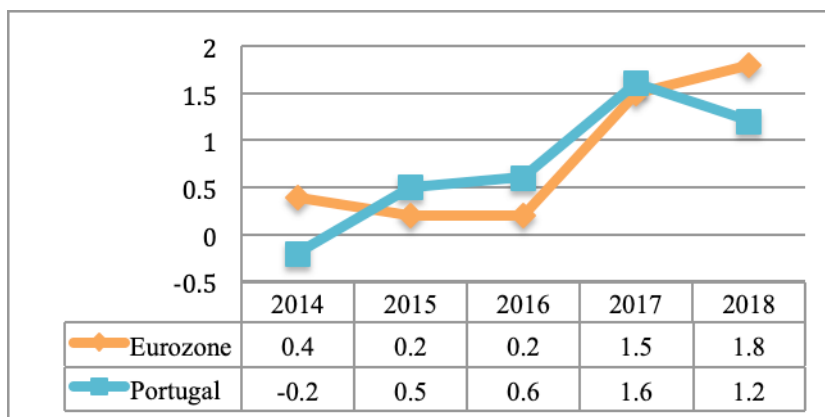
ANNEX I – ECONOMIC FACTORS

Graph 6: GDP growth rate - Portugal VS Eurozone



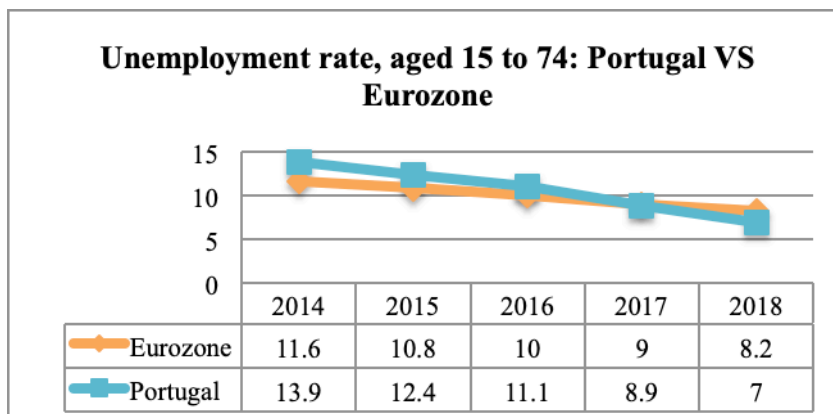
Source: Eurostat, 2019

Graph 7: Inflation rate - Portugal VS Eurozone



Source: Eurostat, 2019

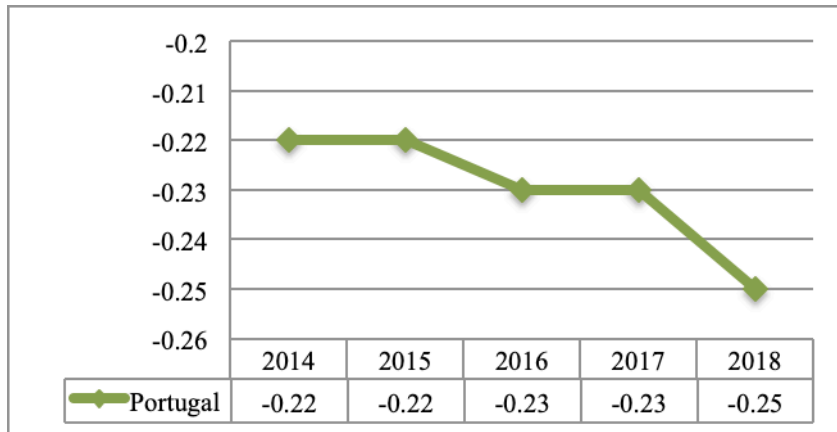
Graph 8: Unemployment rate, aged 15 to 74 - Portugal VS Eurozone



Source: PORDATA, 2019

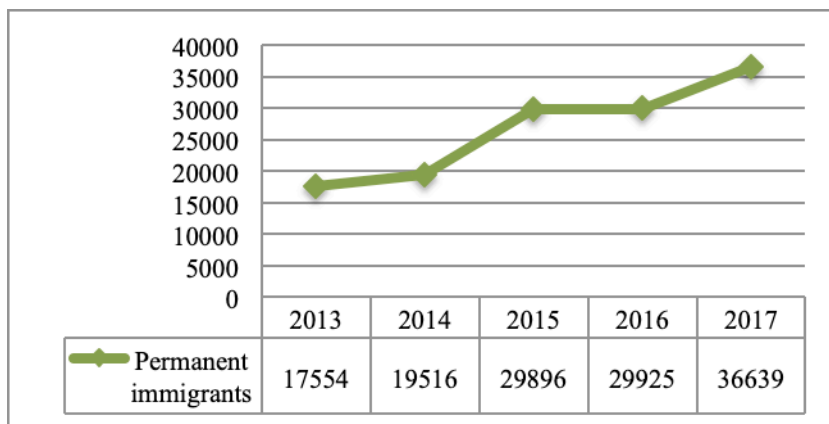
ANNEX II – SOCIAL AND CULTURAL FACTORS

Graph 9: Natural growth rate



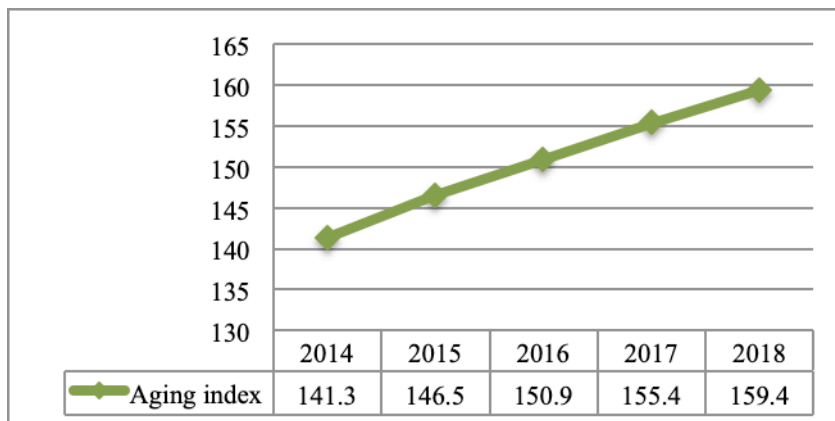
Source: INE, 2019

Graph 10: Permanent immigrants in Portugal



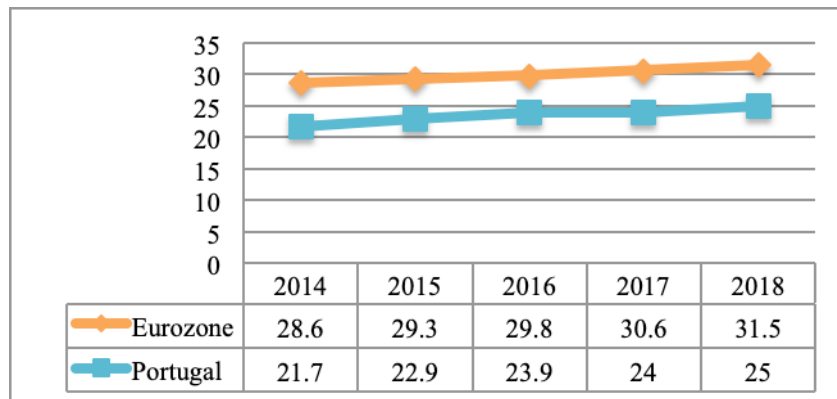
Source: INE, 2018

Graph 11: Aging index



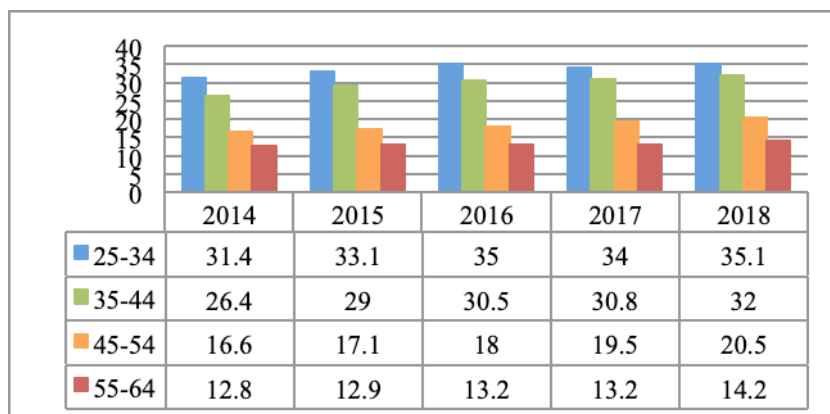
Source: INE, 2019

Graph 12: Population aged 25-64 with tertiary education - Portugal VS Eurozone



Source: PORDATA, 2019

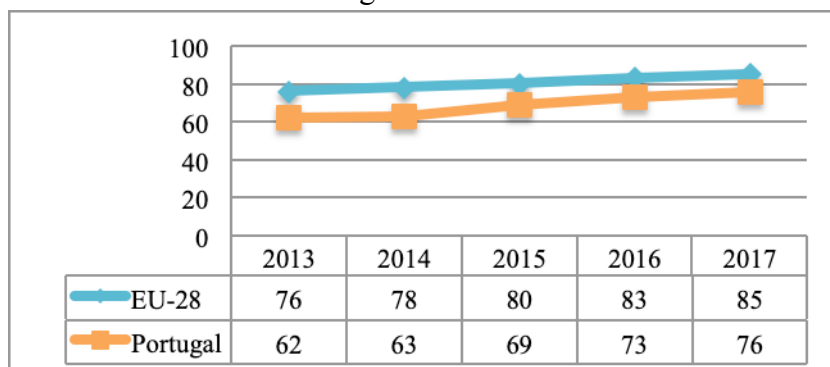
Graph 13: Population aged 25-64 with tertiary education, by age group



Source: PORDATA, 2019

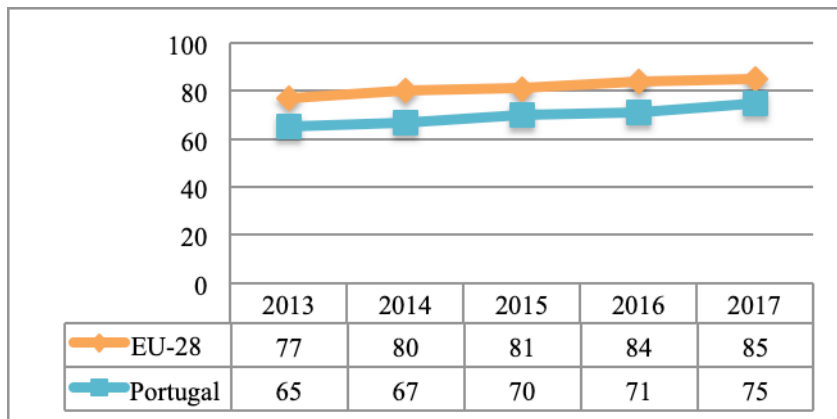
ANNEX III – TECHNOLOGICAL FACTORS

Graph 14: Internet access through broadband in households - Portugal VS EU-28



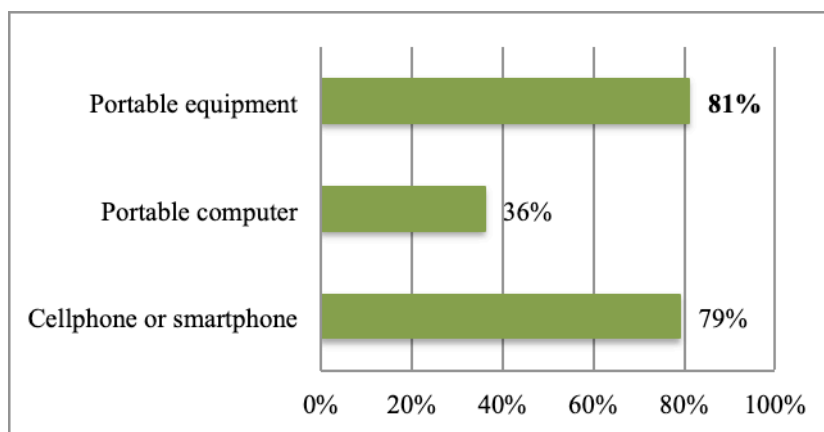
Source: INE. 2018

Graph 15: Population aged 16-74 years old using Internet - Portugal VS EU-28



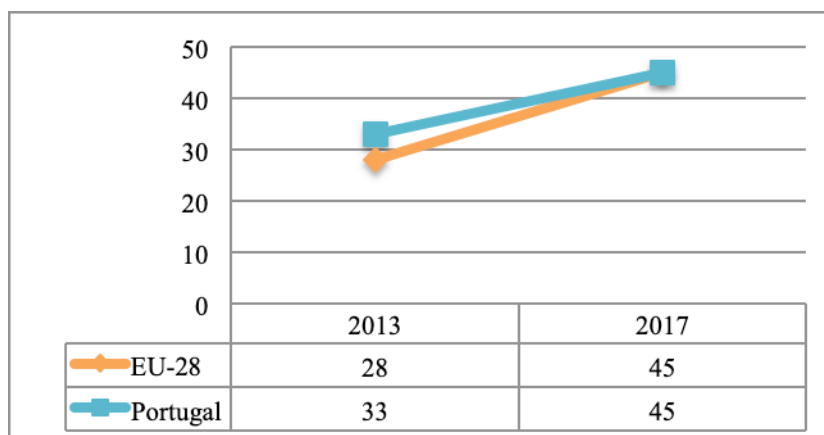
Source: INE, 2018

Graph 16: Internet access through portable equipment



Source: INE, 2018

Graph 17: Enterprises using social networks (%) - Portugal VS EU-28



Source: Eurostat, 2018

Annex IV – Internal questionnaire

O presente questionário tem como objetivo a recolha de dados para a conclusão de um Projeto Final, no âmbito do Mestrado em Gestão de Empresas do ISCTE-IUL, e pretende avaliar a necessidade do desenvolvimento e implementação de um plano de integração na Do It Better - Centro de Formação Certificada Profissional.

Todos os dados recolhidos serão anónimos e utilizados apenas para o trabalho de investigação final, assegurando-se a sua confidencialidade.

Obrigada pela sua colaboração.

i) Socio-demographic data

Gender:

- Female
- Male

Age:

- 20-24
- 25-29
- 30-34
- 35-39
- 40-44

Academic qualifications:

- Primary school (9th grade)
- High school (10th-12th grade)
- Bachelor degree
- Post-Graduate degree
- Masters/PhD

ii) Investigation data

1. How long have you been working at Do It Better?

- <1 year
- 1 to 4 years
- 5 to 8 years
- 9 to 11 years
- >12 years

2. For the following statements, choose the option that best suits your opinion:

		Totally disagree	Disagree	Agree	Totally agree
2.1	When I started working at Do It Better I was introduced to the company's vision, mission and values				
2.2	When I started working at Do It Better I was introduced to the company's hierarchical structure and organizational units				
2.3	When I started working at Do It Better I was introduced to the internal				

	workings of the company				
2.4	When I started working at Do It Better I was told about my tasks and responsibilities				

3. Do you feel that you are well informed about your company?

- Totally disagree
- Disagree
- Agree
- Totally agree

4. As an employee of the company, what is the main way for you to get information about Do It Better?

- From your boss
- From informal conversations between colleagues
- From the company's Facebook and/or Instagram
- Other

5. On a scale of 1 to 10, what is the level of importance that you assign to each of the following Internal Communications channels for receiving information about the company, 10 being the most important:

	1	2	3	4	5	6	7	8	9	10
Internal e-mail										
WhatsApp										
PHC										

6. On a scale of 1 to 10, what is the level of importance regarding the organizational socialization process for new employees' future performance at Do It Better, 10 being the most important:

1	2	3	4	5	6	7	8	9	10

7. With the intention of developing an integration plan for Do It Better, indicate the level of importance regarding each of the six items listed below, on a scale of 1 to 10, 10 being the most important:

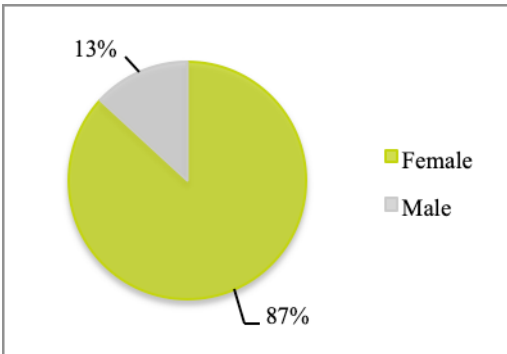
		1	2	3	4	5	6	7	8	9	10
7.1	Send a welcome e-mail to the new employee before starting his duties with a brief presentation of the company										
7.2	Send an e-mail to Do It Better's employees to report a new colleague's arrival										
7.3	Visiting the company's facilities										
7.4	Welcome lunch with colleagues										
7.5	Conducting a 3-day training with the various areas of the company that will interact with the employee										
7.6	Provide the new employee with an employee handbook containing detailed										

	information about the company													
--	-------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--

8. Regarding the employee’s handbook, indicate the level of importance of including each of the following factors, on a scale of 1 to 10, 10 being the most important.

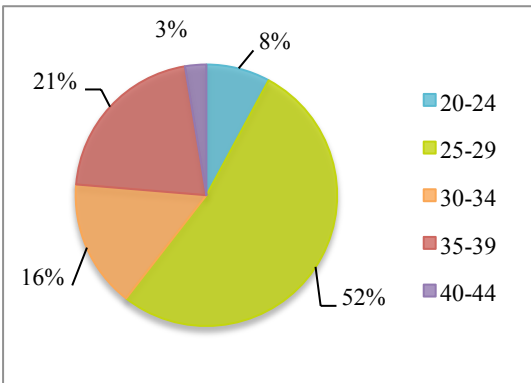
		1	2	3	4	5	6	7	8	9	10
8.1	Presentation and history										
8.2	Vision, mission and values										
8.3	Hierarchical structure and organizational units										
8.4	Goals and targets										
8.5	Locations										
8.6	Code of ethics and good habits										

Graph 18: Gender



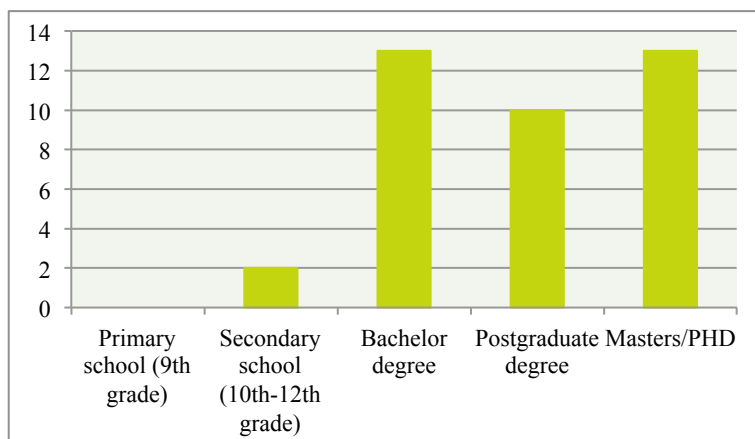
Source: the author, 2019

Graph 19: Age



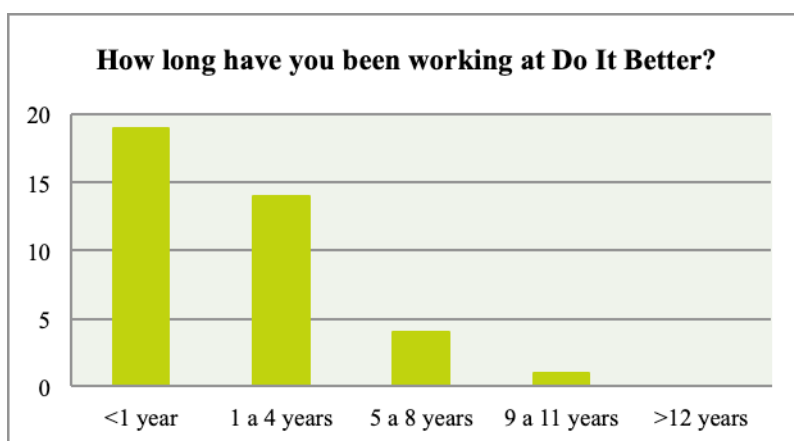
Source: the author, 2019

Graph 20: Academic qualifications



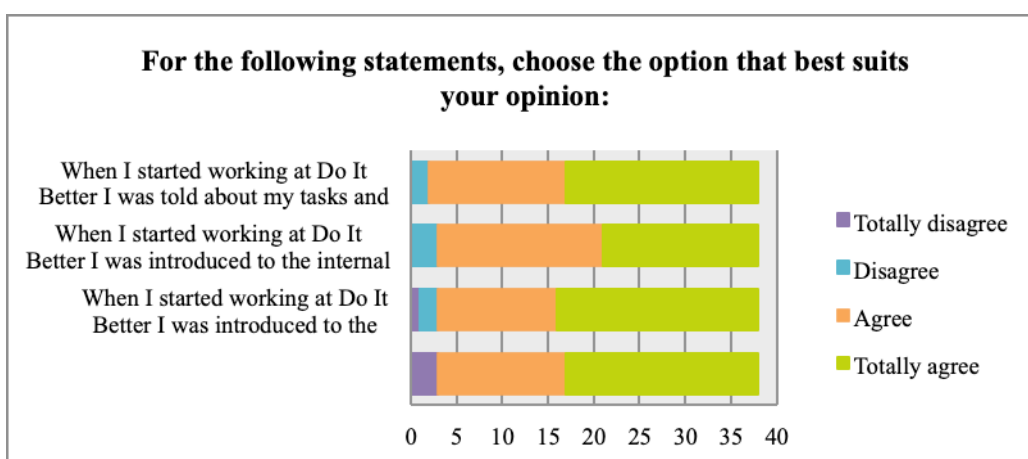
Source: the author, 2019

Graph 21: Question 1



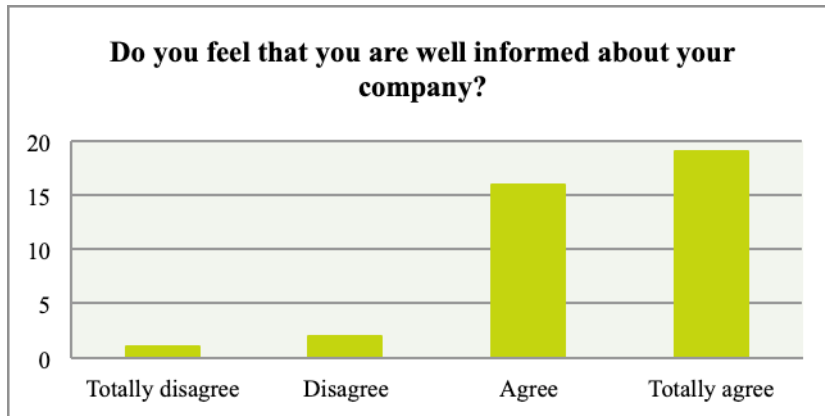
Source: the author, 2019

Graph 22: Question 2



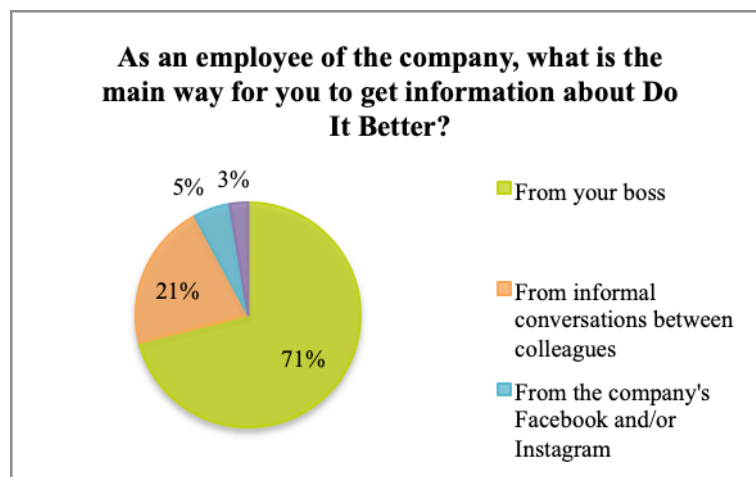
Source: the author, 2019

Graph 23: Question 3



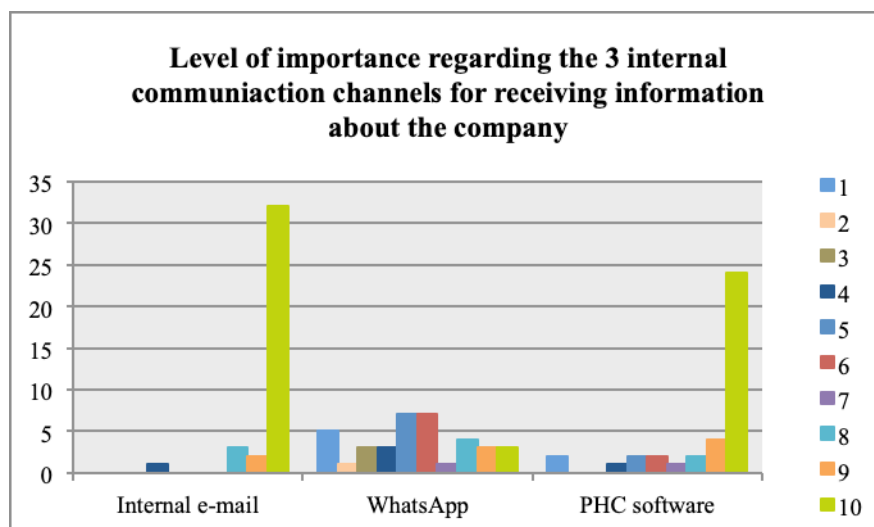
Source: the author, 2019

Graph 24: Question 4



Source: the author, 2019

Graph 25: Question 5



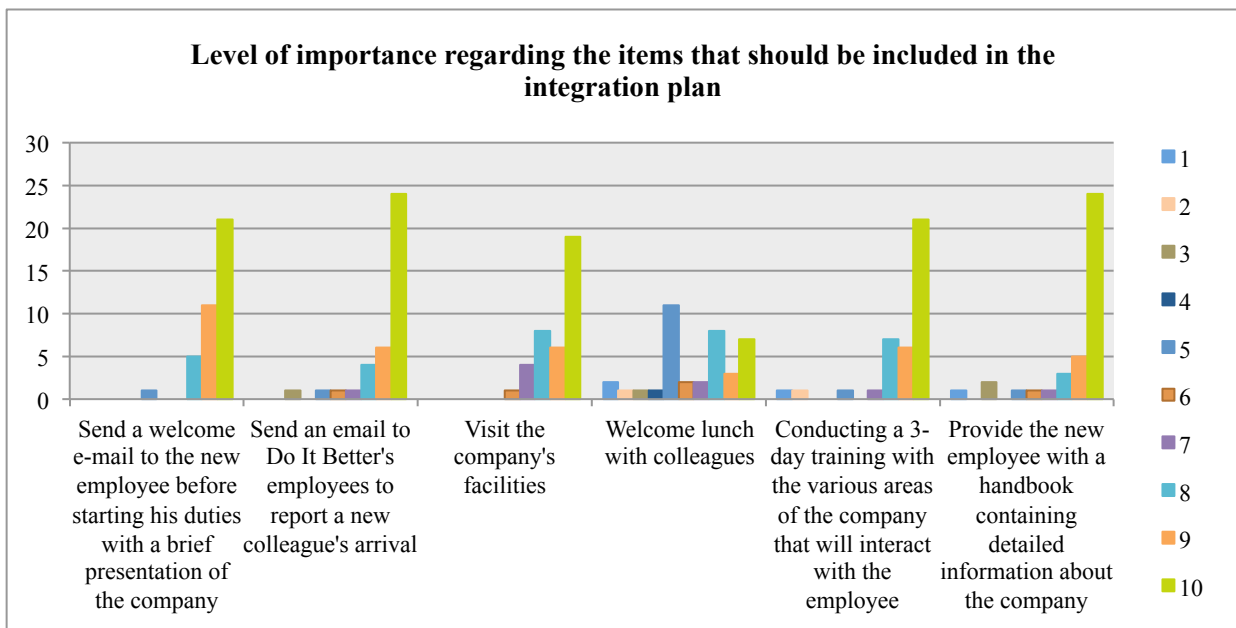
Source: the author, 2019

Graph 26: Question 6



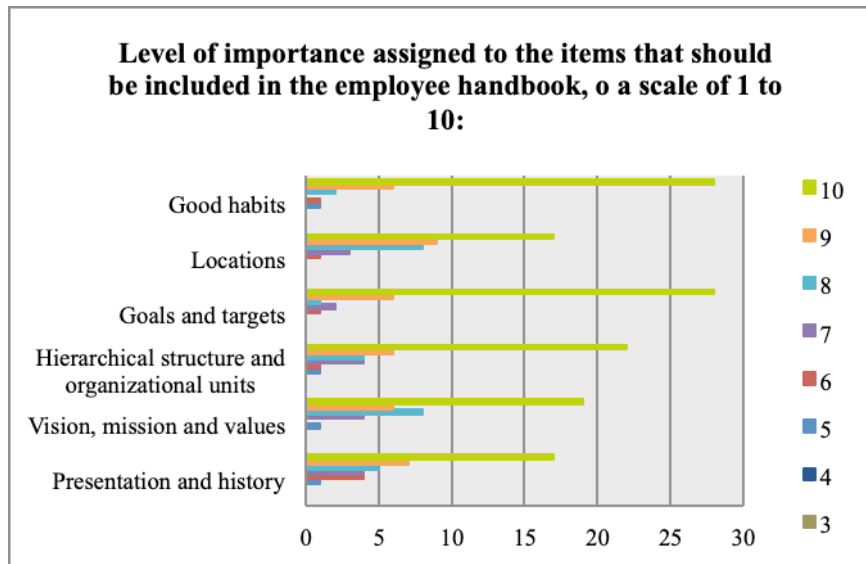
Source: the author, 2019

Graph 27: Question 7



Source: the author, 2019

Graph 28: Question 8



Source: the author, 2019

Annex V – External questionnaire

O presente questionário tem como objetivo a recolha de dados para a conclusão da Tese de Mestrado no formato de um Projeto Final, no âmbito do Mestrado em Gestão de Empresas do ISCTE-IUL, e pretende compreender as expectativas de futuros profissionais face à sua potencial admissão numa empresa.

Os dados recolhidos serão anónimos e utilizados apenas para o trabalho de investigação final, assegurando-se a sua confidencialidade.

Obrigada pela sua colaboração!

i) Socio-demographic data

Gender:

- Female
- Male

Age:

- 20-24
- 25-29
- 30-34
- >34

Academic qualifications:

- High school
- Bachelor degree
- Post-Graduate degree
- Masters degree
- PhD

ii) Investigation data

1. A company's internal communication influences its employees' performance.

- Totally disagree
- Disagree
- Agree
- Totally agree

2. It is important that employees are well informed about their company’s main goals.

- Totally disagree
- Disagree
- Agree
- Totally agree

3. When starting a job in a new company, it is important to receive:

		Totally disagree	Disagree	Agree	Totally agree
3.1	Adequate information to understand tasks and responsibilities				
3.2	Support from boss				
3.3	Support from colleagues				

4. On a scale of 1 to 10, 10 being the most important, indicate the level of importance regarding each of the following factors of an employer:

		1	2	3	4	5	6	7	8	9	10
4.1	Salary										
4.2	Work environment/relationship with colleagues										
4.3	Continuous training										
4.4	Bonus salary for achieved goals										
4.5	Protocols with other entities/organizations (banks, daycare, hotels, etc.)										
4.6	Flexible schedule										
4.7	Agile work (possibility of working from home)										

5. For the following statements, choose the option that best suits your opinion:

		Totally disagree	Disagree	Agree	Totally agree
5.1	The welcoming process of a new employee facilitates his/her integration in the company				
5.2	The welcoming process of a new employee is essential for his/her future performance in the company				
5.3	The welcoming process of a new employee influences his/her level of satisfaction towards the company				
5.4	The welcoming process of a new employee influences his/her level of commitment towards the company				

6. Considering that the integration process is divided in three phases (pre-arrival, arrival, e post-arrival), how long should this process be?

- 2 days
- 1 week

- More than 1 week

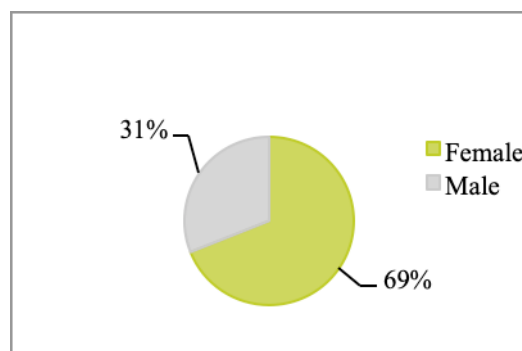
7. On a scale of 1 to 10, 10 being the most important, indicate the level of importance of including the following items in an integration plan.

		1	2	3	4	5	6	7	8	9	10
7.1	Send a welcome e-mail to the new employee before starting his duties with a brief presentation of the company										
7.2	Send an email to the company's employees reporting a new colleague's arrival										
7.3	Visit the company's facilities										
7.4	Delivery of gifts from the company (notebook, pen, agenda, etc.)										
7.5	Welcome lunch with colleagues										
7.6	Conducting training sessions with the various areas of the company that will interact with the employee										
7.7	Provide the new employee with an employee handbook containing detailed information about the company										
7.8	Give the employee opportunity to share feedback regarding his/her integration process										

8. Regarding the employee's handbook, indicate the level of importance of including each of the following factors, on a scale of 1 to 10, 10 being the most important.

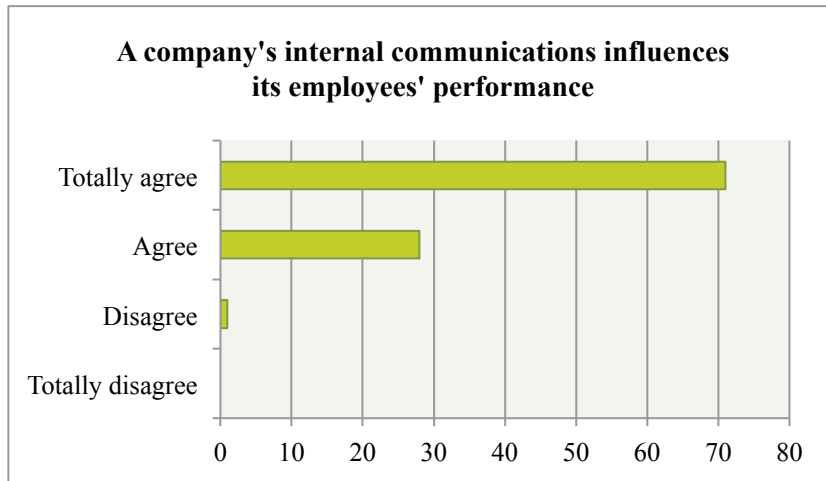
		1	2	3	4	5	6	7	8	9	10
8.1	Presentation and history										
8.2	Vision, mission and values										
8.3	Hierarchical structure and organizational units										
8.4	Goals and targets										
8.5	Locations										
8.6	Code of ethics and good habits										

Graph 29: Gender



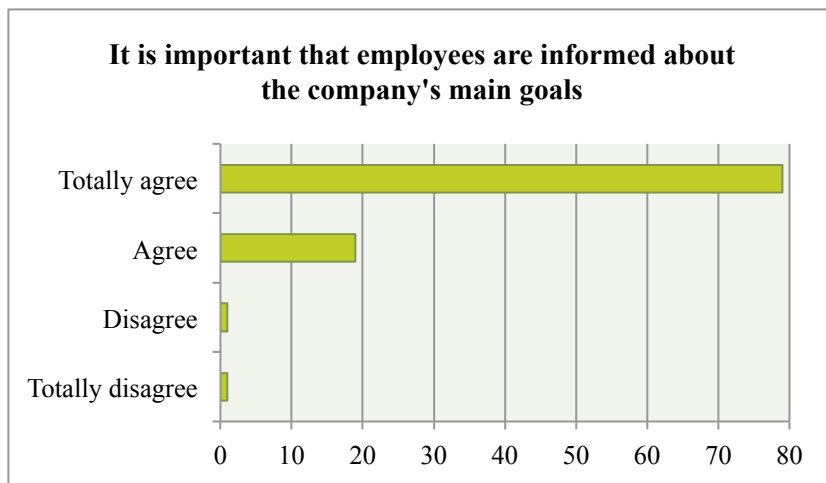
Source: the author, 2019

Graph 30: Question 1



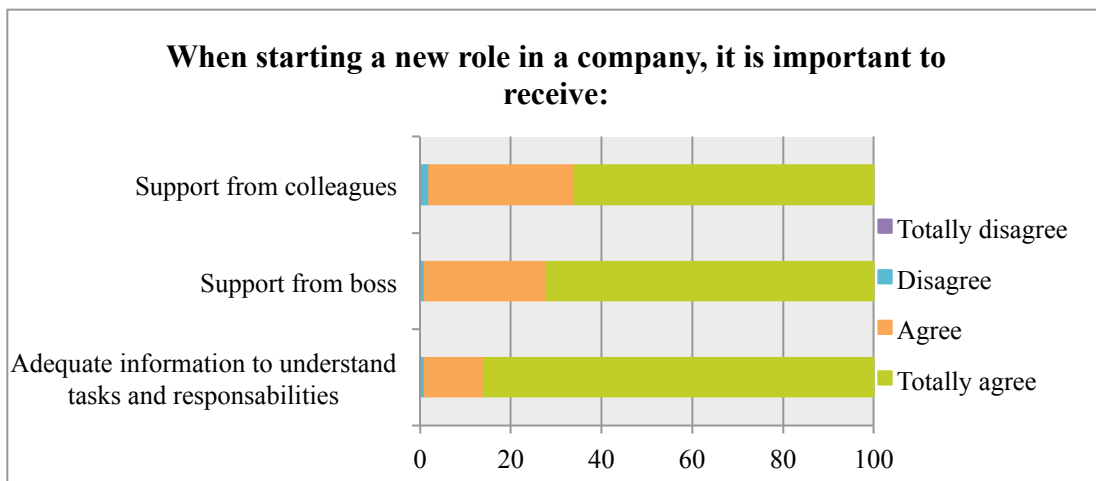
Source: the author, 2019

Graph 31: Question 2



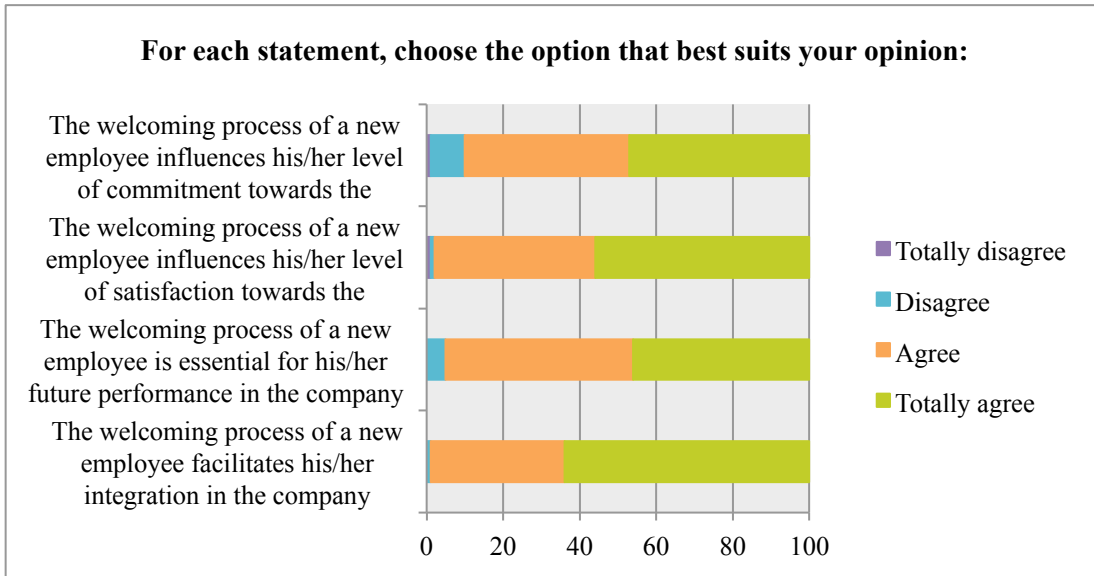
Source: the author, 2019

Graph 32: Question 3



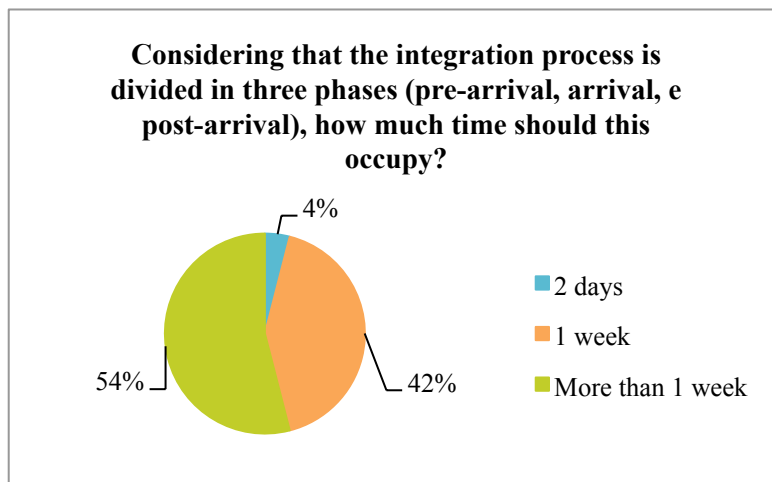
Source: the author, 2019

Graph 33: Question 5



Source: the author, 2019

Graph 34: Question 6



Source: the author, 2019

Table 8: Most to least important variables from question 8

	Variable	Average
1	Career progression	9,15
2	Work environment/relationship with colleagues	8,77
3	Salary	8,52
4	Flexible schedule	8,39

5	Salary bonus for achieved goals	8,35
6	Agile work (possibility of working from home)	8,24
7	Continuous training	8,15
8	Protocols with other entities/organizations	7,03

Source: the author, 2019

Table 9: Most to least important variables from question 10

	Variable	Average
1	Delivery of gifts from the company (notebook, pen, agenda, etc.)	8,93
2	Conduct training sessions with the various areas of the company that will interact with the employee	8,82
3	Welcome lunch with the colleagues	8,35
4	Give the employee the opportunity to share feedback regarding his/her integration process	8,27
5	Provide the new employee with a handbook containing detailed information about the company	7,9
6	Send an e-mail to the company's employees reporting a new colleague's arrival	7,86
7	Send an e-mail to the new employee before starting his/her duties with a brief presentation of the company	7,51
8	Visit the company's facilities	6,4

Source: the author, 2019

Table 10: Most to least important variables from question 11

Variable		Average
1	Goals and targets	9,19
2	Code of ethics and good habits	9,05
3	Vision, mission and values	8,83
4	Locations	8,4
5	Hierarchical structure and organizational units	8,32
6	Presentation and history	7,78

Source: the author, 2019