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AHK RIO DE JANEIRO: IN SEARCH OF
COMMUNICATION SATISFACTION - THE
CSQ TECHNIQUE

CATÓLICA-LISBON SCHOOL OF BUSINESS AND ECONOMICS

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"THE TWO WORDS *INFORMATION* AND *COMMUNICATION* ARE OFTEN USED INTERCHANGEABLY, BUT THEY SIGNIFY QUITE DIFFERENT THINGS. INFORMATION IS GIVING OUT; COMMUNICATION IS GETTING THROUGH."

SYDNEY HARRIS

ABSTRACT

Degree dissertation title: AHK Rio de Janeiro: In Search of Communication Satisfaction – The CSQ Technique

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Communication is crucial for the management of every organization. An understanding of the efficiency of an established communication strategy is vital to attain high levels of organizational effectiveness. With this in mind, many companies use communication audits to identify strategies to improve their communication practices. The specific subject of this thesis is to examine the communication within organizations and its relations to job and customer satisfaction. The research part of this thesis contains a case study about the German-Brazilian Chamber of Commerce Rio de Janeiro (AHK-RJ). The aim of this paper is to answer the question: *“How efficient is the current internal communication of the AHK-RJ measured by job satisfaction? And “How efficient is the external communication measured by the membership satisfaction of the AHK-RJ?”* In order to answer those question, four research questions were developed. The research part was accomplished using quantitative research methods. By conducting an internal and external communication satisfaction questionnaire (CSQ), the effectiveness of the communication strategy of the AHK-RJ could be assessed. The two questionnaires consisted of a number of multiple choice questions as well as open ended questions, designed in accordance to the format of the CSQ developed by C.W. Downs and Hazen 1977. The primary result indicates that employees and members perceive satisfaction towards many specific issues. Nevertheless, opportunities for improvements are revealed. The overall communication evaluated by members is satisfying. In contrast employees are dissatisfied with the communication strategy of the AHK-RJ. Especially, the most important tool to receive information, the weekly team meeting is evaluated as unsatisfying. Hence, information flow and process adaptations are required. Challenging last month and major important happenings in Rio de Janeiro affected the team work and working environment, employee turn overs, a lack of trust and information and the multicultural background complicates the task of successfully implementing one integrated communication strategy. By communicating more strategically, providing more information from the top, and encouraging supervisors to provide more feedback and trainings, the AHK can create an even better workplace and higher employee satisfaction can be reached. This improvement of the internal communication strategy influences positively the satisfaction rates concerning the external communication and information exchange.

Key Words

Communication strategy, organizational communication, communication channels, communication audit, satisfaction survey, employee satisfaction, job satisfaction, networking, databank, corporate cultures, Chamber of Foreign Commerce.

ACKNOWLEDGMENTS/PREFACE

This is the final report for the master thesis that has been conducted by Laura Isabel Tepner in association with the AHK Rio de Janeiro and its communication department. Since a research project analysing the communication strategy of the AHK-RJ has never been conducted before and the field of research of Chamber communication is limited, results cannot be compared to previous investigations and are exemplarily to challenges facing organizational communication practises in Chambers of Commerce or similar institutions.

This study would not have been possible without the input and tireless support of the AHK Rio de Janeiro. Hence, I would like to express my sincere gratitude to my advisor within the AHK Rio de Janeiro, Philipp Hahn, Deputy Managing Director as well as Ana Carolina Richard, Head of the Marketing and Communication Department, for their continuous support during the daily work in the office and my thesis preparation. Further to Hanno Erwes, managing director of the AHK. Their patience, motivation, enthusiasm and knowledge helped and guided me through the research and writing of this thesis. In addition, I truly appreciate the support and supervision from my thesis supervisor, Prof. Dr. Pedro Celeste. Even though, writing my thesis from another continent, it was no problem to efficiently communicate with him and discuss all my concerns. I am especially thankful for his guidance and the improvement of the study. Further for his patience, understanding and encouragement. The availability and advice of Prof. Dr. Fernando Machado allowed me to have some important insights about the best practices of Market Research. Also my sincere thanks to Mrs. Rita Coelho do Vale who was always helpful and provided important information and hints. Last but not least, I would like to thank my family and friends, for supporting and encouraging me during the process of this work.

The internship in combination with the drawing up of this master thesis, enabled me besides being an intern and integrated member of the team and communication department, to have a special position in a consulting activity and therefore, to gather insights and knowledge from an immense learning experience which result in the development of my expectation and idea towards my future personal career path.

It is my intention to clarify the gap between effective organizational communication and the current awareness of internal and external communication performances of the AHK-RJ. Therefore, I hope insights gathered and actions recommended will be taken into consideration to improve the communication strategy short- and long-term in order to create more communication satisfaction and an overall better perceived job satisfaction inside the AHK-RJ.

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LIST OF ABBREVIATIONS

AHK	Auslandshandelskammer (Foreign Chamber of Commerce)
AHK-RJ	AHK- Rio de Janeiro
bn.	billion
CSQ	Communication Satisfaction Questionnaire
CRM	Customer relation management
DIHK	Deutscher Industrie- und Handelskammertag
e.g.	For example
etc.	Et cetera
ICP	Internal communication policy
IHK	Industrie- und Handelskammer
IMC	Interactive, integrated marketing communication
IS	Information system
ISs	Information services
m.	million
PR	Public relations
RJ	Rio de Janeiro
RQ	Research question
SMART	Specific, measurable, achievable, realistic, and timely
SWOT analysis	Strength, weaknesses, opportunities, threats analysis

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1. INTRODUCTION

This thesis results from the proposal of the German-Brazilian Chambers of Commerce and Industry Rio de Janeiro to analyse their current internal and external communication strategy critically. Recommendations towards an improved communication strategy, taking into consideration the Mega Events taking place in Brazil and the future service offers of the AHK, are aimed.

Brazil - Germany, where great ideas connect. Rio de Janeiro is hosting the Football World Cup 2014 and the summer Olympics 2016. Both are tremendous opportunities for Brazilian businesses, its industries and commerce. Furthermore, recent economic recovery and trade revival of past disregarded sectors, such as the Oil and Gas sector, and developing infrastructures, preceded foreign investing, especially from Germany. These developments certainly result in at least short term economic benefits (Trade & Invest 2012).

How can those possibilities proceed to long-term successful projects, investments and relationships between the two countries Germany and Brazil?

Brazil – the largest country in Latin-America – took off economically in the past decade, and grew up to the 6th largest economy in the world (Germany Trade & Invest, 2012). The willingness of foreign companies to invest in Brazil is growing continuously. Rio de Janeiro benefits from the oil sector and its huge amounts of oil deposits in the pre-salt in front of the coast of the city. New governmental regulations facilitate foreign trade and boost the industry since several years. However, to start a business in Brazil, proximity to the customer and to the market are crucial and are greatly relieved by cooperation or involvements of third parties such as a Chamber of Commerce and Industry. Therefore, networking and especially targeted well-defined communication contents are indispensable to manage any foreign business within Brazil.

The German-Brazilian Chambers of Commerce and Industry are most important partners abroad for promoting foreign trade through the German Federal Ministry of Economics and Energy. Together with the German diplomatic representation (Consulate), the AHK represents the interest of the German economy. This function obligates the Chamber towards neutrality and objectivity. Main areas of responsibility are: official representation of the German economy, being a membership platform and service operator for companies in Brazil. Central role of the AHK is to act as an agent in this bilateral relationship between Germany and Brazil,

as well as to open German companies its way into the Mercosur region. Even though, the Chamber gets subventions, to maintain their work, the AHK depends on own profits from services offered. Hence, since 1916, the AHK-RJ promotes trade in both directions with several services they offer: assessment of market entry opportunities, individual allocation of business partners (Match-Making-Mission), customs tariff ruling and organization of delegations. Therefore, an effective communication strategy is also vital for the existence of the Chamber.

But how can the communication between companies and the Chamber and two different countries be improved and what are the challenges and key success factors for rewarding networking and a long-term cooperation?

Strategic communication can control challenges and can be a key success tool. Systematic planning of communication, conducted research and analysis via communication audits measure short or long term, internal or external communication programs of organizations. To generate an overview of all applied communication instruments delivering SMART (specific, measurable, achievable, realistic, and timely) strategies for organizations.

The focus of this thesis is to critically analyse the communication strategy of the AHK, focussing on the communication efficiency towards employees and members of the organization. Recommendations for an implementation of an optimized SMART communication strategy, within a feasible time frame and workload, will be the main outcome for the conducted research. The main goal is to offer the associates or members of the AHK better services and therefore, improve the overall satisfaction level of them. Speaking in long-term the adapted communication strategy should especially benefit the upcoming mega event in 2016, the Olympic Games. Simultaneously, with the improved strategy the AHK aims to improve the internal climate to reach higher employee satisfaction and by that to reduce employee turnover.

1.1 PROBLEM STATEMENT

To evaluate the effectiveness of the current communication strategy of the AHK-RJ and define suggestions for improvements for strategic integrated communication, employee job satisfaction and member- and service satisfaction is measured. Background for the conduction is moderate business results from lately given opportunities due to the Football World Cup hosted in June/July 2014 in Rio de Janeiro.

1.2 RESEARCH QUESTIONS

To highlight the challenges the AHK-RJ is facing and to find solutions for their specific case, the following research questions will be examined:

RQ1: How is the employee and member satisfaction towards the current communication strategy?

H1: Employees are satisfied with the internal communication of the AHK. The AHK is a comfortable work environment and a respected company. Members of the AHK are satisfied with the communication, membership and service offer.

H2: Employees are dissatisfied with the internal communication. They feel insecure with their tasks and are unsatisfied with their job; an unstructured working environment and network is restraining them to work on higher performance levels. Members are dissatisfied due to a lack of knowledge regarding service offers, membership activities, and further economic news is present.

H2: Is the internal communication strategy efficient?

H1: The internal and external communication strategy is according to common standards and quality levels of the AHKs worldwide. Communication tools are on latest standards and communication is structured well to ensure floating information levels and a network for members, by that even the lack of industry experts can be balanced. Normal workload can be handled efficiently by employees besides additional inquiries due to the mega events taking place in Brazil. Employees are well educated and guided to perform on high levels and to become experts in new developed markets.

H2: A lack of a coherent communication strategy internally affects the quality of the external communication towards clients (members). Outdated, unstructured communication strategies and tools (e.g. offline channels such as database and newsletter), are distracting the work of the Chamber. Furthermore, an internal non-transparent distribution of responsibilities leads to limited and elaborated information flow affecting the external environment.

RQ3: What are the Chamber's main challenges regarding organizational communication?

H1: The communication strategy is not well defined, responsibilities are unclear and communication tools not on the latest standards. This causes immense workload in the communication department and undesired result of activities.

H2: The workforce is overloaded with inquiries and they are not prepared to handle additional inquiries due to the upcoming mega events effectively. Pressure to reach specific goals restrains productivity.

H3: Decisions take too long and milestones are poorly defined to establish a well-designed event or project.

H4: Specialised sectors, specific for the region, are growing fast and the workforce is not professionally educated to become industry experts and offer services to advise interested companies.

H5: The internal climate is affected by two internal corporate languages. The team spirit is perceived differently strong and motivation therefore, low.

RQ4: Which actions can improve the communication strategy in order to reach higher job and membership satisfaction and a better information exchange between all parties?

H1: Communication tools, including online tools (e.g. social media) need to be on latest standards, including a uniform appearance and clear united content.

H2: Each area or service sector should have a uniform appearance and communication plan, following the communication objective with each target audience in focus.

H3: Communication vehicles should be well-known among members and employees and published or announced accordingly to their preferences.

H4: The already well-established network can be used more efficiently.

H5: Tasks need to be clear; deadlines known and communicated timely to every employee.

H6: A well-developed databank structure is the centre to reach the maximum of right people for different activities or services.

H7: Experts to secure high IT standards need to build part of the team (creation of an online department for maintaining online channels).

1.3 METHODOLOGY

In order to answer the key RQ, primary and secondary data will be used in this study. Primary data consists of online surveys conducted inside and outside the company. Academic as well as

scientific articles contribute to the literature review to give insights on previous research concerning organizational communication and communication strategies. Secondary data was provided by the AHK and consists of market studies, and internal sources and company reports.

1.4 RELEVANCE OF STUDY

The importance of communication audits and the Communication Satisfaction Questionnaire (CSQ) is an interesting and recent approach for many companies in all industries. Communication in general in workplaces can take many forms and has a lasting effect on employees' motivation. The actual need and benefits of conducting an audit is controversial, thus an understanding about the origin is essential for manager and especially marketers to discuss the effectiveness of communication strategies and the growing adaptation of interactive integrated marketing communication (IMC).

The purposes of conducting a communication audit for the AHK-RJ are to measure the strength/effectiveness of its formal and informal communication channels, further to identify problems and to design recommendations for improvement. The management of the AHK should not only obtain a clearer understanding of the strengths and weaknesses of the organization's communication strategies, including its channels and networks, but also gain useful feedback from employees on whether the work environment is one that encourages job satisfaction.

To search for communication satisfaction within the AHK-RJ, the origin of communication audits, and the connection between employee job satisfaction and effective organizational communication will be examined in the following.

2. LITERATURE REVIEW

2.1 ORGANIZATIONAL COMMUNICATION

Organizational communication is covering a broad area of academic fields such as communication science, organizational strategies and information technology. Several definitions in literature emerged. Since, the scope of the master thesis is limited a definition by Greenbaum from 1974 applies:

“The purpose of organizational communication is to facilitate the achievement of organizational goals. The operational procedures involve the utilization of functional communication networks related to organizational goals; the adaption of communication policies appropriate to communication

objectives; and the implementation of such policies through suitable communication activities. The structural elements include (a) the organization unit, (b) functional communication networks, (c) communication policies, and (d) communication activities” (p.740).

In detail, every organizational structure consists of a network of communication channels, in which information flows between employees and departments. How this information flows through the communication paths and how the information is being interpreted affects the operational success of an organization (Johnson 1992). Hence, every management should consider organizational communication, to critically analyse their strategies and plan actions accordingly to goals (Kottler and Schlesinger 1979).

The trend that communication is an integrated whole, where advancing communication technologies and social media communication has merged the gap between external and internal audiences, predominates (Cheney & Christensen 2001). Thus, internal communication today has a multidimensional focus, and is more than just a message exchange, information flow or presentation of information (Downs & Adrian 2004). Different organizational types and structures affect an organizations communication style.

2.1.1 COMMUNICATION STRUCTURE AND NETWORKS

Diverse structural areas are influencing communication according to Albrecht 1979 and Jablin 1980; networks and climate; Falcione and Kaplan 1984, climate and culture; Poole and McPhee 1983, structure and climate. To understand an organizations structural approach to organizational communication, a broader understanding of the approaches, channels and their individual strengths and weaknesses is essential (Johnson 1992, p. 110).

Accordingly to Bolton & Dewatripot, (1994), Rader, (1993) and Vassilakis, (1997), an organization can be viewed as a network of information processing units determining final decision. Since, people understand and interpret messages differently (Downs & Adrian 2004, p. 59), communication channel affect differently how messages are received (Wood, 1999). Consequently, an organizations’ communication structure establishes the order in which employees and managers decide.

For this case study, a focus on the formal and informal approach is set. Due to the international background of the AHK-RJ, the cultural approach will be included in this discussion.

Three traditionally defined communication types namely top-down; upward and horizontal communication can either be formal or informal. **Top-down communication** defines communication flows from people at higher levels to people at lower ones (Adler & Elmhorst 1996; Koontz & O'Donnell 1976). An organizational chart provides a guideline for people responsible for given tasks in top-down communication. **Upward communication** includes messages flowing from subordinates to higher ranked staff (Adler & Elmhorst 1996; Koontz & O'Donnell 1976). Upward communication is perceived as equally important as top-down communication, since it enables managers to receive feedback, to ensure the provided instructions or information was understood and to ensure an atmosphere of trust, participation and respect is given. Ultimately, **horizontal communication** describes the information exchange between employees in the same rank (Adler & Elmhorst 1996). It includes the social and interpersonal part of communication. Communicating with co-workers builds relationships, influences the company's culture and working environment. All three communication types are equally crucial for an organization to establish an effective internal communication (Adler & Elmhorst 1996).

2.1.1.1 FORMAL APPROACH

The formal approach, the most traditional view, defines the flow of internal messages vertically (Kandlousi, Ali, & Abdollahi 2010; Litterst & Eyo 1982). Communication commands are given downward, from manager to subordinates and information is transmitted upward to the managing level. Communication inputs transmitted downward include information concerning current and future statuses, administrative decisions, and changes in standard-operating-procedures or, general information providing subordinates with technical know-how (Hirokawa 1979, p. 84). Disadvantages with downward communication are that information is often distorted or arrives too late for it to be significantly beneficial. This leads to frustration for employees since they do not receive the information they need to perform their jobs. Further, difficulties for the management since they wonder why their directives are going unfulfilled arise. On the other hand, a similar misleading assumption can occur if communication flows upward. Upward communication contains questions, important information, feedback, opinions and suggestions (Axley 1984). Problematic here is the distortion of messages by employees and the sending of information last minute to the top (Hirokawa 1979, p. 87).

Understanding the formal approach guides the management predictability and control and enables to efficiently handle routines (Conrad & Poole 2002, p. 74).

In nowadays environment, the most common formal communication methods are technical communication and face-to-face communication. The World Wide Web and its diverse offers are replacing traditional face-to-face communication. The access to online information enables people's independence. Work can be handled more efficient, projects finished faster and information exchange becomes easier. Nevertheless, with the increase of technical communication, face-to-face communication between employees decreases. A lack a team feeling, which can lead to higher dissatisfaction and higher employee turnover rates, emerged. Nevertheless, information exchange and flow simultaneously to an unlimited amount of people can minimize this risk (Argenti 2006). Hence, for many authors, face-to-face communication is still the most accurate communication tool internally (Blundel 2004; Argenti 2009; Smith & Mounter 2008). Supported by Adler & Elmhurst (1996) face-to-face communication qualifies information exchange without a time lag between sender and receiver. Thus, feedback can be received directly and misunderstanding avoided or rather better controlled. The relationship development and an active membership of the team are further examined.

2.1.1.2 INFORMAL APPROACH

Informal communication channel support the horizontal communication flow on voluntary information between individuals of the same organizational hierarchy. Accordingly to Conrad and Poole (2002, p. 74) this communication with no power or status pressure enables a more detailed and accurate information exchange and a higher willingness to exchange feedback.

The four horizontal communication functions "task or project coordination", "problem solving", "sharing of information", and "conflict resolution", defined by Hirokawa (1979) support organizational members to coordinate tasks and help to achieve goals. The task and project coordination function enables employees to help each other more effectively. Common problem solving, such as brain storming, allows finding one effective solution for all. The conflict resolution with formal communication forces employees to explain and advise supervisors in finding a solution for every single issue, which is time and effort consuming. Instead with informal channels, employees can solve problem with other subordinates. Thus, the informal approach is supporting a communication network in which employees recurrently process resources and information (Dow 1988, p. 56).

Conrad and Poole being in favour for informal channels conclude that employees who participate in informal networks "(...) have higher morale, job satisfaction, and commitment to

their organization [...] and are better able to meet other peoples ‘communication needs than employees who are not actively involved” (Conrade & Poole 2002, p. 73). Consequently, a relationships building is achieved accordingly to Johnson, Donohue, Atkin and Johnson (1994).

Critics argue that facile expressions and gestures, strongly represented in informal communication techniques, increase rumours and spread wrong information, if employees believe those more than formal communication. Appropriately, the formal structure of a company cannot be trusted (Argenti 2009; Bowditch & Buone 2005). It could be proofed that 94% of the manager do not deal with that issue and do not take any active role in controlling informal communication networks (Crampton, Hodge, & Mishra, 1998). Therefore, it is disputed if manager believe the same way in informal communication as in formal.

To conclude, informal communication strategies help quick decision making in organizations, leading to better communication, increased productivity and higher employee satisfaction (Subramanian, 2006). Informal communication is essential and the natural interaction between people hence, it has to be supported by formal communication. Therefore, the right balance between formal and informal communication is crucial.

2.1.1.3 CULTURAL APPROACH

Each structure of an organizations communication strategy is determined by a specific culture. The cultural approach comprises the fact that communication constructs the realities of organizations and in turn organizational culture shapes how members communicate within the organization. Organizational culture is build out of a framework of beliefs, values, and patterned behaviours that organizational members create, maintain, and modify through communicative interactions (Pacanowsky and O’Donnell-Trujillo 1982). In the ambivalence structuration of Gidden’s, it is stated that every action is producing and reproducing actions which are underlying its social system, namely the organization (McPhee 1985). Accordingly, the cultural approach clarifies communication relationships, how they are formed and on what they are build.

The major advantage of understanding the cultural background of communication is the fact that it can be used to increase creditability of employees. A strong organizational culture is responsible for more uniform employee behaviour, being in the interest of managers (Deal & Kennedy 1982). Even though, language is no specific research field, accordingly to Charles: “Only language can enable individuals and companies (and countries) to communicate” (Charles 2007, p. 261) strengthened the awareness of culture in the discussion of

international communication backgrounds. Research has investigated that corporate language choices influence especially credibility, knowledge sharing and the construction of trust and unity in international interactions (Culbertson 2009, p. ix). The advantage of one corporate business language e.g. English helps organizations to facilitate coordination, increases organizational learning and value creation, further reduces potentials for miscommunication (Luo & Shenkar 2006). Feely & Harzing stated 2003, that the true cost of a language barrier cannot be measured in terms of translating and interpreting but in damaged relationships. Therefore, language has a close relationship to the development of trust and credibility. A multilingual approach examined by Kassis-Henderson (2005) and Louhiala-Salminen & Kankaanranta (2011) leads to the conclusion that multilingual communicative competences enhance communication success, especially employees speaking more than one language are perceived as more cooperative communicators.

While the cultural approach identifies entities of the organization and each ones responsibilities and relationships, the formal and informal approach deal with those and all approaches lead to the provision of internal stability and the possibility to evaluate the status quo (Weick 1969).

2.2 INTEGRATED INTERNAL COMMUNICATION

The above described approaches proof that many aspects influence the internal environment, employee job satisfaction and information exchange (networks). Knowing internal communication is about relationships and creating a respected atmosphere for employees, one important insight for manager to consider (Argenti 2009).

The term integrated internal communication summarizes formal and informal communication at all levels. The development replenishes internal organizational communication and three further communication domains, namely business communications, management communications, and corporate communication to one integrated internal communication approach (Eisenberg 1996; Reardon 1996). Business communication as part of the integrated internal communication approach defines the communication skills of all employees. Management communication centers the development of the managers' communication skills and capabilities. Corporate communication contains all formal corporate communication function. Finally, organizational communication directs more philosophically and theoretically oriented issues.

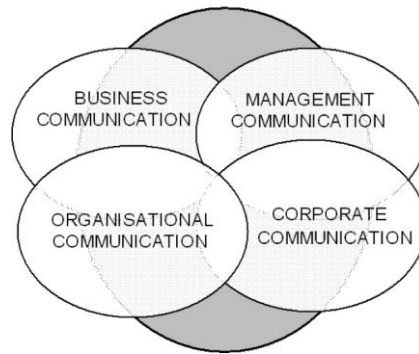


Figure 1: Conceptual framework of integrated internal communications

Consequently, employees receive information from diverse sources. The right balance between all sources guarantees the most efficient communication.

A general understanding of knowledge sharing in the organizational context is crucial. It is especially the well informed staff contributing to an organizations competitive advantage by its contribution to the external public relations, not only due to the obvious factors such as employee's satisfaction and productivity (White, Vanc, & Stafford 2010). To understand an organizational communication structure helps to examine important communication behaviours. A communication audit is one of several common tools for this examination. The audit explores the significance of employees' job satisfaction, important communication networks and the overall effectiveness of organizational communication. Finally, the audit gives insights about an organizations communication strategy which enables the organization to analyse weaknesses and strengths and finally improves strategic actions.

2.3 COMMUNICATION AUDITS

Communication audits were first defined by Odiorne (1954) to describe the method used to evaluate the accuracy of the management's perceptions of the subordinates' communication. Several publications from Booth (1986) describe the need to take a more critical look at organizational communication. Managers generally rely on their instincts as to whether problems exist, but the fact of economic downturns causing organic restructuring and the new media landscape are nowadays forcing organizations to different measures. Therefore, the maintenance of an effective communication strategy, which is indispensable for the existence of an organization, can be contracted via an audit.

The literature on communication auditing is limited. Booth defined the communication audit as: "(...) the process whereby the communications within an organisation are analysed by an

internal or external consultant, with a view to increasing organisational efficiency” (Booth 1986, p. 103). Generally, communication audits focus on who is communicating with whom, the attention receiving issues, the amount of information sent and received, the degree of trust and the standard of working relationships (Ruck and Welch 2011). Besides important feedback from employees on whether the work environment is contributing to job satisfaction, directly influencing an organizational economic outcome, insights about specific program impacts, communication costs, verification of facts, diagnoses, communication changes, and trainings can be gathered by the audit. This helps to adapt communication strategies, improves productivity and a more vibrant organizational culture contributes to a better use of communication/information technologies emphasizing hidden information resources, and a more efficient use of time (Scott et al. 1999, p.55).

Critics of communication audits argue that results of audits are political interpretations, leading to boomerang effects, instead of finding a solutions bigger problems arise. Additionally, due to resistance of overworked and understaffed communication departments, manager fear an audit may unveil critical actions and show weaknesses in the leadership style (Scott et al. 1999, p.55).

In the early 1990s, Downs, DeWine and Greenbaum developed four essential communication audit instruments; the International Communication Association Audit, the Organizational Communication Scale, the Organizational Communication Development Audit Questionnaire, and the **Communication Satisfaction Questionnaire (CSQ)** (Scott et al. 1999). All forms of audits focus on valuable information about message content and communication climate and the overall communicative health of an organization.

2.3.1 INFORMATION MANAGEMENT

To better understand the complexity of internal organization communication and the conduction of a CSQ, some important aspects about information services (ISs) in organizations are presented. ISs are part of every company’s internal communication policy (ICP). Since, competition for financial, natural, and information resources are getting complex, employees and information are identified as the organizations most important strategic resource. Therefore, the integration of information services in internal communication strategies is indispensable (Kamenskaya 2011).

The internal communication policy controls the information flow from the top and down of an organization, to establish a system that leads to the adaptation, education, motivation, and

upgrading of personnel. Thus, each employee's outcome is just as good as the organizations information management, its information services optimizing human assets (Kamenskaya 2011).

Generally ISs supports all branches of activities by informing and supporting each personnel's work. The system creates professional competencies as well as creative activities, along with viability of the organizations corporate culture, loyalty among the staff, an efficient marketing communication and business relationships. All in all, it leads to operative and effective interactions of employees in solving business problems. An effective ICP can also lead to the reduction of labour hours, raw materials, and energy to improve the quality of products and services. IS activities can be indicated by labour satisfaction (measured e.g. with the CSQ), reduction of staff turnover, and the formation of a favourable psychological internal climate (Kamenskaya 2011).

To reach high-efficient internal interactions and to organize the availability and analysis of information for managerial decisions, an information-communication medium can enable productive intra-corporate interactions. Four groups of instruments to implement in the communication policy are:

Informational	Analytical	Communicative	Organizational
Corporate Newspaper	Inquiries	Adaptation of young employees	Meetings
Intelligent database	Focus-Groups	Corporate training	New standards
Employee database	Accounts of employees	Competitions and contests	Speech of authorities
Bank of ideas	Accounts on projects and divisions of subdivisions	Corporation festivals	Conferences

Table 1: ICP and internal PR instruments (Kamenskaya 2011, pp. 1-7).

2.3.2 MEASURING INTERNAL COMMUNICATION AND JOB SATISFACTION

Research proofed that one of the easiest ways to help employees to find job satisfaction is to ensure they are pleased with organizational communication (Pincus 1986). Employees are twice as likely to show higher commitment for the organization and almost four times as likely to recommend the organization when being satisfied with the ways in which communication on different situations occurs. Thus, a motivated employee is a valuable asset to maintain and to strengthen the business and the profit growth (RajhansInterscience 2012).

A successful communication strategy focuses on the relationship between organizations key publics. One of those are the internal publics namely employees (Wright 1995, p. 183). Especially in the global economy, a lack of employee focus occurred (Gorman 2003, p. 13). Accordingly to Wirght (1995) “the public relations function appears to have spent time attending to relationships with external publics at the expenses of internal audiences” (p.184). Thus, a key to success is to build employee relations, by building relationships and efficiently communicating with them, which can be measured by the CSQ (Wirght 1995).

2.3.3 COMMUNICATION SATISFACTION QUESTIONNAIRE (CSQ)

Developed by Downs and Hazen (1977), the CSQ focuses on the primary dimension of communication satisfaction including the following areas:

- General organizational perspectives;
- Organizational integration;
- Personal feedback;
- Relation with supervisor;
- Horizontal-informal communication;
- Relation with subordinates;
- Media quality;
- Communication climate.

Dominated outcomes of the audit are related to specific information about individuals and the job itself, linked to productivity, including clarity of communication and openness to ideas (Pincus 1986, p. 399). The main goal of the audit is a clear picture of satisfaction levels. Hence, communication satisfaction is defined as the overall degree of satisfaction employee perceive concerning the overall communication environment (Downs and Hazen 1977, p. 429).

The CSQ went through a factor analysis, an original pool of questions (Downs and Hazen, 1977). The results draw down eight stable dimensions building the CSQ:

- Personal feedback;
- Supervisory communication;
- Subordinate communication;
- Co-worker or horizontal communication;
- Organizational integration;
- Corporate information;
- Communication climate;
- Media quality.

The first three dimensions, personal feedback, supervisory communication, and subordinate communication represent the communication outcomes in an interpersonal context. The co-worker communication and organizational integration dimensions reflect communication experiences in the team context. Finally, corporate information, communication climate, and media quality represent communication experiences in organizational contexts (Downs & Adrian, 2004).

In detail, questions about personal feedback examine the superior's understandings of employees' problems and viewpoints of references. Supervisory communication items in the questionnaire include items of upward and downward communication. It measures the openness of superiors to subordinates, and their ability to listen. Furthermore, it measures if trust is given. Subordinate communication estimates the willingness and capability to forward information upward and the experience concerning communication overload. Co-worker and horizontal communication assesses information about networks and contents. Organizational integration highlights the integration intensity of staff within a team. Specific corporate information questions discover employee's perceptions of information levels regarding job tasks, policies and benefits as well as, internal departmental news. Communication satisfaction is measured at an organizational and individual level. It mainly measures if internal communication is providing motivation and employee identification. Additionally, it measures in which ways information flows favour working processes. Finally, the quality of media is assessed by evaluating the clarity of the different communication channels.

Regarding the layout, all eight items in the questionnaire are used with a Likert-type scale ranging from very satisfied (1) to very dissatisfied (7) (Downs & Hazen 1977, pp. 63-73).

2.3.4 MEASURING EXTERNAL COMMUNICATION:

DIRECTIONS FOR MEMBERSHIP SATISFACTION SURVEYS

The fact that communication technologies, such as social media, emerged changed the gap between external and internal audiences and forced communication to become an integrated whole. A clear differentiation between internal organizational and external communication (PR) is disputed (Cheney & Christensen 2001; Cornelissen 2011, p.164). Accordingly to Strenski (1978) internal communication audits include communication with relevant publics, outside the organization. Therefore, the communication audit can be applied to PR activities, internally as well as externally. According to Greenbaum (1974) and White et al. (2010), communication departments should focus on public relations and advertising internally and externally. It is

important to measure perceptions of the external audience to gather insights about which messages are getting through to which specific audiences and with how much success. A CSQ audit for the external environment can be conducted accordingly to Strenski (1978) as a marketing exercise defining the following steps:

- Identification of target audiences to investigate;
- Identification and classification of current communication techniques;
- Application of the techniques of auditing as they relate to the role specific audiences (e.g. Argenti 1996; Mumby and Stohl 1996; Reinsch 1996 and Smeltzer, 1996).

There are several ways to ask customers or members of an organization whether or not they are satisfied with an organizations communication. They are as equally important to the survival of any business as employees.

In the case of membership organizations, to truly ascertain perceptions and problems voiced also by a vocal minority, surveys are the most efficient management tool. One common problem with surveys might be small sample sizes. Therefore, a minority view should be carefully transferred as a general perception of the majority. When faced with a particularly member, the most valuable resource for any organization is factual data. “After all nothing, will stop an opinion in its tracks like a number” (Lewis Priestley 2008). Hence, although it is uncomplicated to react to the points raised by a vocal minority, it is an organizations responsibility to react to the larger customer base to obtain accurate data and make important decisions regarding the future of the organization.

2.4 IMC: INTERACTIVE, INTEGRATED MARKETING COMMUNICATION

Due to the multiplication of media, demassification of consumer markets and the value of the internet, an integrated marketing communication (IMC) evolved. Focus is the creation of targeted, coordinated and consistent messages. By this greater consistency among several communication messages and functions can be achieved and cost savings, and easier working relations between different departments reached. Moreover, the adaptation of an IMC leads to better usage of media and promotional mix elements (Kitchen & Burgmannm 2004).

The move from traditional IMC to interactive IMC emerged the importance of database management. With a rich database-driven CRM program the establishment of an information intensive customer communication strategy can be guaranteed (Kitchen & Burgmannm 2004).

The usage of new media tools enables companies to enhance interactivity with its target audience. Especially electronic media allows the collection and conversion of customer targeted, interactive CRM programs. Conducted information explores insights about motivations, needs and attitudes to which companies in response can reply with individual service offers and communication speeches. This data collection is known as behavioural data collection and it is a prerequisite for maintaining interactive relationships.

Organizations main problem is the lack of customer focus and the ability to tailor and deliver communication strategies. To control this problem collecting customer data helps to truly become a SMART-company, meaning services are given to customers when they suit them. Ongoing database management practices can be the key to success. Therefore, customer data generated via websites or email surveys are indispensable for a customer focused company (Peltier, Schibrowsky, Schultz 2003, pp. 93 – 115).

3. CASE STUDY

The case study which is presented in this paper was conducted in Brazil - a booming country with growing business opportunities (Germany Trade & Invest 2012). The AHK Rio de Janeiro is expert in exchanging business contacts and supporting different businesses in Brazil and Germany. The expected annual growth rates of Brazil lies between 3-4%. Due to stable political and economic conditions Brazil is in favor of becoming the fifth largest economy in the world till 2016 (German Trade&Invest 2012). Those growth expectations encourage German companies to engage in foreign trade and businesses activities with Brazilian companies (AHK 2014a, p. 4). The ground for a cooperation or simple information exchange is an effective communication strategy. ***But how important is communication for a good cooperation between both countries really and how does communication establish the exchange of great ideas between Brazil and Germany?*** To answer this question, communication practices need to be understood and analysed.

It has not been recorded yet, if the AHK-RJs communication strategy is efficient and supporting business relations, specifically acting in the interest of all audiences, external and internal. The Chamber is market expert, with its knowledge of Brazilian and German companies and its established membership network, consisting of Brazilian and German companies interested in foreign trade with each country. Nevertheless, membership satisfaction has never been measured and with growing markets areas for improvements could be could be from greater interest to improve the Chambers work.

Being one of the most important economic instances abroad, the Chamber of Foreign Commerce Germany Brazil, has a key position in international trade and valuable business contacts to small and medium sized companies, and big global players. The year 2014 is eventful. The Football World Cup has just ended and first results can be taken stock. After several hard working months, the management of the AHK-RJ formulates strengths, weaknesses, opportunities and threats facing the Chamber, also taking into consideration the efforts done the first quarter of this year and economic outcomes after the World Cup. A review of the strategy plan for 2017 becomes pivotal. The need for a well-defined and systematic planned communication strategy to create efficient service ideas, sell those to members and position foreign companies in the other market is clear for the AHK-RJ, but a strategic plan is crucial. Especially a communication audit should present insights leading to strategic planning in regard to improved communication strategies towards employees and members and boost the business.

This case review and research critically questions if internal communication including issues such as information exchange and networks impacts employee job satisfaction and the overall external communication quality, perceived differently by every members of the AHK-RJ. After the conduction and analysis of two communication audits during the Football World Cup month, the management requested a team meeting to discuss results of the internal employee satisfactions survey. The results of the external membership and service satisfaction survey gave further insights which the management combined with the outcomes of the internal survey. All results were openly discussed with the whole team. The meeting was an opportunity to comment, suggest and question worries and desires. ***What went well, what wrong and how can the AHK-RJ learn of the past communication flows?*** The following case review and analysis gives answers to exact those questions.

3.1 THE GERMAN CHAMBER OF COMMERCE (AHK)

The German Chamber of Commerce (AHKs) promote German businesses abroad, in every country of particular interest for the German industry and commerce. All AHK's worldwide are closely linked to the work of the IHKs (Chambers of Industry and Commerce). Therefore, both AHKs and IHKs take care of export orientated German companies and interested foreign companies in German markets.

The first foreign Chamber was founded 1894 in Belgium. Since then, AHK's all over the world were founded, innately accordingly to the expansion of the German economy, and the growth

of the world trade and globalization. In all countries, independent of the historical background, the AHKs are representing the German economy and focusing on supporting the development and growth of German foreign trade as well as the relative bilateral economic interest. A total of 50.000 member companies with German or local branches, are reinforcing and improving economic- and trade relations in this worldwide network.

Today a total of 125 German Foreign Chambers of Commerce and Industry are represented in 85 countries worldwide. The service offer for clients and members is similar but coordinated with specific country and regional characteristics (AHK 2014a, pp. 4-5).

Brazilian Chambers are responsible for the bilateral trade between the Mercosur and the European Union. The first AHKs established in 1916 and still head offices in São Paulo and Rio de Janeiro. The third head office, founded in 1955, is in Porto Alegre, the South of Brazil. Nowadays, offices of the German-Brazilian Chamber are placed in 13 Brazilian cities. AHKs in Brazil work together with other foreign German Chambers of Commerce and Industry in Argentina, Paraguay and Uruguay, all united through the Mercosur alliance (AHK 2014a, p. 14).

Prime partners of the AHKs are the Germanys missions abroad (consulates and embassies). They forward enquiries from foreign companies to the AHKs in charge and further spread information about latest decisions made by German companies located abroad. The cooperation enables a strong relationship with political and administration authorities in host countries, as well as it obligates the mission to work neutrally and objectively (AHK 2014b).

3.1.1 NETWORK OF THE AHKS: MEMBERS AHK GERMANY - BRAZIL



Even though each Chamber receives subventions from the German state, they depend on own profits and its membership function. Hence, the focus of each members work lies in its membership responsibility and offering under the service brand DEinternational (German companies as well as local companies with bilateral business) several services result in business operations for all Chamber (AHK 2014d). Experience, know-how, resources, capacities and contacts are terms the AHK is recognized for and works towards. Due to around 1,700 employees worldwide, a continuously improvement and growth of the market orientated network and business relations is possible (AHK 2014a, pp. 14- 17).



Figure 2: capability AHK worldwide (AHK 2014a, p. 15)

The AHKs offer its members a dynamic and updated business platform. Thus, members are able to widen their network, gather exclusive information and complete transactions with reliable partners. The Chamber is working continuously to expand their network. Besides the advantages of the associate service, several events are available. In the interest of the members, an event established as a task- and exchange force offers the possibility to present their own company, meet managerial staff of same industries and discuss common problems. A number of institutional events are offered as well. Among others, the German-Brazilian honour of personality, the German-Brazilian economic days, working dinners and reception of delegations. Personalities from economy and politics, from both countries, are participating in those events and offer members opportunity to establish important contacts (AHK 2014a, pp. 8-9).

3.1.2 SERVICES OF THE GERMAN-BRAZILIAN CHAMBER

The Chambers in Brazil offer their 1.700 member companies several services registered to ISO 9001 and ISO 14.000. Their service offers can be divided into three fields:

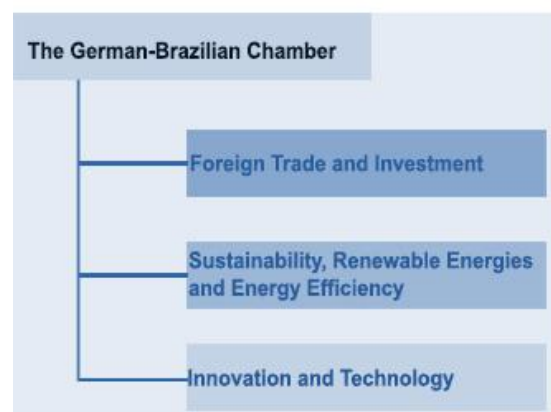


Figure 3: Main 3 priorities of AHK's service offers (AHK 2014a, p. 4)

Besides those three areas, the daily office work of each Chamber covers diverse tasks including the handling of information requests about import and export, negotiation of contacts, advertisement for companies and their products, the search for adequate business partners, service offers including specialized trainings and courses, the organization of conferences, industrial circles, conferences and company delegations, assembling working forces as well as the publication of relevant literature.



Figure 4: The German-Brazilian Chambers in numbers (AHK 2014a, p.5)

The German-Brazilian Chamber is specializing in regional businesses. Therefore every AHK in Brazil is offering specific services depending to their local economic sectors. All of them are having a standard service tool box consisting of the following basic offers (detailed description of all service offers attached in the Appendix part):

- Business Contacts
- Trade Fairs
- Renewable Energies
- Innovation and Technology
- Juristic Advices
- Vocational Training
- IT and Quality

3.2 THE ORGANIZATION: AHK RIO DE JANEIRO

Mission: Be a facilitator of trade relations between Germany and Rio de Janeiro.

Vision: To be recognized by the German state as an important entity for the promotion of bilateral trade relations, as well as being recognized by local communities as the most important and active Chamber in Rio de Janeiro (AHK 2014a, pp. 7-8).

3.2.1 ORGANIZATIONAL STRUCTURE OF THE AHK-RJ

Chambers of Industry and Commerce have different organizational structures according to the stage of the German understanding of an autonomous body. Therefore, a bilateral Chamber of Industry and Commerce and all facilities in foreign countries are funded by companies with their registered headquarters either in the host country or Germany. The prior stages to a bilateral Chamber are delegations and representations of German Chambers (AHK 2014c).

The AHK-RJ is strategically divided into a German and Brazilian side. It is from of importance that both sides are working close together to guarantee an optimal working result. Besides permanent employees, interns from both nationalities and assistances, mainly students or trainees are completing the team of 13 employees. Due to employee turnover in the past two years, influenced by the large amount of non-permanent employees, the management changed the organizational structure and responsibilities were reassigned.

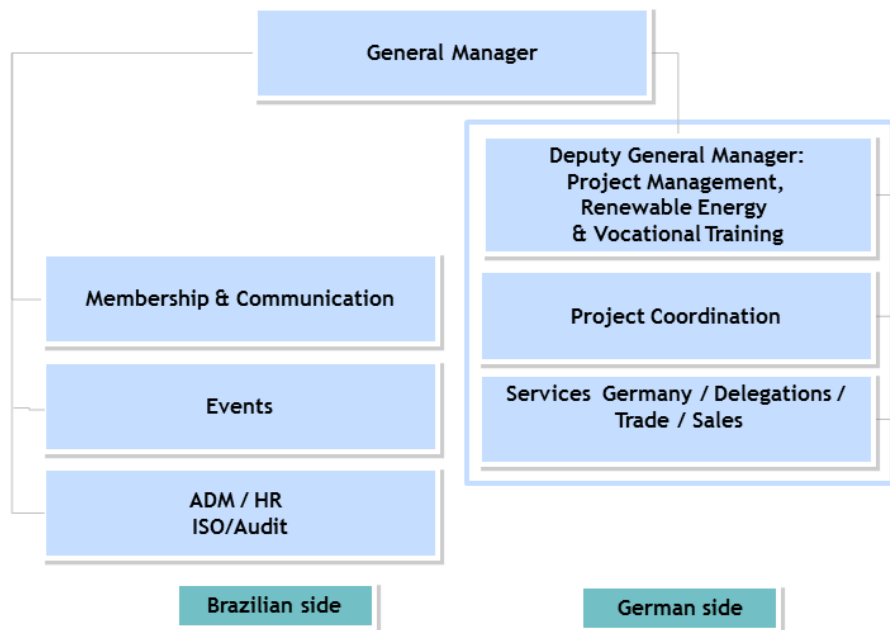


Figure 5: Organizational Structure AHK-RJ

3.2.2 POSITIONING IN THE BRAZILIAN MARKET: STRATEGY PLAN 2017

Before describing in detail the strategy plan 2017 of the AHK, a few facts of the current Brazilian economy, particularly of Rio de Janeiro are mentioned.

According to the following data, Brazil might take off to become the 6th largest world economy:

Consumer	201 Mio.
GDP	2013: USD 2,242 Billionen
GDP growth	2010: + 7,5 % 2011: + 2,7 % 2012: + 1,0% 2013: + 2,3%
Monetary reserves	USD 373 Mrd.
Foreign direct investments	1999 - 2009: USD 315 Mrd. 2012: USD 65,3 Mrd. 2013: USD 64,0 Mrd.
Foreign trade	2013: USD 481,9 Mrd. Export: USD 242,3 Mrd. Import: USD 239,6 Mrd.

Table 2: Facts Brazil (Germany Trade and Invest 2012)

Infrastructure:	€ 1.155 Bn.
Energy	= € 713 Bn.
FIFA World Cup 2014 / Rio 2016	= € 60 Bn.
Security	= € 54 Bn.
Water supply management	= € 102 Bn.
Airports	= € 15 Bn.
Harbour	= € 41 Bn.
Rail network	= € 76 Bn.
Streets	= € 94 Bn.
Building industry:	€ 1.700 Bn.
Total investment (till 2030):	€ 2.855 Bn.

Table 3: Investments infrastructure Brazil forecast till 2030 (Germany Trade & Invest 2012)

Over 100 new German companies started businesses in Rio de Janeiro since the year 2010, e.g. Klöckner, Celesio and Winterschall. This period of expansions leads to a listed record of business inquiries from Germany greater than 12.000 in 2012. In this year, also more than 80 delegations took place, all organized by the AHK. Germany in general is the third largest investor in Brazil, with a total of 1.200 German companies located in Brazil. Those yearly contribute direct investments more than EUR 2 bn. 10% of the industrial GDP of Brazil. Further, jobs for 250.000 employees were built. The largest German investments among others such as MAN and Siemens are achieved by ThyssenKrupp with an estimated investment of EUR 5.4 bn. with the opening of their facilities in 2010, Volkswagen with a total of EUR 2.3 bn. till the end of 2014 and Mercedes-Benz with a total of EUR 400 bn. till the end of 2011 (Germany Trade & Invest 2012).

Due to the regional location, the state Rio de Janeiro offers diverse business opportunities for foreign companies in Brazil. The headquarters of the most important national global players such as Petrobras and Vale are located in Rio de Janeiro. Investments regarding new train systems between Brazil’s biggest conurbations, the modernization of the national largest airports and constructions harbours are advocating the trend development towards the city Rio de Janeiro (Germany Trade & Invest 2012).

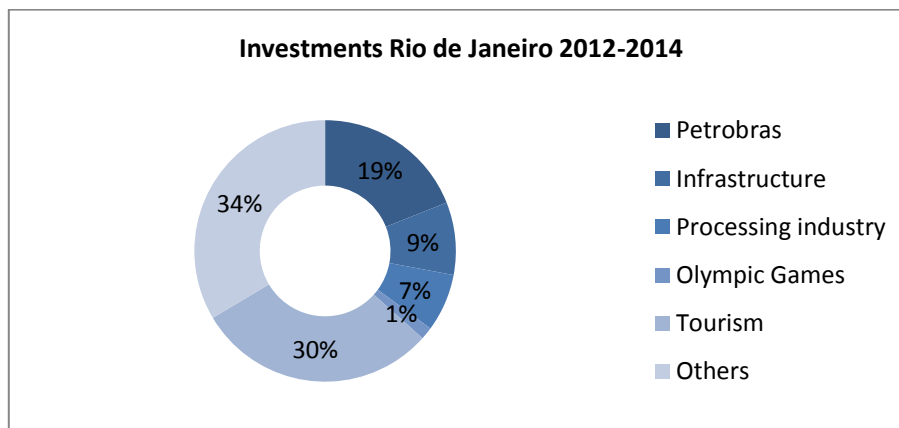


Figure 6: Investments Rio de Janeiro 2012 – 2014 (Germany Trade and Invest 2012)

Economy 2011 (in billion USD)	Brazil	Rio de Janeiro
GDP (nominal)	2.439	274.2
Per capita GDP (in thousand USD)	12.8*	17.3*
Export	256	29.5
Import	226.2	19

Branch of industry as a percentage to GDP		Rio de Janeiro
Agriculture		0.5%
Industry		32.8%
Services		
Investments infrastructure 2012 - 2014		Rio de Janeiro
(in billion USD)		
Transport / Logistics		12.1
Energy		8.4
Urbanization		6
Sanitary		2.4
Investments Processing industry 2012 - 2014		Rio de Janeiro
(in billion USD)		
Shipbuilding		8.8
Steel		5.7
Automotive		3.5
Petro chemistry		3.5
Investments for 2014 World Cup and 2016 Olympics (in billion USD)		Rio de Janeiro
Transport infrastructure		4.3
Hotels and Tourism		0.9
Investment Olympic Committee		1.4
Other public and private investments		3.5
Olympia		

* Estimated values

Table 4: Statistics to the state Rio de Janeiro (Germany Trade & Invest 2012)

Even though the expectations concerning Brazil to grow economically are high, according to the Economist, the country needs to recover some of its weaknesses. Such as the rediscovery of reforms including the tax system, which already takes 36% of GDP the largest proportion in the emerging world (The Economist 2013) or public spending especially pensions. Further, "(...) more dynamic Latin American economies have forged networks of bilateral trade deals. Brazil has hidden behind Mercosur, a regional block that has dwindled into a leftist talking-shop, and the moribund Doha round of world-trade talks. It needs to open

up” (The Economist, 2013). This would encourage Brazilian companies to become more competitive and to invest, while import tariffs need to be lowered.

As stated above, Brazil has considerable strengths. By 2020 Brazil might be one of the most important oil exporters. Diverse manufacturing jewels and developing world-class research bases in biotechnology, genetic sciences and deep-sea oil and gas technology, favour the expectations for Brazil to grow. Also its consumer brands that grew along the middle class are highly developed (The Economist, 2013).

With this background information, the development of the SWOT-analysis representing the current situation of the AHK-RJ after the first quarter of 2014, gives an accurate outlook for the internal strategy plan 2017:

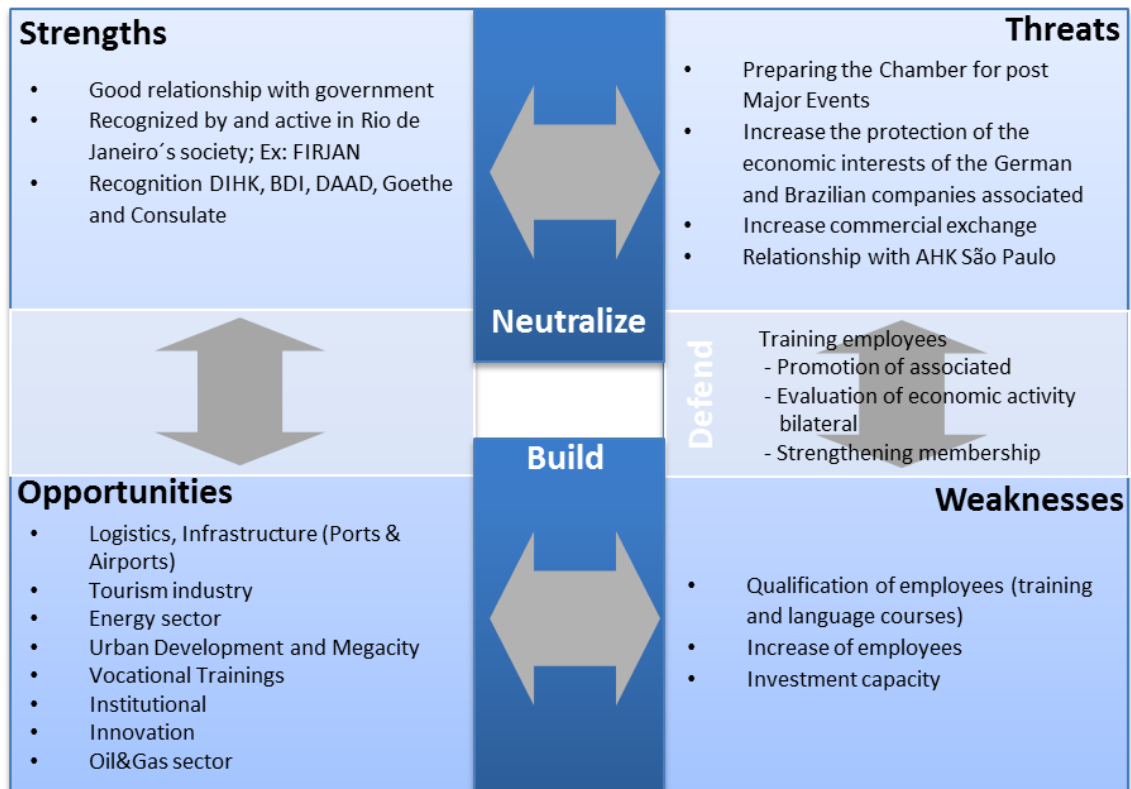


Figure 7: SWOT-analysis AHK-RJ 2014

The AHK-RJ has a strong position in the market. Especially the growing Oil&Gas in Rio de Janeiro is one huge opportunity to expand service offers and become a market expert. It is Rio’s core competence and with 90-100 billion barrels of new reserves, the company Petrobras is investing until 2018, US\$ 220 billion in the pre-salt area (AHK 2014a; Germany Trade & Invest 2012). Further business areas of the AHK-RJ besides its membership, events, foreign trade, delegations, vocational training, administrative communication and media are the sector renewable energies. Thus, main goal of the strategy concept till 2017 is the generation

of new local companies as members in those high potential markets is possible. With currently around 120 membership companies the internal goal of the AHK-RJ is to grow 4% per year and reach a total membership number of 200 and 250 associates till 2017. Regarding the satisfaction level of its member, principal partners and employees, the AHK hopes to intend a satisfaction rate of 90%. A full compliance with the shares and achievement of strategic objects is desired. Organizational planning's including coaching's for upcoming events is indispensable. Analyzed pre-requirements and simultaneous risks for the AHK-RJ to reach those goal settings are mainly:

- A well development of the Brazilian economy;
- High employee motivation.

The main strategies involve the growth of especially the regional coverage; to act strongly in the specific areas in Rio namely, the Oil & Gas sector, tourism, logistics, renewable energies, urban development and innovation. Further professional trainings in the Marine welding area are in additional focus (AHK 2014e).

3.2.3 MARKETING AND COMMUNICATION OF THE AHK-RJ

A good communication is the key to reach those goals. What hampers effective communication so far in the AHK-RJ? The AHK-RJ has a communication centre that coordinates public relations via all communication channels. The centre defines strategies and plans marketing activities of all services of the Chambers via a specific range of communication channels. The most important ones are the official homepage of the Chamber (www.ahkbrasil.com) and the news portal [BrasilAlemnhaNews](http://BrasilAlemnhaNews.com.br) (www.brasilalemnanews.com.br), mainly distributing daily news about important events in the context of bilateral relations. Besides that, the AHK-TV, which is part of the news portal [BrasilAlemnhaNews](http://BrasilAlemnhaNews.com.br); regional publications; and the bilingual newsletter [Brasil-Alemanha](http://Brasil-Alemanha.com.br) are further tools of every Chamber. Social media, such as Facebook and Twitter are integrated in the communication toolbox and used to promote specific projects and to present the AHKs to a wider target audience. Assisted by the individual communication departments of each Chamber, the activities of the communication centre are balanced. In the year 2013 the communication centre published news about the activities of the Chambers in local radios, newspapers, magazines, as well as online (AHK 2014a, pp. 34-37).

With a decentralized structure, also concerning the AHK-RJs marketing and communication department, the organization relies on the team at different levels in the business. In contrast

to a centralized organization, decision-making is pushed down and lower-level employees are empowered (Field & Keller 1998, p. 241-243). A conducted study by Hage et al. (1971, p. 869) proofed that the more power in an organization is distributed, the more volume and flow of communication across departments increases.

The communication department of the AHK-RJ is communicating regularly, even daily with other departments to ensure goals are commonly and equally achieved. The marketing department is managed by one permanent employee and one additional intern. Thus, the workload is immense and needs to be organized strategically to carry out all inquiries. Besides leading the communication department, the permanent employee is also responsible for the membership area (associate service) of the AHK. This complicates the internal situation in the department. Therefore, an external company is supporting the department in social media tasks and online communication. Internally, the department is also supported by one permanent employee of the event department. Thus, the team organization can be seen as a matrix team, where employees from diverse functional areas are working on one project while performing in their normal functional department, which is a common in small companies (Field & Keller 1998, p. 242).

Appropriate to those internal conditions, the organizational communication network of the AHK-RJ consists of formal and informal communication channels enabling the team to accomplish goals and to perform at a high level independently with every person in charge and among all departments. The all-channel network is the best way to describe the team structure of the AHKs internal communication since; everyone communicates with every team member (Jones & George 2009, pp. 580-581).

Each communication activity of the AHK-RJ precedes the satisfaction of members and acquisition of new ones. Several communication vehicles inform members about upcoming events and all essential news related to the local economy. To reach that goal, specific projects and campaigns, supported by communication vehicles such as publications and others, create awareness, impart knowledge, project an image, shape attitudes, stimulate a want or desire and effect the sales of offers or acquisition of new members.

The internal and external communication vehicles used are:

Offline	Online
<ul style="list-style-type: none"> • The yearly publication Oil and Gas • Yearly service catalogue • Emails • Personal-meetings • Telephone calls • Flyer etc. mainly used for event communications • Yearly assembly 	<ul style="list-style-type: none"> • Newsletter (Painel Brasil-Alemanha) • Homepage (www.ahkbusines.de/pt) • Facebook (www.facebook.com/camara.brasilalemanha) • LinkedIn (br.linkedin.com/in/ahkriodejaneiro/de) • Flyer etc. mainly used for event communications • ISO-Manuel (Chambers Intranet)

Table 5: Online and offline communication tools AHK-RJ 2014

Success of communication approaches are measured diversely, e.g. by participant numbers of events and personal feedbacks.

3.2.4 ACCOUNTABILITY OF DIGITAL CHANNELS

Chambers worldwide need to follow the guidelines of the corporate identity especially those for the online presence of all AHKs. Coordinated are the guidelines by the IHK, mainly to guarantee unity and one corporate image. Nevertheless, the homepages, the main presentation tools of the AHKs have been strongly developed over the last years. With the adaptation of the TYPO3 free content management system for websites, the handling of contents became easy and manageable also for non-experts in marketing and communication departments. Since some months, AHKS worldwide start adapting to the common layout. Currently, the AHK-RJ has not adapted the new standard, the so called "facelift". Thus its main and most important external communication tool, the internet presence is under construction and has a limited ability and credibility. Moreover, the fact that the homepage is bilingual leads to the disadvantage that materials online differ, affecting the quality and quantity of online contents on the homepage.

Further implemented digital channels to boost the online presence of the AHK-RJ are the existence of a Facebook fan page, with currently 291 fans. Daily changing posts about interesting facts and business related happenings in the state Rio de Janeiro, Germany and Brazil are main communication contents. Again, the performed language is not equally distributed along Portuguese and German. Clearly, the dominant language communicated for

this implemented bilingual tool is Portuguese. Reason is the fact that the social media agency of the AHK-RJ is taking care of the content management of the Facebook page. Therefore, German native speakers have no real added value for following the AHK-RJ page on Facebook. The AHK-RJ is also present at the networking site LinkedIn, but the activities are limited, hence advantages of this tool cannot be fully explored.

Further digital tools are the newly implemented online newsletter, distributed quarter yearly to all members of the AHK-RJ. Contents are linked to the homepage. Due to the small team of the AHK-RJ and the immense workload as well as the fact that the AHK is working traditionally and print communication vehicles are predominating so far, the managing of its online toolbox is challenging.

3.3 CHALLENGES AND OUTLOOK

Even though, the AHK is small and works since years effectively with communication a danger of ineffective communication exists. For specific projects employees seem lost and struggle especially regarding the right choice of communication tools to correspond to members in the most effective way. A manual, for print or online formats such as uniform layouts and a well-structured database, has potential for improvement to enable an individual customer approach. By looking back at the Football World Cup, even though one event could be implemented and the event itself was a success, the overall project planning and translation into practice concerning the communication process (layout, content, database, and mailings) was difficult. Nevertheless, the AHK-RJ is willing to establish a great event or project, tensions in the team and dissatisfaction and demotivation were experienced temporary among employees. Further, to avoid main difficulties such as last-minute emails for events, overloaded messages with different and missing information contents, and diverse layout formats the AHK needs to show action.

From the experience of the author, interning at the AHK-RJ, one can infer that most of the time, great ideas and plans are left, but structure and coordination is critical, which leads to changes of plans and additional workload. The conduction of the internal satisfaction survey and analysis was the right tool at the right time to use examined insights as an opportunity to call employees for an internal crisis meeting and talk about current problems, opinions and desires for improvements and to combat employee dissatisfaction.

How can the AHK avoid these failures and exploit the tremendous market potential of the existing services and new developing areas? How can job satisfaction be guaranteed and

how is this satisfaction directly influencing the internal and external communication strategy of the AHK?

With the CSQ, job satisfaction is measured and its relation to internal communication analysed. Additionally, critical areas were exploited and members' needs, which are important to improve the membership service and especially communication practices, were measured. After the meeting in which those issues were discussed, the board releases the team from the meeting with a positive attitude towards a successful communication strategy concerning the upcoming month and summer 2016 Olympics, to plan strategically, work closer together to improve the internal climate and team spirit, and organize communication and membership acquisition accordingly to the goals set.

4. MARKET RESEARCH

4.1 RESEARCH METHOD

Results from the two empirical surveys, the internal and external CSQ should provide an accurate picture of the AHK-RJs overall communication climate. Especially it should find a solution for the applied management problems. For the conducted questionnaires, the principal structure and layout of the CSQ were included and expanded or rather revised in accordance to the AHK-RJ and their individual goal settings. Open-ended questions asking for suggestions concerning improvements were included. The changes are in accordance to a review of Hecht (1978) stating that the instruments used to estimate communication satisfaction, meaning the awareness of the development of the CSQ is clear, but the approaches or designs employed are exemplary, hence can be amended (Hecht 1978, p. 363). All sections for both surveys were designed including main sections allowing employees and members to comment on the causes of the intra- and cross-functional communication problems, the degree of ineffective communication experienced for diverse tasks, and the communication tools or information methods used for communicating information related to operational, administrative, and general information. The group of questions were mainly to be answered using a 5-point Likert scale. Respondents were asked to score their perception ranging between very satisfied and very unsatisfied. Pearson correlation coefficients were examined and summarized in the data analysis and results section. The procedure for the empirical study and the results of the hypothesis tests are presented in the following.

4.2 INTERNAL ORGANIZATIONAL COMMUNICATION SURVEY

4.2.1 RESEARCH DESIGN AND METHOD

One part of the data which is used in this thesis was conducted through an online survey. This data was gathered to measure the overall satisfaction level of employees of the AHK-RJ to gain important insights about the internal communication strategy. The survey consists of 47 questions and is divided into 8 parts:

- Internal Communication;
- Teamwork and respect for employees;
- Personal Expression and Problem management;
- Work balance and Work-Life balance;
- Motivation;
- Compensation;
- Mission and Purpose;
- Demographics.

In the following research analysis, just main outcomes most interesting for the communication efficiency of the AHK-RJ will be stated.

The survey was answered by all 13 employees of the AHK-RJ within 3 business days. 62% of the work force is female and 38% male. The average age is above 20 years but less than 30 years. 62% of the employees work at the AHK for more than 1 year and 38% for less than 1 year.

4.2.2 KEY FINDINGS

Internal information flow and quality

The survey revealed that on average 54% of the employees feel that information and knowledge is shared openly within the AHK-RJ. 23% of the respondents are not sure about this statement and 23% are disagreeing. Moreover, 62% of the people trust information they receive, again 38% are not sure about this issue. The question if employee are likely to share great success information with the team is on average perceived positively. 46% are likely to share success information and 23% very likely. 8% are undecided and 8% somewhat unlikely to share success information.

The team meeting

One important internal communication tool to exchange information with the team is the weekly team meeting. The survey revealed that on average people are not satisfied with the current team meeting.

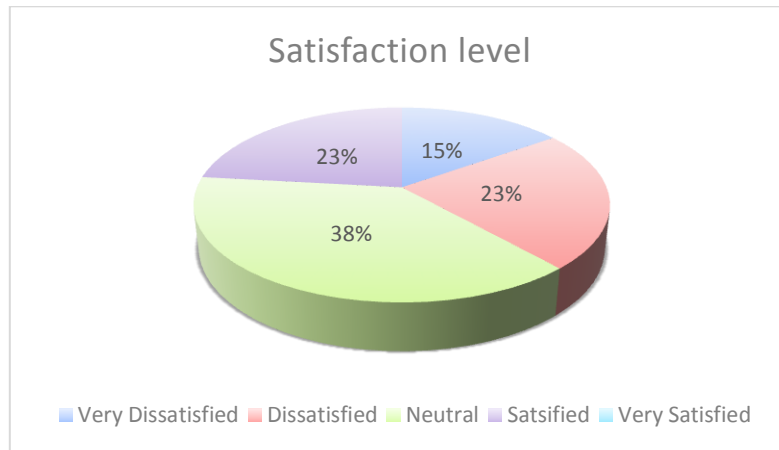


Figure 8: Satisfaction level team meeting (Internal Communication Satisfaction Survey, 2014)

Suggestions given by the staff to lower the high dissatisfaction rate, and avoid unnecessary financial discussions, taking place during the meeting, are:

- To guarantee limited speaking times, the integration of a visible clock in the meeting room is desired;
- Follow-up email with the most important facts discussed, deadlines and responsibilities;
- Focus on main ongoing projects (status updates) and most important milestones;
- Higher participation from staff.

The average preparation time for the team meeting is around 18 minutes. The minimum value selected is 2 minutes. Since the standard deviation is high (19.73) there are huge differences in the individual preparation times, probably due to the fact that almost half of the team are interns and mainly teamleader talk during the meeting.

85% of the employees perceive the meeting as an opportunity to talk about problems, whereas 15% disagree due to earlier mentioned problems and the fact that too many people are involved in discussions hence, the meeting is getting time consuming and no efficient problem solving process is guaranteed.

Communication tools

After investigating empirically if there are any significant differences between the means of the most preferred internal communication tools, it can be proofed that the channels ‘mouth-to-mouth’ and ‘emails’ are the most preferred internal communication tools. On average employees strongly prefer the communication channel ‘Skype’. Contrarely, no strong preference for any kind of social media instrument to communicate internally was examined.

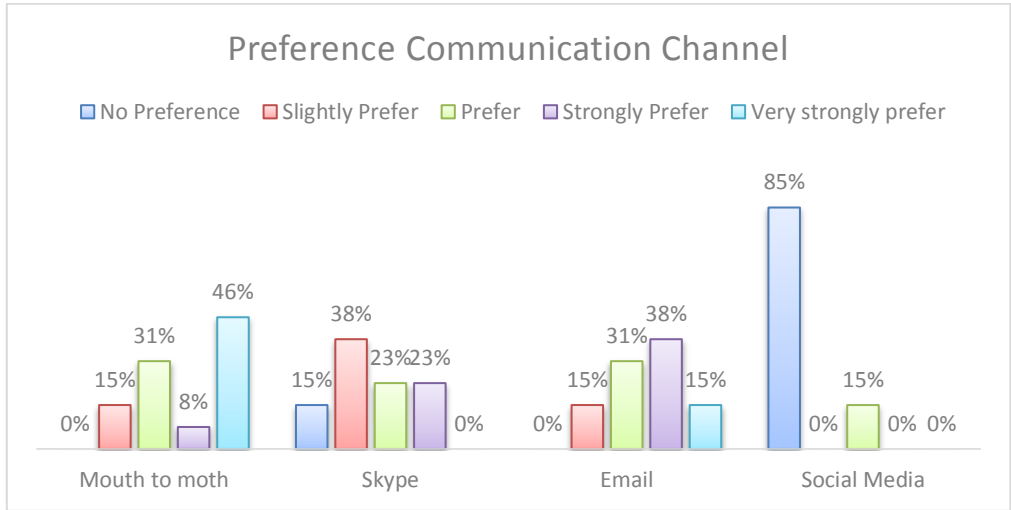


Figure 9: Preference Communication Channels (Internal Communication Satisfaction Survey, 2014)

The information level and quality of diverse internal communication tools offered varies. Emails from supervisors or the manger and the weekly team meeting were ranked as the most efficient sources to stay informed. The homepage, flyer and others were ranked with no significant difference as a fair tool however, social media along with others as a very poor one.

Internal news are most likely received by 62% of the staff via an weekly electronical follow up mail after reunions and by 54% the weekly team meeting itself. Important is the fact that the follow up mail is send electronically and includes all project updates discussed in the meeting. A newsplatfrom via Facebook or another social media tool such as a group chat or discussion forum is again less desired, only by a total of 8%.

Furthermore, the empirical investigation proofed that there is no significant difference in the ratings of activities and priorities from team members, AHK’s activities and priorities and information from the member network (what do members request and do) as the most relevant information employees desire. Training and career developments and information about the AHK-RJ network itself (AHK’s worldwide) are ranked as less important information contents.

After investigating empirically there is no significant difference between the means of the different options that could be choosed to rank the most important areas of improvement regarding the internal communication strategy. Therefore, employees rated the mailing system, revised communication and information processes and the implementation of an follow-up email after weekly reunions as equally important to be considered in the improvement process. More and better meetings and group discussions rated in total by 62%, were significantly different evaluated compared to the option given to communication information in closer timeframes, which was only perceived as important by 23%.

Communication statements

The analysis of the communication statements revealed that:

On average employees agree:

- To get informed in a regular way
- To have a clear understanding of the hierarchy and each ones responsibility
- To know all their responsibilities
- To receive feedback that helps improving their performance
- To receive the praise and recognition they deserve for their job

On average employees neither agree nor disagree:

- To the fact that the information level is sufficient
- To the fact that job performance is measured to ensure achieving results
- To the fact that they do not feel updated about all ongoing projects and teamwork's

On average employees disagree:

- To face problems with the German/Portuguese language and communication style
- To the fact that their ideas and opinions do not count at work
- To the attitude that their performance evaluations are not fair and appropriate
- To not have the opportunity to contribute to decisions that affect their work, is prevailed

ISO-Manual

Another communication channel is the internal IT-system of the AHK-RJ, the ISO-Manual. It provides policies, checklists, forms, graphs, flowcharts, procedures and others that the AHK-RJ takes on quality. 46% of all employees enter the ISO-Manual less than once per month, 15% have never accessed it, 8% are accessing it weekly and 31% 2-3 times per week.

The individual intentions to access the ISO-Manual are diverse:

On average employees agree:

- To use the manual to find HR information
- To access business and corporate documents to access reference documents
- To get informed about current business processes (procedimentos)

On average employees disagree:

- To look up someone's contact information
- To keep up to date on the latest AHK corporate news
- To find out what is happening at the AHKs
- To read recent external news via the ISO-Manual

The overall satisfaction towards the manual is good, 46% in total are satisfied. 38% have an indifferent opinion and 15% are unsatisfied with the ISO-Manual.

Teamwork

The internal communication towards new employees/interns was measured by the question towards the introduction of new staff. 85% of the team were given or gave introduction session. 54% had or gave goal setting discussion and 8% of them received or handed over a written manual and check list, other 8% never had any real handing over. One tool stated, dealing as introduction method, was the ISO-Manual.

On average the team rated their individual feeling towards the teamwork and cooperation in the AHK-RJ as fair. The perception varies between a very bad and very good perception. On a scale from zero to one hundred, zero being very bad and one hundred being very good, the minimum value rated was 24, which is a bad perception, whereas the maximum value rated was 86 points, almost a very good perception.

Statements evaluating the team spirit revealed that:

- On average employees agree:
- To understand their work unit's goals and objectives
 - Ask question or/and for help
 - To the fact that trainees and interns are valued and fully integrated
 - Manager always treats them with respect and listens to what they are saying
 - Co-workers care about others
- On average employees neither agree nor disagree:
- To trust the team
 - To have the feeling to be listened to
 - To get valued for their views
 - Towards the feeling of competition between colleagues
 - Towards a strong team spirit
- On average employees disagree:
- The the climate between colleagues being quiet and boring
 - To not being able to handle efficiently all their responsibility

Taking those results into consideration, a yearly event with the team to improve the team spirit is considered by 92% of the staff as desirable. Supported by a conducted correlation analysis, it can be stated that a significant correlation could be measured towards the perception of the teamwork and satisfaction level of the internal communication ($r=.659$). Hence, a strong teamwork feeling and positive team spirit leads to a more satisfied internal communication strategy. The AHK-RJ should use specific tools e.g. a yearly team event to strengthen the perception of the team spirit (Appendix 4: Crosstabs Internal Survey).

On average, 46% of the team cannot recognize any changes in the teamwork since the beginning of the year. 38% say that the teamwork has improved and 15% state that it has developed negatively.

The working environment and daily atmosphere in the AHK is perceived as the following:

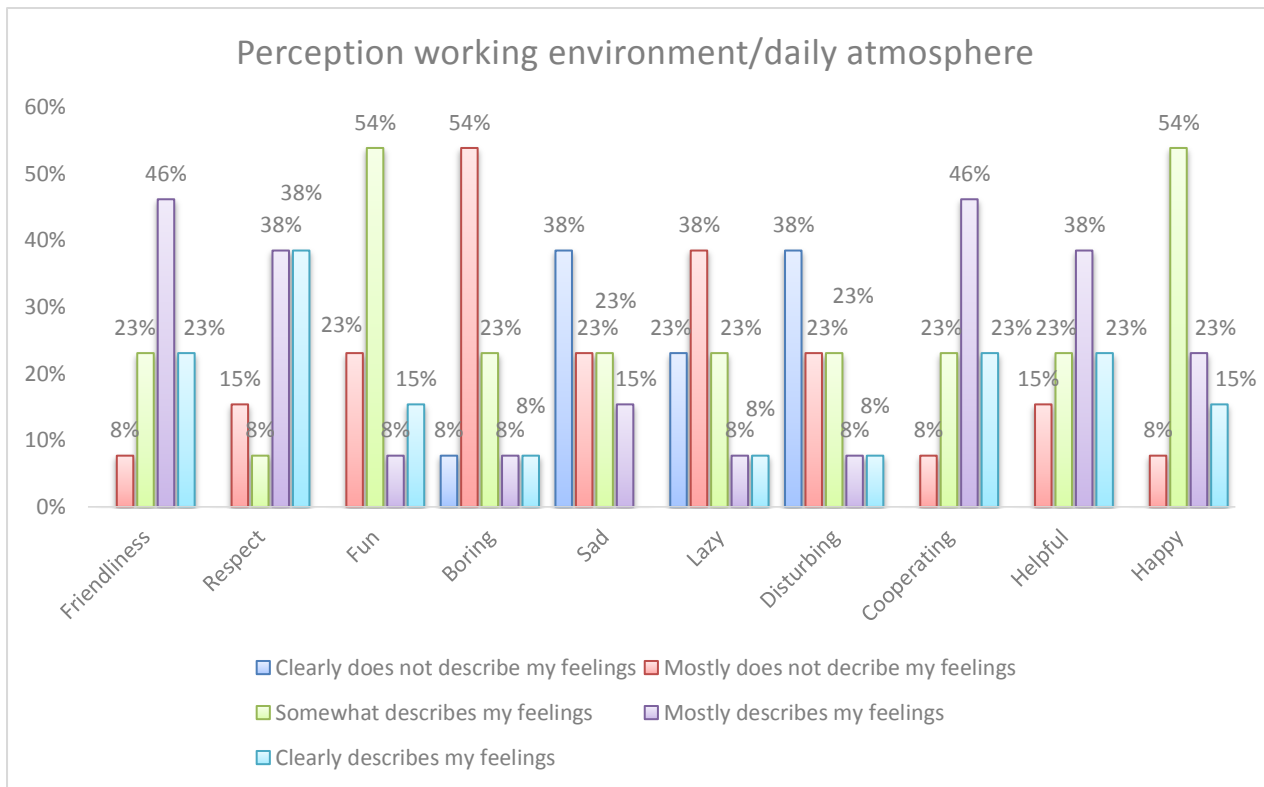


Figure 10: Perception working environment (Internal Communication Satisfaction Survey, 2014)

This overview leads to a result that all in all, 62% of the team is satisfied with the internal climate, 23% has an indifferent opinion and 15% are not satisfied.

Again, it could be proved that the internal climate is significantly correlated ($r=0.719$) to the overall satisfaction of the internal communication strategy. Thus, the better the internal climate is perceived, the better the internal communication practices are perceived. Since 38% are not directly satisfied with the internal climate the AHK should consider different approaches to use that insight to influence the perception of the internal communication strategy (Appendix 4: Crosstabs Internal Survey).

Personal expression and problem management

Diverse statements gave insights into the personal expressions and problem management of the staff. On average employees perceive asking people for help and sharing success stories as easy. Moreover, sharing opinions at work and sharing problems and talking about them to find solutions as somewhat easy. A neutral opinion towards disagreements with anyone without fear of getting into trouble is comprehended.

In general the management is perceived as often being interested in employees opinions and ideas. 62% of the employees rank the extension as being often interested, 23% as sometimes and 15% all of the time interested in employees opinions and ideas.

54% of the staff prefers to wait solving the situation directly while facing problems with each other. 15% prefer to find solutions by talking to others, 8% wait till the situation gets solved by itself and 23% use different approaches than the ones suggested.

Workplace and work-life balance

46% voted to have the resources they need to do their job efficient, the same percentage is not sure about this assumption.

Further statements are perceived as the following:

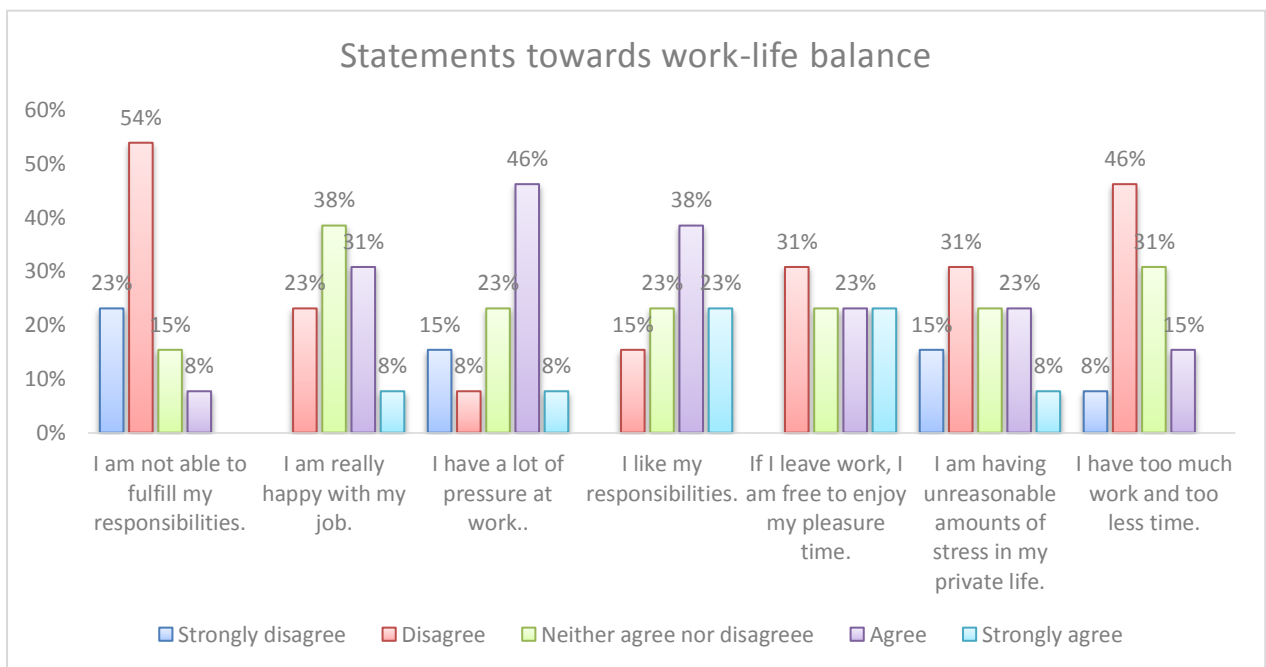


Figure 11: Statements towards work-life balance (Internal Communication Satisfaction Survey, 2014)

With the above ranking, the AHK-RJ is recognized in total by 54% as being a workplace which supports individuals to balance their work and personal life. Nevertheless, it needs to be mentioned that 23% neither agree nor disagree to this perception and 15% disagree that the AHK-RJ is providing a balance.

Motivation

The motivation level was measured by the engagement towards the AHK-RJ. 62% of the employees are most of the time engaged, 23% always and 15% sometimes. With a correlation

model, it could be statistically proofed that there is a significant correlation ($r=.758$) between the fact that the more employees are engaged towards the AHK-RJ, the more they are satisfied with the internal communication strategy (Appendix 4: Crosstabs Internal Survey). Since, 15% of the staff are just sometimes engaged towards the AHK-RJ, their job and work, the AHK-RJ should introduce methods to fill the gap of unengaged employees to improve the internal communication strategy.

Asking employees if they are proud to tell where they work, 46% are somehow proud to work for the AHK-RJ, 38% a lot and 16% a bit or not at all. Those results are in accordance to the fact that almost half of the team, 77% is often or all the time interested in the future of the AHK-RJ, whereas 23% is sometimes interested in the future. This could represent an unsatisfied work environment and work itself. Employees do on average with 93% their best to ensure the AHK-RJ provides a good service which is close to the ideal. 8% rated their work outcome as far from the ideal, which crucial considering the size of the team.

Asking the staff for a motivation approach to work harder, employees equally ranked a weekly 30 min. team building/icebreaker game, career training, personal development activities as well as money as the most appropriate approach. Further suggestions expected regarding the desire for the internal implementation are equally distributed as important. Hence, employees valued team events outside the office sphere, other bonuses such as holidays, discounts for restaurants etc., and others all as a way to improve the internal motivation. This result could indicate the interest regarding the wish to improve the team spirit and team building. The management could also use those insights to reduce the missing engagement towards the AHK and strengthen its position towards the staff to become an organization people truly like to work for. Moreover employees are proud of, support positive thinking and higher motivational level which were among others positive influences.

Mission and Purpose

The overall understanding of the mission and goal of the AHK-RJ is perceived as good, 38% of the employees have a very good understanding, 15% a good and 31% a fair one. 8% rated their personal perception as neither good nor bad and 8% as bad.

31% do not buy into the mission and goals of the AHK-RJ. Other 31% are undecided regarding their perception. On the other hand, 38% think the goals and mission are realistic and they believe the management lives its mission and goals.

The performance standards of the AHK-RJ are internally perceived by 62% as important. 15% have an indifferent opinion towards it and 23% perceive the standards as unimportant.

On average 45% of the staff agree that they are held accountable for achieving goals and meeting expectations within the AHK-RJ. 38% have an indifferent opinion and 8% disagree. A relationship towards the perception of the statement if employees see themselves as an important part contributing to the overall success of the organizations reflects the strong agreement toward this assumption.

To conclude, the overall satisfaction level towards the internal communication is rated unsatisfactory.

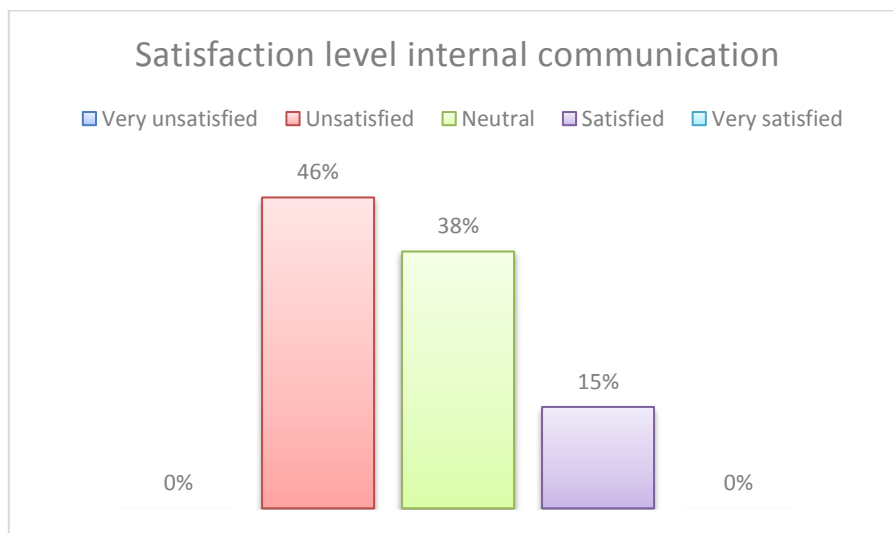


Figure 12: Satisfaction level internal communication (Internal Communication Satisfaction Survey, 2014)

4.3 EXTERNAL COMMUNICATION SURVEY

4.3.1 RESEARCH DESIGN AND METHOD

The intention of the conduction of an online member and service satisfaction survey for the AHK-RJ was to measure the overall satisfaction towards the membership and its service offers, as well as to develop new opportunities and service sectors of the AHK-RJ.

The survey was sent out on 27th of March 2014 and ended on the 11th of April 2014. The language of the survey is Portuguese, since most of the members are native Brazilian and/or are fluent in the Portuguese language.

The survey includes a total number of 29 questions and is structured into 4 parts:

- Membership & Service Satisfaction;
- Cooperation & Communication;
- Others (specific questions energy sector, future growth markets Brazil, internal communication vehicles members);
- Demographics.

483 requests were send out to different contact person of the around 120 members of the AHK via email. The overall participant statistics shows a completion rate of 51%. 59 participants (approximately 12 % of the total) completed the survey. The average time taken to finish the survey was 14 minutes. All in all, respondents replied from 5 different countries, 83% coming from Brazil.

73% of the respondents are male and 27% of them are female. The majority, approximately 35% of all respondents are between 40 and 49 years old. 25% of the respondents are between 50 and 59 years old and 23% older than 59 years.

4.3.2 KEY FINDINGS

Service offers and sectors

Out of the service offers of the AHK-RJ, events are with 68% rated as the most used services and the associate service even with 74%. Nevertheless the difference between those two services is not significant. The associate service and publications offered by the AHK-RJ also present no significant difference, as well as publications and the delegations service. Whereas, fairs and the energy services are less used than the above named services, but more than the lower rated services, being vocational training and Office-in-Office.

Regarding the satisfaction level, members are on average more satisfied with the service sectors events, the associate service and the communication/publications of the AHK-RJ compared to the service offer fairs. Respondents perceive also higher satisfaction towards communication and publications, events and the associate service compared to the energy sector. Nevertheless, people do not see a significant difference between the service sectors fairs and delegations. Additionally, the analysis showed that more people are satisfied with the service events and the associate service compared to delegations, whereas publications and delegations are perceived as equally satisfying and do not show any significant difference in the ratings. A significant correlation between the satisfaction towards the associate service and towards the communication and publications could be examined. Hence, the more

satisfied members are with the associate service, the more satisfied they are with the communication of the AHK-RJ ($r=.543$) (Appendix4: Crosstab: External Survey).

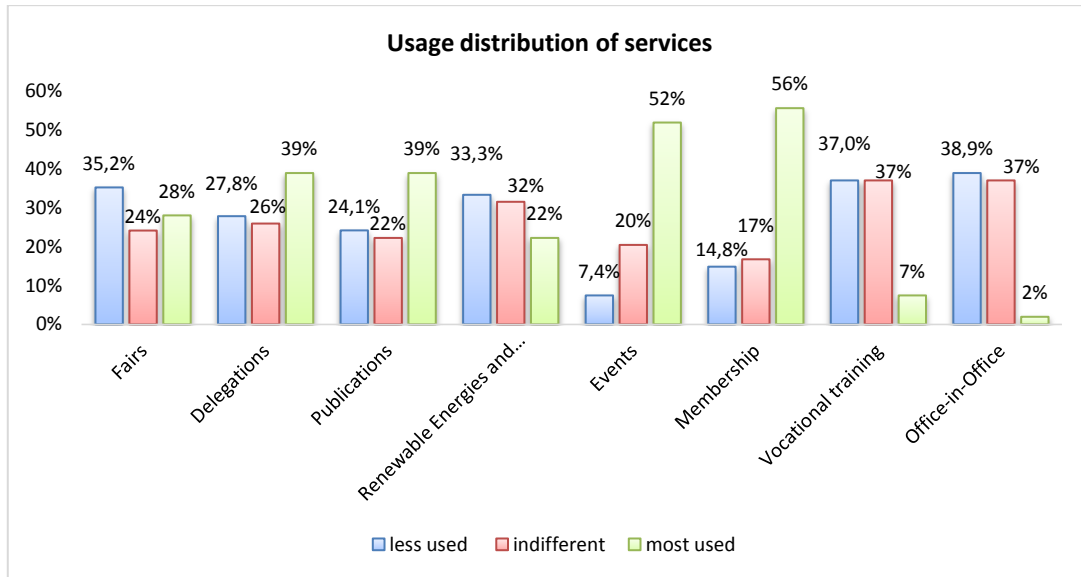


Figure 13: Usage distribution of services (External Membership and Service Satisfaction Survey 2014)

The usage of the less satisfied service sectors for example fairs and the energy sector are less used and therefore, lower rated towards the satisfaction level. A significant correlation was examined between the overall communication satisfaction and most frequently used services. It could be examined that the more members use or read publications of the AHK-RJ, the more satisfied they are with the communication ($r=-.351$) (Appendix4: Crosstab: External Survey). According to that result, all publications of the AHK-RJ, online and offline should be adhered to common standards and contents perceived as efficient and important by the members.

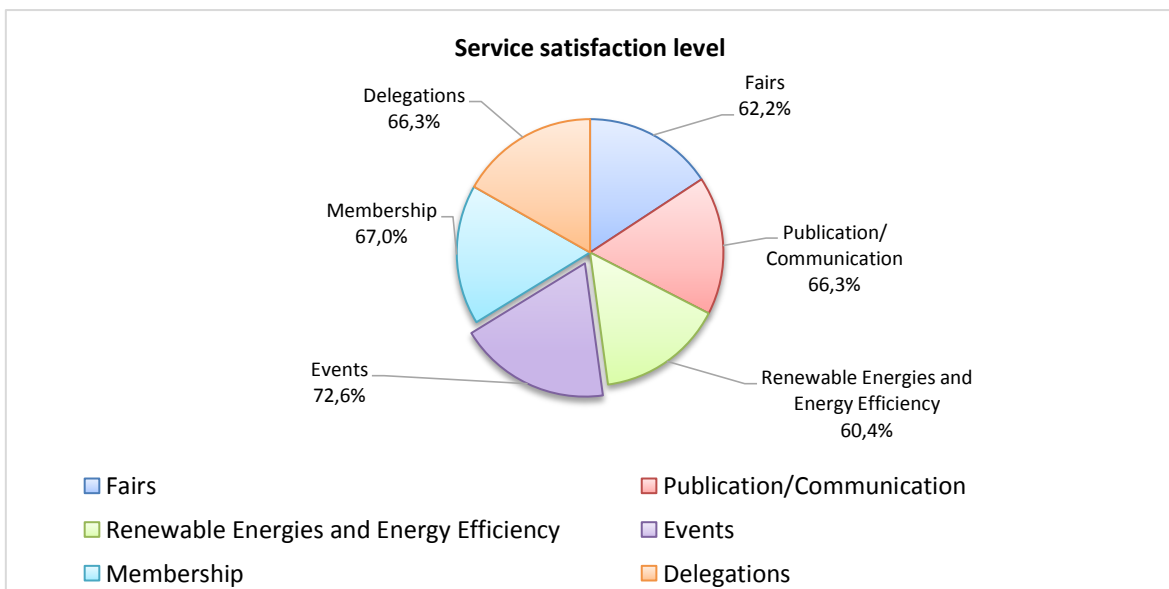


Figure 14: Service Satisfaction level (External Membership and Service Satisfaction Survey 2014)

Concerning the overall experience with the AHK-RJ, it can be said that members are on average more satisfied with the communication efficiency (46% are very satisfied and 48% of the members satisfied) and the customer service (48% are very satisfied and 41% satisfied) compared to the diversity of solutions and proactivity or prospects the AHK-RJ offers its members. Whereas, the diversity of solutions (average value 70%) is perceived better than the proactivity of the services the AHK-RJ provides (80%). After analysing the data, communication efficiency and customer service are rated as equally satisfying. Since, there is no significant difference of the means between the attributes communication efficiency and proactivity, it cannot be generalized that more people are dissatisfied with their experience towards proactivity. The results show that the overall perception of all attributes is satisfying and high above average therefore, the hypothesis that the overall satisfaction with the service offer is well-towards the membership is applicable. A significant correlation between the overall satisfaction toward communication and an efficient communication strategy could be examined. Appropriately, members are more satisfied with the communication strategy of the AHK-RJ when the communication is efficient ($r = .345$). Further, the satisfaction level of communication is higher when the AHK-RJ offers more proactive communication styles ($r = .506$), here the correlation is highly significant on a level of 0.01. Additionally, highly significant correlated ($r = .750$) is the individual experience towards a diversity of solution. If the AHK-RJ offers its members solution diversity to their problems or inquiries, members are more satisfied with the communication of the AHK-RJ (Appendix4: Means and Standard Deviations: External Survey).

The audit revealed that the offer significantly placed as the most important one to improve is information about upcoming events. 66% of the members wish to revise all information that is communicated regarding future events, rather than the improvement of the communication channels used, news and information about the current market or courses offered by the AHK-RJ. Nevertheless, it needs to be mentioned that the dispersion of the means is small and on a scale from 1 to 5 (5 being the most appreciable to improve) all means are centrally located. Therefore, members evaluate the services neither to be improved nor not to be improved. Their indifferent opinion towards the improvement can lead to the assumption that a lack of a coherent strategy is making the evaluation of the services for improvement difficult.

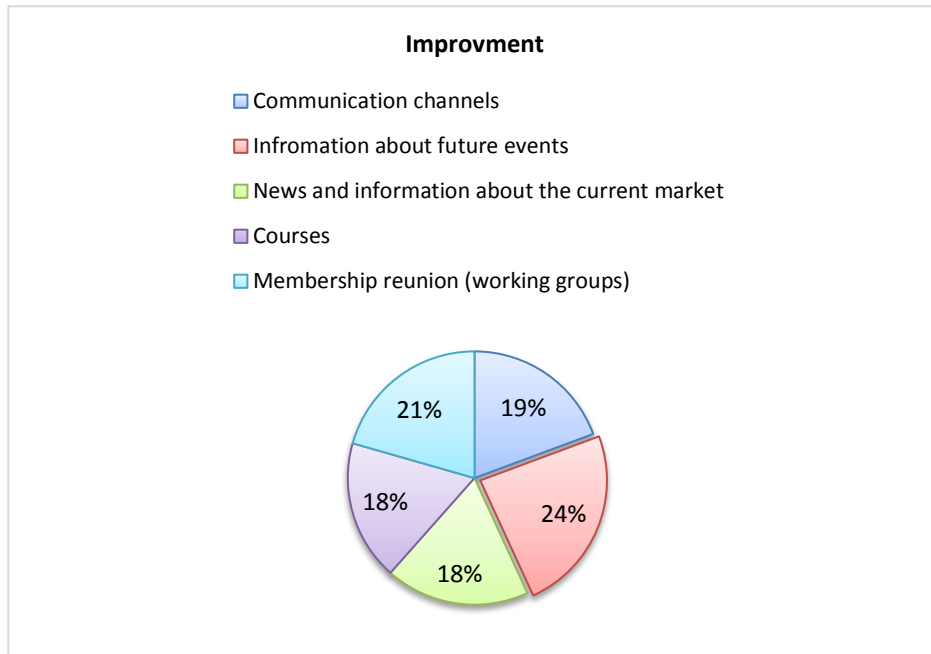


Figure 15: Improvement areas (External Membership and Service Satisfaction Survey 2014)

Membership

Around 60% of the members rated their membership as satisfying, 13% as very satisfying. 15% of all respondents have an indifferent opinion and 11% are unsatisfied with the associate service. This emphasizes the results that 93% would recommend a membership with the AHK-RJ. 6% would not recommend it, due a lack of knowledge of specific service offers and a lack of potential business contacts.

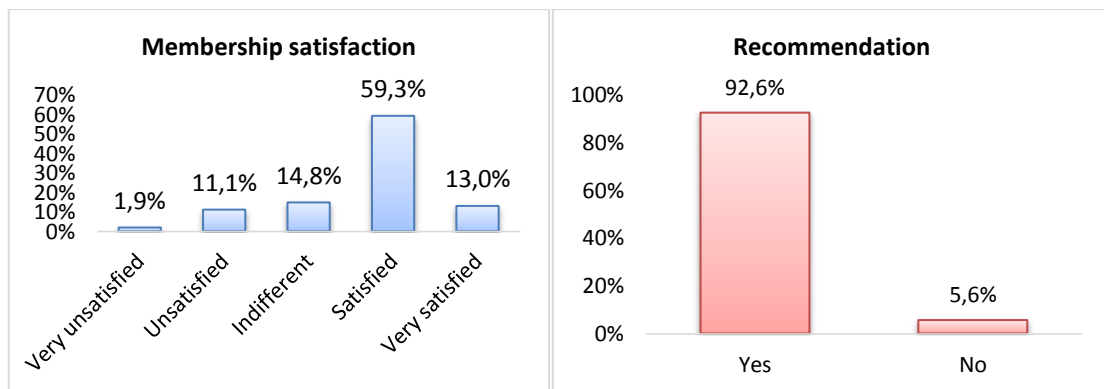
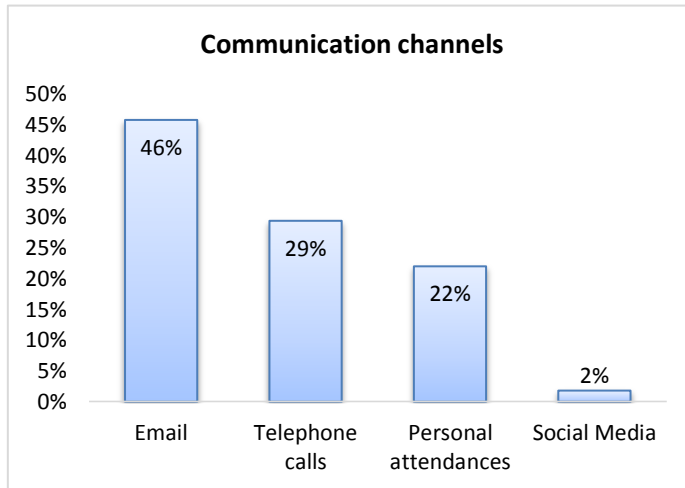


Figure 16: Membership satisfaction (External Membership and Service Satisfaction Survey 2014)

Figure 17: Percentage recommending AHK (External Membership and Service Satisfaction Survey 2014)

Cooperation & Communication

Regarding the communication frequency between members and the AHK-RJ, 46% communicate monthly with the AHK-RJ, 24% even weekly. Other possibilities assumed are containing a frequency level to communicate depending on the current need and current business transactions, as well as dependent on occasional situations.



At a great distance the most used communication tool to contact the AHK-RJ are emails, followed by telephone calls and personal attendances. Online tools such as the contact formula via the homepage or other social media tools are not popular among the communication channels.

Figure 18: Most used communication tools (External Membership and Service Satisfaction Survey 2014)

It could be investigated that the more members use telephone calls to contact the AHK-RJ, the more satisfied they are with the communication of the AHK-RJ ($r=.331$) (Appendix4: Crosstab: External Survey). Since, this is the only significant correlation for the used communication channels and communication satisfaction, the AHK-RJ should think about the efficiency of their current email communication and distribution of information via this communication tool.

While asking members about their satisfaction regarding the responsible contact person representing the AHK-RJ, members most agreed to the fact that the responsible person contacted at the AHK-RJ adhered to professional standards, rated by 82% and to the fact that they have a good relationship towards that person, evaluated by 80% of the members but the difference is not significant. Almost with an equal distribution, respondents agreed that the representative handled issues quickly (79%) and has adequate knowledge about the subject (75%). On average people disagreed that they are unsatisfied with their individual contact person.

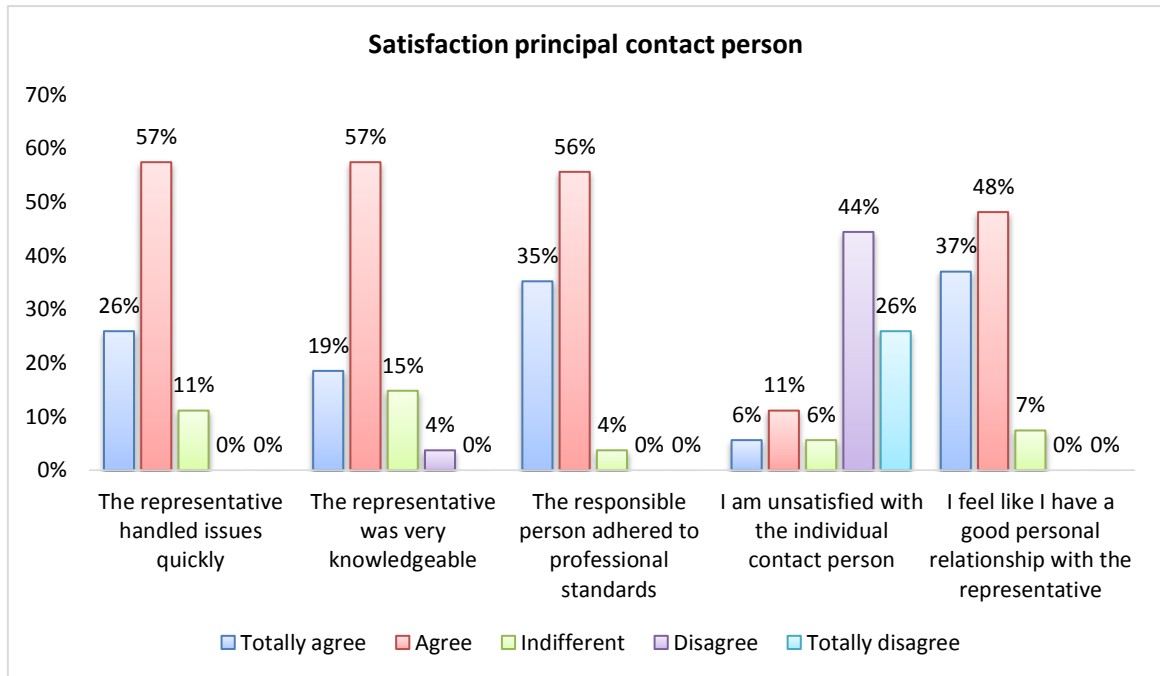


Figure 19: Satisfaction principal contact person (External Membership and Service Satisfaction Survey 2014)

The best known communication vehicle among members is the homepage, followed by the publication “Painel Brasil-Alemanha” and the “Oil&Gas Guide”. The members who read the newsletter BrasilAlemanha more frequently, are less satisfied with the communication ($r = -0.336$). Since, those people are really able to evaluate the magazine, the AHK-RJ should analyse measures to correct this negative perception. For that reason, the adaptation of new media tools and of higher quality, to reach a target audience more cost efficient is from greater importance. The first step towards a better perception was already implemented by an online version of the publication “Painel Brasil-Alemanha”, published in May 2014. This is in accordance with the perception that 80% of the members favour an electronic version of the publication over a printed one.

The official Facebook page of the Chamber is less known, by a total of 7%, thus the strategy for this communication tool needs to be improved and linked to other already better implemented online tools, such as the homepage e.g..

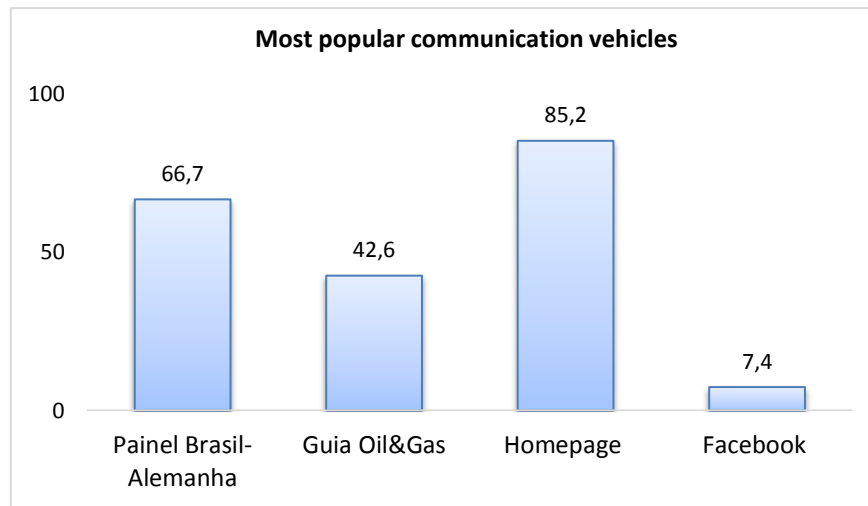


Figure 20: most popular communication vehicles (External Membership and Service Satisfaction Survey 2014)

From the above named communication vehicles, on average the respondents, stated with an equal distribution of 52%, to visit the homepage of the AHK-RJ and read the publication “Painel Brasil-Alemanha” frequently. The Oil&Gas Guide in comparison is read less frequently. 22% in total read frequently the print out of the Oil&Gas Guide and just 4% read news via Facebook posts. Since, the Facebook page is restructured and newly implemented, the percentage for this vehicle is in accordance with the amount of fans of the Facebook page. The most used social media tools by companies to communicate externally are equally distributed among the networks Facebook and LinkedIn. Since, almost the average of people (46% in total) have one of the leading social media sites integrated in their current external communication strategy, the presence of the AHK and the integration of a strategy of at least one of the social media tools and professional networking site is from importance.

Asking members, for additional information they would like to receive, the survey revealed, with no significant difference in the ratings, that members would like to receive more information about frequent news about actual political and economic situations instead of information from the tourism industry and frequent news regarding upcoming events. Nevertheless, compared to information exchanges via networking platforms (in any possibly form in online social networks) and an event agenda, information about actual political and economic situations is less desired. To conclude, the networking platform and event agenda are with no significant difference rated as being the most preferred information contents to be received. One respondent suggested providing information about industrial issues and development in local technical areas.

The most attractive format demanded to receive different information are a weekly email update of important facts and figures, rated by 82% of the members. The email format reached a higher recognition than a service catalogue published online on the homepage or any social media group embedded in social media networks e.g. a closed Facebook groups or LinkedIn group discussions or forum especially for members to exchange information and experiences. Even though the service catalogue is rated higher, the catalogue and the social media groups or online platforms show no significant difference in the ratings. One respondent suggested personal meetings as the most effective format for dissemination of information.

5. CONCLUSION AND SUGGESTIONS

With the perception towards job and membership satisfaction, a better understanding of the AHK-RJs internal communication, its formal and informal communication channels, the identification of problems and a final formulation of recommendations are feasible. It is especially important for the AHK-RJ to remain its effective communications, represented as a combination of how well information is delivered, regained, shared, and used.

5.1 EMPLOYEE SATISFACTION AND INTERNAL COMMUNICATION

The results of the internal employee satisfaction survey present critical areas leading to an overall discontentment concerning internal communication satisfaction. Mainly, the lack of a coherent communication strategy internally, problems with the information flow, and team issues strive for an improvement of communication channels.

Over 50% of the team is not directly satisfied with internal communication. The information level and the quality of communication tools internally vary. 62% of employees do not think the information level is sufficient, 54% do not agree to be updated to ongoing projects and 46% do not have the feelings that information and knowledge is shared openly.

Most employees are dissatisfied with the weekly team meeting, which is critical since it is perceived as the most important tool to stay informed about ongoing tasks. A desire for more efficient mails, including a follow-up mail after the team meeting could be measured. On average, employees do not agree that they receive the praise and recognition they desire after a good job performance by the management. Further, they believe job performance is not measured which is in accordance with a lack of received feedback to improve performance.

The current undecidedness regarding the existence of a trustful teamwork diminishes the feeling of employees to be listened, to be valued for their opinions and towards a strong team spirit. Further undecidedness towards the fact if employees can disagree to anyone without having fear of getting into trouble appeared. Hence, just one third of the employees are directly satisfied with the internal climate.

The management is perceived as being interested in employees and a work life balance. Most employees are engaged towards the AHK-RJ and proud to work for it, as well as interested in the future of the organization. Hence, they do their best to ensure good service. Nevertheless, a small percentage rated their work as far from being the ideal. Engagement quotes have indeed space for improvement. The performance standards of the AHK-RJ are perceived by 38% as not important. This leads to an overall evaluation of the internal communication as being dissatisfying.

5.2 MEMBERS SATISFACTION AND EXTERNAL COMMUNICATION

In contrast, the study revealed predominant positive results towards the external communication strategy of the AHK-RJ. Members are satisfied with their membership and the communication of the AHK-RJ. The communication strategy enables the exchange of important information relevant for the membership and the sale of service offers. Members trust information they receive and perceive the service quality of the AHK-RJ as high.

Employees are perceived as well educated and most importantly they are trusted by members; hence the risk analysed by the AHK-RJ, for employees to offer services and exchange information in high growth potential markets even though without being an expert in those areas, can be diminished.

Communication efficiency, customer service and further communication evaluations are solid. The most used services are the best known services, being the associate service, events, publications and delegations.

The communication channels used are perceived as sufficient nevertheless; members wish to get better informed about upcoming events. Communication channels with high potential for improvement are social media tools. The homepage, the most used vehicle to get informed (52% rated this tool as most used communication tool) and emails, a vehicle rated as the most popular and most read one among members, can be adjusted to better reach the target audience. The online newsletter format is fulfilling the members' expectations leading to

higher communication satisfaction among members. A networking platform for members to interact is a further possibility to satisfy members. Moreover, an event agenda with a structured overview of all events to list the happenings for a long term planning e.g., since events in general are the most interesting services the AHK-RJ offers, is demanded. Members are also interested in frequent news about specific industries, growing sectors and furthers.

5.3 COMMUNICATION CHALLENGES

Several aspects challenge internal communication affecting the efficiency of marketing communications externally.

In the case of the AHK-RJ, internal PR instruments to improve the ICP are an intelligent database and bank of ideas for the improvement of internal information exchange. Analytical tools corresponding to the results of the surveys can now be defined as projects and divisions accounts to provide a clear picture of project statuses and work tasks. Corporate trainings are a promising area to specifically implement expertise knowledge and to discover new internal service offers. Organizational tools, mainly meetings and individual speeches with team leaders are current tasks.

Even though, business is growing and new opportunities arise, members are difficult to get engaged for events or service offers. For instance, to learn out of one recent example occurred during the Football World Cup major difficulties in the early project stage of an event planning could have been avoided through careful planning in advance. A database with detailed information is crucial to guarantee a more efficient communication addressing, since members have different interests.

The current downward communication style has the biggest impact on job satisfaction. Feedback and information, mainly perceived as not efficient during the weekly team meeting, are impacting the overall atmosphere, team spirit and motivation internally. This is no surprise, since accordingly to Clampitt & Downs, their research from 1993 proofed that areas of greatest employee satisfaction are in general supervisory communication and subordinate communication and the one of least exactly the one examined in the case of the AHK-RJ, namely the satisfaction of personal feedback (Clampitt & Downs 1993).

Since the team meeting is the most important communication tool, satisfaction towards the meeting is crucial; several challenges are related to this specific tool. Hence, the importance of face-to-face communication should be emphasized. Manager wish higher participation from

their employees and employees better information exchange regarding essential contents. Personal feedback is important to satisfy both desires. Since, in a team meeting face-to-face communication is the focus, a positive link between face-to-face interactions and successful communication is in accordance to revealed study results from King and Xia (1997). Where traditional rich media formats such as face-to-face, group meetings, telephone and furtherers perceive higher satisfaction levels compared to other formats.

All in all, information management in the operative, tactical and strategic level at the AHK-RJ is questionable. The operative level, information flow for basic operations, such as general information to employees and documentation handling, further sustaining personnel levels and professional competence, like rewards and downward feedback are crucial. In the tactical level information exchange regarding key problems and planned activities, for example improvement and measurement of labour productivity are decisive. The strategic level on the other hand including information flow contribution to the strategic success of an organization, should focus on the development of competitive advantages and innovations, the improvement of qualities and services and an increasing motivation of employees.

Further information challenges examined regard to structural, coherent contents and plans. Especially, last minute mass communication, aiming to fill open participation spots or general participation in events, ferries or vocational trainings can be avoided or strengthened via adapted upward and downward communication.

The multicultural background is another challenge. The possibility of misunderstandings between employees internally and employees and clients are reasonable in every multicultural organization. Especially communication is affected by cultural differences, which makes a well-defined communication structure even more valuable.

The desire for team building activities and differences in the quality and quantity of contents e.g. on the homepage due to language issues could be exposed. It was observed that language has a close relationship to the development of trust and credibility. The gap between the Portuguese and German side can be avoided by starting with important team building activities. The inability to speak and understand equally German and Portuguese divides the team and influences trust issues perceived internally.

To dispose the difficulties concerning language and culture, out of five recommended distinct organizational behaviours defined by Charles and Marschan-Piekkari (2002) the most appealing ones for the AHK are to:

- Conduct a linguistic audit (helps to know where potential language problems are);
- Make a specific comprehension proficiency a priority (often the ability to understand a language is more important in business than being able to speak or write in that language);
- Include native Portuguese/German speakers in communication trainings (native speakers need to be trained to limit their vocabularies and grammatical structures, speak slowly and clearly, and avoid cultural idioms when interacting with non-native speakers).

5.4 COMMUNICATION TOOLS FOR IMPROVEMENT

A well-defined database, the right usage of social media and other community strengthening communication channels and a uniform appearance are leading to a well-defined communication style, to greater job and membership satisfaction, and a more efficient information exchange. Data collection to establish the newly developed database allows personalized messages corresponding to each member's needs and interest, further the adaptation of desired contents informing members. Even though the communication frequency is on average monthly, it can be increased. Communication intensity and the amount of content should be appropriate to defined goals and guidelines as well as to different communication tools. Structure empowers orientation and knowledge sharing with members. Moreover, it supports one corporate visual identity.

Online tools are facile, cost effective and corresponding to latest trends. 46% of the member companies have one leading social media site integrated in their current external communication strategy. The presence of the AHK-RJ on at least one social media tool and one professional networking site is from importance. Also, the homepage of the AHK-RJ should be adapted to the so called "facelift" of the AHKs, to finally take advantage of the benefits the TYPO3 IT-system. The recommendation from experts to secure high IT-standards should consider the integration of one expert in the online communication department, to maintain the quality of the online communication. Especially concerning the cultivating of contents, an expert with advanced understandings for both corporate languages is from importance.

Like Allen and Hauptmann (1994) suggested, bulletin boards for project status and reporting, already implemented during the internship interval in the office sphere of the AHK-RJ are

useful tools. Further, milestones and a project chart can be implemented to structure communication and events more efficiently.

5.5 IMC STRATEGY: RECOMMENDED CALL-TO-ACTION-PLAN

By following the call-to-action plan presented below, the AHK-RJ has the potential to create coordinated and consistent messages across different communication channels to sell appropriate service offers and to serve new industries.

A better usage of media and promotional mixed elements can lead to greater consistency among communication messages. This in term leads to cost savings and easier working relations between different departments. A more coherent communication strategy could also reduce the lack of interest for less known service areas, since those were not known well enough among members. The development of new markets can be easily integrated following a structured plan and an integrated strategy.

CRITICAL AREAS	RECOMMENDATIONS FOR COMMUNICATION
Team meeting	<p>Integration of a visible clock in meeting room to guarantee each ones speaking time (limited speaking time);</p> <p>Follow-up email with most important facts discussed, deadlines and responsibilities;</p> <p>Focus on main ongoing projects, status updates and most important milestones to go;</p> <p>Higher participation from staff;</p> <p>Visible chart at the wall with project plan, milestones and responsibilities;</p> <p>Time for brainstorming, ideas for future events (punctual project planning so that project or event has time to develop).</p>
Service offers	
	<p><i>Future growth markets</i></p> <p><u>Renewable energies and energy efficiency:</u></p> <p>Specific research to gather deeper insights, desires & needs (telephone interview or in-depth interview with contacts conducted in the external communication survey).</p> <p><u>Oil&Gas sector:</u></p> <p>Train employees to become an expert;</p> <p>Latest service offer <i>Rio Oil&Gas Forum</i> can be extended.</p> <p><u>Tourism:</u></p> <p>Develop tourism services for Olympic Games (include those which are already in service catalogue);</p> <p>New member acquisition of interested companies;</p> <p>Train employees to become experts;</p> <p>Strengthen delegation service, fairs and vocational trainings specifically for</p>

	tourism events/summer Olympics.
	<i>Office in Office</i>
	Define plan for which it may be interesting, add those contacts in new database and promote new service, according to standard layout.
	<i>Events</i>
	Create event-agenda with yearly overview (upload online).
	<i>Fairs</i>
	Find other interesting fairs or equivalent service; Communicate service catalogue (online version).
Layout/design	<i>Flyer, Banner etc. (offline and online)</i>
	Coherent layouts (colours, backgrounds, designs, photos, logos etc.) for all kind of communication published; Formats can change due to event area etc.;; Follow guidelines and patterns; Always guarantee one corporate visual identity.
Online tools	<i>Social media</i>
	Correct integration of social media tools (46% of member companies use one of the leading social media sites); Use high potential to communicate with members, build relationships, have an additional information vehicle, networking, community management; Specifically for Facebook: follow editorial plan; Specifically for LinkedIn: implement as business network, job search tool, and important external evaluation and PR tool.

	<i>Homepage</i>
	Adapt facelift: AHKs worldwide standard (to establish corporate identity) Use advantages of TYPO3.
	<i>Newsletter Painei Brasil Alemanha</i>
	Online format more cost efficient; Distribution in same defined timeframe; Coherent contents; Link to social media; Integrate Members (e.g. 10 year membership, member searching for networking); Corresponding to the needs of members (add desired information contents).
	<i>Emails</i>
	Database Marketing with filter functions for more efficient mailings; Weekly update emails with facts and figures (better perceived as service catalogue), adding reminder to event links etc.); Stick to regularity and uniformity.
Customer Service	<i>Focus on loyal Member</i>
	Create scheme for most important members (include in database area for "golden" member); Advantages, special discounts for members with higher participation rates; Birthday Cards or announcement of 5, 10, 15 etc. year membership; Online competitions to enhance community feeling, network in social media; Several managers of one company are involved with the AHK-RJ, therefore, not just manager but whole firm should feel as member and be integrate in

	networking activities.
Performance & responsibilities	46% of employees do not directly agree to get feedback that helps to improve their work: measure job performance and link feedback to performance measurement including bonus program for achievement of specific goals; 30% do not directly agree to know their responsibilities, improve chart with responsibilities, visible in working area.
Information process	Keep team updated: Activities and priorities from team members; AHK's activities and priorities ; Information from member network (what do members request and do); Training and career developments; AHK network (AHK's worldwide).
Projects	The performance standards of the AHK are internally perceived by 62% as important, 15% rated them as indifferent and 23% as unimportant: organize project plans, implement early planning processes.
Teamwork	Implement team events to build trust and team spirit (have fun at work).

Figure 21: Call to action plan for IMC at AHK-RJ 2014

5.6 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The CSQ is a well-known, reliable and valid management tool. Nevertheless, due to the limited scale of the thesis, the questionnaire was adapted and mainly factors important to answer the RQs used. Hence, results of formats strictly followed the layout of the CSQ are more comprehensive than the results conducted above. Also, the CSQ relies heavily on a quantitative approach thus; it should be supported by other qualitative audit instruments (Zwijze-Koenig and de Jong 2007, p. 280).

Regarding the research results itself, drop outs of the external communication survey count a total of 66. This validation error is quiet high and can be traced back to the fact that respondents started the survey but did not complete it. This result is common for online

surveys. The employee turnover rate, one critical area of the AHK-RJ, also affected the survey results. Two of the employees participating in the internal satisfaction survey left the organization shortly after the conduction. Also, 38% of the team is not working for the AHK-RJ for more than half a year. Therefore, results and perceptions between employees vary since structures, processes, and knowledge is perceived differently.

Moreover, it needs to mention that the examined correlations in the analysis part could also be influenced by other factors not measured in dissection.

Further interesting research especially concerning the IT area of the AHK-RJ could be the conduction of one specific communication audit dealing as a mean of assessing the effectiveness of technological changes. Especially the social media tools and the homepage with the TYPO3 system would be interesting to audit. Since, a control over the implementation of new systems is from importance to decide how those can best serve work and human requirements. Meyer and Boone discussed how IT can give competitive advantage to an organization and Jagger (1984) developed a mini-audit with the goal to find recommendation to reduce costs and improve the overall communication service (pp. 215-225).

Furthermore, the communication audit could be used more in detail to examine the future management-employee communication. Gildea and Rosenberg (1979) stated that communication audits helps to motivate employees and improve communication, but all information conducted has to be interpreted in terms of the realities of the everyday working life therefore, a regular check-up is recommended. Even though this kind of routine audit is seen as a luxury for many organizations, it needs to be reminded that occasional audits just snapshot ongoing activities (Gildea & Rosenberg 1979, pp. 7-12).

All in all, communication in any organization is a major function which should be planned, organized and controlled, thus a use of a single instrument approach in the audit does not necessarily explain results in detail. Further auditing instrument are a network analysis; interviews; communication experiences; and diaries all giving the ability of cross-check results.

6. TEACHING NOTES

Modern communication tools and trends, taking into consideration effective networking between different countries will be foundation of this project. This fundamental element is nowadays indispensable in the global working environment and from immense importance for students looking for an international career perspective. The availability of these teaching

notes and use of the specific case study of the AHK-RJ should help students or any professionals within a business environment to understand the complexity of a case in the most complete way possible and learn out of it.

6.1 SYNOPSIS

The case study is about improving the communication strategy of the AHK-RJ. The background of the whole study is focused on the discovery of the relationship between job/membership and communication satisfaction from the internal as well as external audience.

The efficiency of database marketing, information exchange and networking is a crucial part of the discussion. Further, challenges facing communication policies of multicultural organizations such as language barriers and cultural differences are part of the study. Advantages and disadvantages regarding marketing and sales channels are compared and evaluated.

Overall, the case study aims to understand the background of communication audits and how those can be used to gather important insights to strengthen the internal organizational climate and overall communication strategy of a company leading to more satisfied employees and a better targeted member/customer-centric communication.

6.2 TARGET AUDIENCE OF THE CASE

The key topics faced in the case study are related to business studies. Mainly the topic is related to organizational communication hence, communication science, organizational strategies, information technology and employee and customer satisfaction.

6.3 TEACHING OBJECTIVES

Ineffective organization communication can have diverse reasons. The findings of this research document the importance of the conducting of a communication audit, its spectrums and varieties. Students should gain an understanding of how communication is affecting each organizational success and that communication is the crucial core that can change outcomes. Especially today, with the growing internationalization, communication is one important part to do business and connect economies, cultures, nations and business.

6.4 TEACHING PLAN

The proposed teaching plan is divided into assignment questions that may be solved by students individually and one group assignment. In order to answer the individual assignment questions, students might want to read the literature review. The group assignment focusses directly on the case. It will allow students to use their theoretical knowledge and apply it to a practical case by giving their advice on communication strategies.

6.4.1 ASSIGNMENT QUESTIONS

Diagnosing Ineffective Communication

- 1) Think about the last time you experienced very ineffective communication with another person- someone you work with, a classmate, a friend or any similar case study you read. Describe the incidents and answer the following questions:
 - a) Why was your communication ineffective in this incident?
 - b) What stages of the communication process were particular problematic and why? Describe any filtering or information distortion that occurred?
 - c) Do you think differences in linguistic styles adversely affected the communication that took place?
 - d) How do you think could that ineffective communication situation be avoided and how and ineffective communication in general be prevent?

- 2) Please explain, how employee job satisfaction and the measurement of an effective communication strategy correlate?
 - *Communication satisfaction is defined as the overall degree of satisfaction employee perceived in the overall communication environment.*
 - *Each individual perception of employees gives insights about a company's work environment that directly influences job satisfaction.*
 - *Further, job satisfaction is influenced by several factors inside the company.*
 - *With the measurement of employees feedback regarding their job perception, critical factors, directly influencing communication costs etc. can be analysed.*
 - *Knowing how satisfied employees are and with what they are not satisfied, manager can improve the communication strategy.*

- *A general understanding of internal and external communication processes and strategies can be examined by knowing employees' job satisfaction.*
- 3) What are the advantages of conducting a communication audit? Present one communication audit instrument.
- *Insights gathered by conducting a CSQ:*
 - *General organizational perspectives;*
 - *Organizational integration;*
 - *Personal feedback;*
 - *Relation with supervisor;*
 - *Horizontal-informal communication;*
 - *Relation with subordinates;*
 - *Media quality;*
 - *Communication climate (Downs and Hazen, 1977).*
 - *Components of the CSQ (Communication Satisfaction Questionnaire) are:*
 - *Personal feedback,* → *Specific information about individuals and the job, linked to productivity, including clarity of communication and openness to ideas.*
 - *Supervisory communication,*
 - *Subordinate communication,*
 - *Co-worker or horizontal communication,*
 - *Organizational integration,* → *Reflect communication experiences in the team context.*
 - *Corporate information,*
 - *Communication climate,* → *Represent communication experiences in organizational contexts*
 - *Media quality.*

6.4.2 GROUP ASSIGNMENT

Be a manager.

Form groups of three or four people appoint one member as the spokesperson who will communicate your findings to the class. Then discuss the following scenario.

A communication strategy is a living document. Key sections should be added as they are developed, e.g. the core script, role of media, creative idea, creative guidelines, budget breakdown, stakeholder plan, etc. With over one year, results of the last internal employee

satisfaction survey conducted within the AHK-RJ are outdated. The management is asking you to conduct another internal communication audit, to measure the developments of job satisfaction.

All recommendations of the last year were adapted but maybe not all successfully implemented into the communication strategy. The organizational structure of the AHK-RJ is listing new employees. The still high employee turnover-rate and a lack of team motivation are still issues facing the AHK-RJ. Please develop a CSQ taking into consideration the critical areas of the last survey. Consider questions helping the management to gather important insights but also focus on employees' views to evaluate the management.

Take into consideration before creating the survey that a communication strategy is a single, coherent narrative describing a communication solution to a problem. Working at a strategic level, it sets out: the nature of the problem or challenge, the key considerations in addressing it, the choices that have been made, the key drivers of those decisions, the resources required, the stages to go through and the evaluation criteria. Therefore, consider the broader context of the organizational situation, try to take a long-term view and avoid details of individual activities.

This is a creative assignment that does not have one single correct solution. However students should follow the main content areas as an orientation to create the survey questions:

- General organizational perspectives;
- Organizational integration;
- Personal feedback;
- Relation with supervisor;
- Horizontal-informal communication;
- Relation with subordinates;
- Media quality;
- Communication climate (Downs and Hazen 1977).

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7 EXHIBITS

APPENDIX 1: ADDITIONAL INFORMATION AHK

Services of the German-Brazilian Chamber

The German-Brazilian Chamber is specializing in regional businesses. Therefore every AHK is offering specific services appropriate to their local economic sectors. Nevertheless, all AHKs in Brazil are having a standard service tool box consisting of basic offers.

Business contacts

Germany is one of the world largest national economy and the biggest market in Europe. German products and services are recognized worldwide and are valued due to their excellent quality, cunning technological solutions and high innovation index. The foreign trade is one pylon of the German economy, yearly 2.0 billion Euros are turned into cash.

German exports are mainly boosted from small and medium enterprises. Over 99% of the 3.7 million German companies belong to the medium-sized companies, accordingly to the European definition. Those employ 79.5% of the German work force and are meant for innovation. . Most of those companies are leading in their specific market niches. Besides the large enterprises such as Siemens, Bayer, BASF, or Mercedes-Benz, the medium-sized companies are transforming Germany to a high-technology location. To support especially SMEs, the AHK is organizing among others business trips to Germany or Brazil and company visits.

Ferries

International ferries are one essential distribution tool for companies and products. Besides a platform to gather an overview of the current market, latest trends and technological developments, ferries are the place to make important business contacts. Almost 70% of the leading ferries worldwide from different industry sectors take place in Germany, thus known as the exhibition country. The AHK Sao Paulo is official representative of the ferry Berlin and Stuttgart. Interested companies can get information about specific ferries in Germany as well as Brazil, logistical support including accompanying visiting companies, offering travel packages, selling entrance cards etc. Moreover, for exhibiting companies support within the context of the booking of exhibition areas, interpreter, catering and others, as well as the

distribution of advertising material is handled by the AHK. Additionally, the AHK is organizing ferries and congresses by itself. A yearly distribution is listing all ferries taking place in Germany and Brazil, for interested companies to have an overview and grasp their opportunity to boost the business by using the service offers of the AHK.

Renewable energies

Since, nowadays energy efficiency is an important competitive advantage, the demand for green technology, meaning the need to lower the waste of natural resources with the help of innovative and energy efficient technologies, is growing in every sector. But also the bigger getting challenges industries and countries are facing, on the one hand to fulfil the economic and material demand of a growing population, and on the other hand resource shortage, environmental destruction and climate change as well as those emerging consequences, require actions. Germany is one of the leading countries concerning the development of sustainable technologies especially in the areas like bioenergy, wind- and solar technique, energy efficiency and energy saving. The department of renewable energies is informing about technologies and business opportunities and supports Brazilian and German companies interested in that area to find suitable business contacts. To their offers belongs the provision of information about environmental technologies, renewable energies, energy efficiency and sustainable practices. Moreover, the AHK organizes regularly meetings for the exchange of information and experiences of the area environment, energy and climate change. Market analysts are conducted and further specialist literature published. Besides that the department is also organizing conferences, forum, seminars and delegations. Specialised courses with the topics Life Cycle Assessment, Clean Production and energy efficiency are offered. The six month coaching with the qualification as European Energy Manager, is a course designed by the AHK to educate efficient energy usage in SMEs.

Innovation and technology

Due to the importance of innovation, new measures of this fieldwork are meanwhile an integrated part of the chamber work. In the year 2009, the committee for technology and innovation was founded that developed further and became an independent department within the chambers. The department for innovation and technology introduces best practice examples of technology and innovation management to the chambers as well as mediates technology partnerships between companies and institutions from the areas science, technology and innovation. While offering events and projects, the department offers chamber members important information and contacts to strengthen the competitiveness in

each members industry. To put real innovative changes to practice, the department is the platform to bring together strategic alliances with Brazilian and German companies and scientific institutions. Latest, it advertises the innovation power of German companies abroad. The German-Brazilian award for innovation and the German Brazilian program for occupational qualifications of suppliers are two further activities of the department.

Juristic advices

The legal department is the first shelter for all legal questions or issues concerning bilateral trade and business relations. Information about regulations and contacts to local authorities and specialists are provided. Besides, account solicitation services, arbitrations, information about business formations and commercial registers in Portuguese, English or German are offered. A network of local law firms help with juristic translations and legal issues. Specialized seminars focusing on current juristic issues are hold. The bilingual publication “This is how it works” demonstrates market entry conditions of each country and gives important information about Brazilian and German law.

Vocational trainings

Proven concepts from Germany are mediated via proven vocational training concepts from Germany also applicable in foreign countries with the main intention to teach employees of the AHKs member companies. Besides initial vocational trainings, further trainings take place for specialist and managers. A certificate handed out by the end of the training provides participants with the qualification to German standards for initial vocational training. In cooperation with the Goethe Institutes, the AHKs offer courses to reach a certain level of business related German language skills. The promotion of the German Language in general is promoted highly since the German language contributes to the promotion of cultural and educational policies.

IT and quality

The department IT & Quality is supporting the chamber work through continuously improvements in quality and environment management. Specialized IT task forces are meeting 6 to 8 times per year to discuss latest trends and relevant topics of the information technology branch. Basic information about the introduction of quality and environmental management systems, according to the ISO- 9000 and ISO- 14000 norm are provided by the AHK for interest companies. The AHKs Brazil are the first chambers worldwide with the certification ISO 9001 and ISO 14001. With the help of the high-tech infrastructure and conference rooms, the AHKs

are able to hold meetings of the board of managing directors, workshops, correspondence courses, interviews and others via video conferences with business partners all around the world.

Ethics Code of the German-Brazilian Chamber

It is the belief of the Chamber that obeying to a common set of generally accepted values is critical for future success in all its endeavours. Therefore, all members and companies and organisations the Chamber cooperates with are requested to respect the ethical code. Hence, the AHK expects from all its members and partners the same high principles and standards in terms of ethics and any violation will lead to a reconsideration of the relationship with the specific person.

APPENDIX 2: MARKET RESEARCH

QUESTIONNAIRE & OUTPUT: INTERNAL EMPLOYEE SATISFACTION

Employee Engagement/Satisfaction Survey

Dear All,

To analyze the current internal communication strategy for my Master Thesis, I would like to ask all of you to take 20 min. of your time and answer this employee engagement and satisfaction survey within 1 day!

Your responses will be treated highly respectful and anonymously.

Due to internal changes and new responsibilities within the last month, I would like to analyze the current situation to gain an understanding of how satisfied you are with the internal communication processes and tools. Moreover, I would like to get a better understanding of the communication needs with the overall goal to identify opportunities to improve the internal communication practices of the AHK-RJ which influence the external communication.

Vielen Dank, muito obrigada!

. Internal Communication

1.

Information and knowledge are shared openly within the AHK, please indicate:

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

2.

Do you trust the information you receive?

- Yes.
- No.
- I am not sure.

3.

Do you share great success information's with the whole team?

- Very Unlikely
- Unlikely
- Somewhat Unlikely
- Undecided
- Somewhat Likely
- Likely
- Very Likely

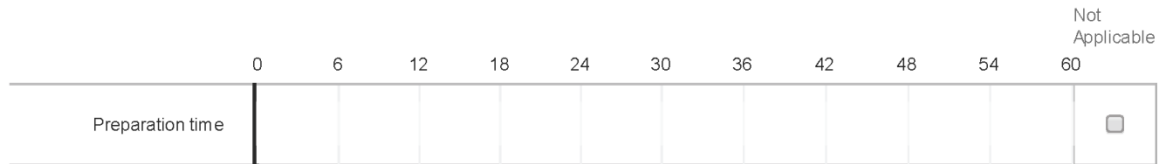
4.

Regarding the weekly team meeting, please rank how satisfied are you with the quality of the meeting:

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

5.

Please indicate the time frame you need before the meeting start to get prepared and be able to present your work (in minutes):



6. Do you see the meeting as an opportunity to talk about problems?

- Yes
 No

. Please specify why you do not see the meeting as an opportunity to talk about problems:

7. If you have any suggestions for a more efficient meeting please use the field below:

8. Please mark, which communication channels do you prefer to use internally:

	No Preference	Slightly Prefer	Prefer	Strongly Prefer	Very Strongly Prefer
Mouth to mouth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skype	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-Mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media tools (please specify which ones)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please rank in which way the following communication sources keep you informed about what is happening at the AHK-RJ:

	Very Poor	Poor	Fair	Good	Very Good
Emails from supervisors/managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The new weekly team meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homepage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flyer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

. Please specify others

10. How would you like to receive internal news (more answers possible):

- Weekly team meeting
 Weekly update about all projects in an written electronic form
 News platform/forum via facebook or another social media tool (internal facebook page, group chats, discussion forums with all staff members)

11. Please rank how important it is for you to receive information about the following topics? (1 most relevant, 5 less relevant)

- Activities/priorities from team members
- Training and career development
- AHKs activities and priorities

- AHK network (AHKs worldwide)
- Member network (what do members request and do)

12.

Please agree or disagree with the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am getting informed in a regular way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information level is sufficient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am facing problems with the German/Portuguese language and communication style.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't feel updated about all ongoing projects and teamwork's.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am clear of the hierarchy and know each ones responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know all my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive feedback that helps me improve my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job performance is measured to ensure all staff is achieving results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I do a good job, I receive the praise and recognition I deserve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee performance evaluations are not fair and appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My ideas and opinions count at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't have the opportunity to contribute to decisions that affect me or my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13.

Please mark, how can the AHK improve its internal communications practices (more than one option possible)?

- Nothing to improve
- Better communication/information processes
- More efficient mails
- Timely information
- More/better meetings and group discussions
- Weekly update mail after reunion (protocol)
- Don't know
- Others

. Please specify others:

14.

Over the past year, how often have you accessed ISO-Manual?

- Never
- Less than Once a Month
- Once a Month
- 2-3 Times a Month
- Once a Week
- 2-3 Times a Week
- Daily

15.

Please rate to which extent do you agree or disagree with the following reasons for accessing ISO-Manual:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
To find HR information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To look up someone's contact information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To find out what is happening at the AHKs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To keep up to date on the latest AHK corporate news.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To access reference documents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To read recent external news.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To access business and corporate documents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To get informed about current business processes (procedimentos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16.

Overall how satisfied are you with ISO - Manual?



17.

How do you introduce trainees/interns/new staff members (or if you are an intern/trainee/new staff member: how to you got introduced) to the work of the AHK:

- Introduction session
- Written handing over with check list
- Goal setting discussion (structured overview about goals and expectations)
- Others

. If selected others, please specify:

18.

Overall, how satisfied are you with the internal communications?



Teamwork and respects for employees

19.

How is your feeling towards teamwork and cooperation in the AHK?



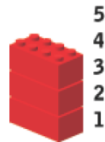
20.

Please respond to the following statements using the provided scale:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I understand my work unit's goals and objective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can always go and ask questions or ask for help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The climate between colleagues is quiet and boring.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I am listened and my views are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel competition between colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not able to handle efficiently all my responsibility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainees and interns are valued and fully integrated in the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager always treats me with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager listens to what I'm saying.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My co-workers care about me as a person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The team spirit is strong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21.

Please rate, if you think a yearly event with the whole team could improve the team spirit and would be a nice activity besides work together:



22.

Have you seen any changes concerning the teamwork since the beginning of the year?

- Much Worse
- Worse
- Somewhat Worse
- About the Same
- Somewhat Better
- Better
- Much Better

23.

Please rank which of the following attributes reflect your impression and experience of the daily atmosphere in the office:

	Clearly does not describe my feelings	Mostly does not describe my feelings	Somewhat describes my feelings	Mostly describes my feelings	Clearly describes my feelings
Friendliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lazy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disturbing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cooperating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24.

All in all, how satisfied are you with the internal climate?

Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Personal Expression and Problem management:

25.

Please, mark how do you feel about the following actions:

	Very Difficult	Difficult	Somewhat Difficult	Neutral	Somewhat Easy	Easy	Very Easy
Sharing opinions at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagreeing with anyone without fear of getting in trouble.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing problems to find solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talking about problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asking for help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing success stories.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26.

Please rank in which extension the management is genuinely interested in employee opinions and ideas?

- Never
 Rarely
 Sometimes

- Often
- All of the Time

27.

If you are having any problems with one person in the team how do you normally approach the problem situation:

- I don't talk to the person and wait till the situation gets solved by itself.
- I am trying to solve the situation immediately.
- I am waiting for the other person to come up with a solution.
- I am trying to find a solution by talking to others.
- Others.

Workplace and Work-life balance

28.

Do you have the resources you need to do your job well?

- Yes
- Maybe
- No

. If no, please specify what is missing:

29.

Please indicate the extent to which you agree or disagree with the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am not able to fulfill my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am really happy with my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a lot of pressure at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I leave work, I am free to enjoy my pleasure time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am having unreasonable amounts of stress in my private life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have too much work and too less time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30.

The environment in this organization supports a balance between work and my personal life?

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Motivation

31.

How engaged are you to the AHK?

- Never
- Rarely

- Sometimes
- Most of the Time
- Always

32.

How proud are you to tell people where you work at?

- None
- Little
- Some
- A Lot

33.

How interested are you in the future of the AHK?

- Never
- Rarely
- Sometimes
- Often
- All of the Time

34. Please indicate to which amount you do your best to ensure the AHK provides a good service:

- Very Far from the ideal
- Far from the ideal
- Near the ideal
- Very Near to the ideal

35.

What would motivate you to work even harder (more answers possible)?

- Team event (outside the office sphere)
- Weekly 30 min. team building/icebreaker game
- Money
- Other bonuses (holidays, discounts for restaurants etc.)
- Career training, personal development activities
- Others

. Please, specify others

36.

How do you feel about coming to work every day? Please rank the order of the statements, firstly the one you strongly agree, lastly the one that less speaks for you:

- It's a pleasure to go to work.

- I am thinking positively about going to work.

- It's an obligation to go to work.

- I need the money.

- It's hard for me to get up every morning and go to work.

Compensation

37.

Are you feeling paid fairly for the work you do:

- Definitely yes
- Probably
- Undecided
- Probably not
- Definitely not

38.

Do you think your salary is competitive with similar jobs you might find elsewhere:

- Very Unlikely
- Unlikely
- Somewhat Unlikely
- Undecided
- Somewhat Likely
- Likely
- Very Likely

Mission and Purpose

39.

How is your understanding of the mission and the goals of this organization:

- Very Bad
- Bad
- Poor

Neither Good nor Bad

- Fair
- Good
- Very Good

40.

Do you buy into them, see them as realistic, and believe management lives by them?

- Unbelievable
- Somewhat Unbelievable
- Not Sure
- Somewhat Believable
- Believable

41.

To which extend do you understand how your work directly contributes to the overall success of the organization:

- Poor
- Fair
- Good
- Very Good
- Excellent

42.

How do you perceive the AHKs performance standards:

- Not at all Important
- Very Unimportant
- Somewhat Unimportant
- Neither Important nor Unimportant
- Somewhat Important
- Very Important
- Extremely Important

43. Do you agree, to the fact that people are held accountable for achieving goals and meeting expectations within the AHK

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Demographics

44.

What is your gender?

- Male
- Female

45. What is your age?

- Above 20
- 30+

46.

Since when do you work for the AHK:

- Less than 1 year
- More than 1 year

47.

If you want to write any comment, please feel free to do so here:

Thank you for your feedback. I sincerely appreciate your honest opinion and will take your input into consideration to develop suggestions for the future strategy.

AHK Rio de Janeiro 2014

QUESTIONNAIRE & OUTPUT: EXTERNAL MEMBER SATISFACTION



Questionário AHK Rio de Janeiro

Prezados associados,

Em função do centésimo aniversário da Câmara Brasil-Alemanha do Rio de Janeiro (AHK-RJ) em 2016, nós gostaríamos de pedir cinco minutos de seu tempo para participar da nossa pesquisa sobre o desempenho do nosso serviço global, para desenvolver novas oportunidades e áreas de serviço, para melhorar a oferta atual e, portanto, a sua satisfação.

Satisfação dos associados

Por favor, marque todos os serviços da AHK Rio de Janeiro que você sabe que nós oferecemos (admite-se mais de uma resposta):

- Feiras
- Delegações
- Publicações
- Energias Renováveis e Eficiência Energética
- Eventos (Cursos, Seminários, Conferências etc.)
- Associativo
- Formação Profissional
- Office-in-Office
- Outros

Por favor, marque a opção mais adequada entre a sua empresa e as ofertas de serviço da AHK-RJ:

	Menos usado	Indiferente	Mais Usado
Feiras	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegações	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publicações	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energias Renováveis e Eficiência Energética	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eventos (Cursos, Seminários, Conferências etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Associativo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formação Profissional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office-in-Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Quão satisfeito você está com os serviços relacionados abaixo?

	Muito satisfeito	Satisfeito	Indiferente	Insatisfeito	Muito Insatisfeito
Feiras	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publicações/Comunicação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energias Renováveis e Eficiência Energética	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eventos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Associativo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegações	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Marque os seguintes atributos em relação a sua experiência individual com a AHK-RJ:

	Muito satisfeito	Satisfeito	Insatisfeito	Muito Insatisfeito
Comunicação eficiente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atendimento ao Cliente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proatividade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversidade de soluções	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Por favor, classifique de 1 a 5 (sendo 1 o menos importante e 5 o mais importante), qual das ofertas de serviço sua empresa gostaria de aprimorar, a fim de aperfeiçoar o serviço e a sua relação como associado (não repita números):

Canais de comunicação	<input type="text"/>
Informações sobre eventos futuros	<input type="text"/>
Notícias e informações do mercado (p. ex. economia e transações econômicas)	<input type="text"/>
Cursos	<input type="text"/>
Reuniões de associados (p. ex. grupos de trabalho)	<input type="text"/>






Por favor, indique o grau em que você concorda ou discorda com as seguintes afirmações sobre a sua participação, utilizando a escala abaixo:

	Concordo plenamente	Concordo	Indiferente	Discordo	Discordo totalmente
Para mim é importante ter uma ótima rede de contatos onde tenho negócios.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ser um membro da AHK não tem me ajudado a atingir meus objetivos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conheço as diferenças culturais existentes entre Alemanha e Brasil.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou disposto a investir em serviços especiais da AHK-RJ para impulsionar meus negócios.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ser um membro da AHK-RJ potencializa meu Networking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Como você percebe o valor geral das taxas que você paga?

	Valor excepcional. Compensa muito mais do que pago.	Valor adequado. Compensa o que pago.	Valor excessivo. Não compensa o serviço.	Não tenho certeza.
Associativa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serviços	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

De uma maneira geral, em relação à associação à AHK Rio de Janeiro, você está:

				
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muito Insatisfeito	Insatisfeito	Indiferente	Satisfeito	Muito satisfeito

Você recomendaria a associação à AHK a seus fornecedores e parceiros?

Sim

Não, porque

Você já teve problemas com AHK?

Não

Sim, porque

O processo para a solução do problema foi:

Ineficiente

Insatisfatório de alguma forma

Mediano

Satisfatório

Ótimo

Cooperação e Comunicação

Qual a frequência com que sua companhia se comunica com a AHK?

Semanalmente

Mensalmente

Semestralmente

Anualmente

Não tenho certeza

Outros

Através de quais meios sua companhia se comunica com a AHK (admite-se mais de uma resposta):

Email

Ligação telefônica

Ligação por Skype

Canal de contato na página principal

Pessoalmente

Ferramentas de mídias sociais

Outros

A questão seguinte é sobre o principal contato que o atende na AHK. Por favor, indique se você concorda ou discorda com as seguintes afirmações

	Concordo plenamente	Concordo	Indiferente	Discordo	Discordo totalmente
O contato achou uma solução rapidamente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O contato tinha muito conhecimento acerca do assunto.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O contato teve padrões de conduta profissionais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou insatisfeito(a) com o contato.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto que tenho um bom relacionamento com meu contato.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Por favor, marque quais veículos da AHK Rio de Janeiro você conhece:

- Painel Brasil-Alemanha
- Guia Oil&Gas
- Homepage (ahkbusiness.com.br)
- Facebook (www.facebook.com/camara.brasilalemanha)
- Outros

Qual deles você lê frequentemente:

- Painel Brasil-Alemanha
- Guia Oil&Gas
- Homepage (ahkbusiness.com.br)
- Facebook (www.facebook.com/camara.brasilalemanha)
- Outros

Por favor, marque se deseja receber o Painel Brasil-Alemanha por meio eletrônico ou impresso:

- Eletrônico
- Impresso

O que mais você gostaria de receber (mais de uma resposta são possíveis):

- Notícias frequentes
- Informação sobre situação política do país
- Turismo
- Plataformas de Networking
- Agenda de eventos
- Outros

Comparada a outras Câmaras de Comércio, você diria que a AHK é:

- Mais ativa
- Menos ativa
- Atua como as demais
- Não conheço outras Câmaras

Outros

Há uma pessoa responsável pelo gerenciamento de energia da sua empresa?

Não.

Sim. Nome/E-Mail/ Telefone:

Há uma pessoa responsável pela área de responsabilidade social na sua empresa?

Não.

Sim. Nome/E-Mail/Telefone:

Através de qual ferramentas de mídias sociais sua companhia se comunica externamente?

facebook

google+

Instagram

Linkedin

Pinterest

Twitter

YouTube

Outras

Quais formatos de informação te atraem?

Catálogo de serviços online/homepage

E-Mail informativo semanal (fatos e dados)

Grupo de mídias sociais, plataformas online (grupo facebook, linkedin, fóruns)

Outros

Que mercados você vê com grandes potenciais de crescimento e que deveriam ser trabalhados mais pela a AHK nos próximos 5 anos, sendo 1 o maior potencial e 5 o menor:

Oil & Gas

Logística

Turismo

Infraestrutura

Energias Renováveis e Eficiência Energética

De que maneira deverão ser trabalhados estes mercados (posicione na ordem de sua preferência):

<input type="radio"/>	Feiras	<input type="radio"/>
<input type="radio"/>	Delegações	<input type="radio"/>
<input type="radio"/>	Publicações/Comunicação	<input type="radio"/>
<input type="radio"/>	Eventos (Cursos, Seminários, Conferências etc.)	<input type="radio"/>
<input type="radio"/>	Formação Profissional	<input type="radio"/>

Dados Demográficos

Sexo:

- Masculino
 Feminino

Qual a sua idade?

- menos de 20,
 21-29,
 30-39,
 40-49,
 50-59,
 +

Setor da indústria

Nome da companhia e dados de contato (nome, cargo, e-mail, telefone)

Obrigado por suas respostas. Nós agradecemos sua opinião e a levaremos em consideração para reformular nossos serviços. Ressaltamos que apenas questionários devidamente preenchidos com dados completos (nome, cargo, e-mail, telefone) participarão do programa de desconto especial da empresa Let's Travel.

Obrigado por suas respostas

APPENDIX 3: MARKET RESEARCH SPSS OUTPUT AND OTHERS

MEAN AND STANDARD DEVIATION: INTERNAL SURVEY

Information: Q1 & Q2

Variable	Mean	Standard Deviation
Information and knowledge is shared openly	3.38	0.96
Trusting information	1.77	1.01

Team meeting: Q4 & Q6

Variable	Mean	Standard Deviation
Satisfaction team meeting	2.69	1.03
Meeting as opportunity to talk about problems	1.15	0.38

Communication tools: Q8, Q9, Q10, Q11, Q12 & Q13

Variable	Mean	Standard Deviation
Most preferred tools		
Mouth to mouth	3.85	1.214
Skype	2.54	1.050
Email	3.54	.967
Social media	1.31	.751
Variable		
Communication soruces keeping infromed		
Emails from supervisor/manager	3.92	.954
Then new weekly team meeting	3.46	.776
Homepage	2.85	1.144
Flyer	2.69	1.109
Social media	2.08	1.115
Others	2.69	1.182
Variable		
Preffered ways to receive internal news		
Weekly team meeting	0.54	.519
Weekly update about all projects in a written electronic form	0.62	.506

News platform/forum via Facebook or another social media tool	0.08	.277
Variable		
Importance to receive following information		
Activities/priorities from team members	2.31	1.11
Training and career development	3.46	1.39
AHKs activities and priorities	2.46	1.61
AHK network (AHKs worldwide)	3.69	1.03
Member network (what do members request and do)	3.08	1.55
Variable		
Communication statements		
I am getting informed in a regular way.	3.69	.208
The information level is sufficient.	3.08	.309
I am facing problems with the German/Portuguese language and communication style.	1.85	.274
I don't feel updated about all ongoing projects and teamwork's.	2.62	.331
I am clear of the hierarchy and know each one's responsibility.	3.54	.291
I know all my responsibilities.	3.69	.382
I receive feedback that helps me improve my performance.	3.54	.268
Job performance is measured to ensure all staff is achieving results.	3.23	.281
When I do a good job, I receive the praise and recognition I deserve.	3.62	.290
Employee performance evaluations are not fair and appropriate.	2.46	.291
My ideas and opinions count at work.	4.00	.160
I don't have the opportunity to contribute to decisions that affect me or my work.	2.23	.231
Variable		
Areas of improvement		
Nothing to improve	0.08	.277
Better communication/information processes	0.54	.519
More efficient mails	0.31	.480
Timely information	0.23	.439
More/better meetings and group discussions	0.62	.506
Weekly update mail after reunion (protocol)	0.38	.506
Don't know	0	0
Others	0	0

ISO-Manual: Q15 & Q16

Variable	Mean	Standard Deviation
Usage intention		
To find HR information.	3.54	0.97
To look up someone's contact information.	2.38	0.87
To find out what is happening at the AHKs.	2.38	0.87
To keep up to date on the latest AHK corporate news.	2.77	0.93
To access reference documents.	4.38	0.77
To read recent external news.	2.46	1.20
To access business and corporate documents.	4.15	0.99
To get informed about current business processes (procedimentos)	4.15	0.99
To find HR information.	3.54	0.97
To look up someone's contact information.	2.38	0.87
To find out what is happening at the AHKs	2.3	0.87
To keep up to date on the latest AHK corporate news	2.77	0.93
Variable		
Satisfaction ISO		
Overall satisfaction towards manual	3.38	0.87

Teamwork: Q17, Q20, Q21, Q22, Q23 & Q24

Variable	Mean	Standard Deviation
Introduction new staff		
Introduction session	0.85	.376
Written handing over with check list	0.08	.277
Goal setting discussion (structured overview about goals and expectations)	0.54	.519
Others	0.23	.439
Variable		
Statement rating		
I understand my work unit's goals and objective.	4.15	0.99
I trust the team.	3.46	0.88
I can always go and ask questions or ask for help.	3.69	1.11
The climate between colleagues is quiet and boring.	2.38	0.65
I feel like I am listened and my views are valued.	3.46	0.78
I feel competition between colleagues.	2.62	0.96

I am not able to handle efficiently all my responsibility.	2.38	1.12
Trainees and interns are valued and fully integrated in the team.	4.15	0.69
My manager always treats me with respect.	4.31	0.75
My manager listens to what I'm saying.	4.23	0.83
My co-workers care about me as a person.	3.62	1.26
The team spirit is strong.	3.08	0.86
Variable		
Perception existence of yearly team event	4.38	0.65
Variable		
Perception changes internally (team)	4.46	1.05
Variable		
Perception working environment/atmosphere		
Friendliness	3.85	0.90
Respect	4.00	1.08
Fun	3.15	0.99
Boring	2.54	1.05
Sad	2.15	1.14
Lazy	2.38	1.19
Disturbing	2.23	1.30
Cooperating	3.85	0.90
Helpful	3.69	1.03
Happy	3.46	0.88
Variable		
Satisfaction internal climate	4.77	1.09

Personal expression and problem management: Q25, Q26, Q27 & Q28

Variable	Mean	Standard Deviation
Perceptions towards following actions		
Sharing opinions at work.	4.92	1.44
Disagreeing with anyone without fear of getting in trouble.	4.15	1.28
Sharing problems to find solutions.	4.69	1.38
Talking about problems.	4.77	1.30

Asking for help.	5.08	1.04
Sharing success stories.	5.62	1.04
Variable		
Extension management is interested in employees opinions and ideas	3.92	0.64
Variable		
Problem solving behaviour	2.92	1.44
Variable		
Available resources at work	1.62	0.65

Workplace and work-life balance: Q29 & Q30

Variable	Mean	Standard Deviation
I am not able to fulfil my responsibilities.	2.08	.239
I am really happy with my job.	3.23	.257
I have a lot of pressure at work.	3.23	.343
I like my responsibilities.	3.69	.286
If I leave work, I am free to enjoy my pleasure time.	3.38	.331
I am having unreasonable amounts of stress in my private life.	2.77	.343
I have too much work and too less time.	2.54	.243
Variable		
Organization supporting balance between work and personal life	3.23	1.01

Motivation: question Q31, Q32, Q33, Q34, Q35 & Q36

Variable	Mean	Standard Deviation
Engagement towards AHK	4.08	0.64
Proudness	3.15	0.90
Interested in future of AHK	4.08	0.58
Personal rating ensuring to provide a good service	3.23	0.60
Variable		
Motivational approaches		

Team event (outside the office sphere)	0.31	.480
Weekly 30 min. team building/icebreaker game	0.46	.519
Money	0.77	.439
Other bonuses (holidays, discounts for restaurants etc.)	0.31	.480
Career training, personal development activities	0.69	.480
Others	0.23	.439
Variable		
Statement ranking		
It's a pleasure to go to work.	2.62	1.56
I am thinking positively about going to work.	1.92	1.04
It's an obligation to go to work.	3.46	1.20
I need the money.	2.92	1.32
It's hard for me to get up every morning and go to work.	4.08	1.12

Compensation: Q37 & Q38

Variable	Mean	Standard Deviation
Paid fairly	3.31	1.55
Competitive salary	3.23	1.54

Mission and Purpose: Q39, Q40, Q41, Q42

Variable	Mean	Standard Deviation
Understanding of mission/goals	5.62	1.50
Buying into mission/goals	3.23	1.09
Understanding of work contribution to overall success of organization	3.77	0.93
Perception AHK's performance standards	4.77	1.48
People held accountable for achieving goals	3.54	0.78

Internal Communication: Q18

Variable	Mean	Standard Deviation
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Overall satisfaction internal communication	2.69	0.75
---	------	------

CROSSTABS: INTERNAL SURVEY

		How engaged are you to the AHK?					
		Never	Rarely	Sometimes	Most of the Time	Always	Total
Overall, how satisfied are you with the internal communications?	Very unsatisfied	0	0	0	0	0	0
	Unsatisfied	0	0	2	4	0	6
	Indifferent	0	0	0	3	2	5
	Satisfied	0	0	0	1	1	2
	Very satisfied	0	0	0	0	0	0
	Total	0	0	2	8	3	13

r = ,573; p < .05

		All in all, how satisfied are you with the internal climate?					
		Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Total
Overall, how satisfied are you with the internal communications?	Very unsatisfied	0	0	0	0	0	0
	Unsatisfied	0	2	2	2	0	6
	Indifferent	0	0	1	2	2	5
	Satisfied	0	0	0	0	2	2
	Very satisfied	0	0	0	0	0	0
	Total	0	2	3	4	4	13

r = ,573; p < .05

		How is your feeling towards teamwork and cooperation in the AHK?-Teamwork at AHK						
		65	66	71	80	82	86	Total
Overall, how satisfied are you with the internal communications?	Very unsatisfied	0	0	0	0	0	0	0
	Unsatisfied	1	1	0	0	0	0	6
	Indifferent	0	0	1	0	1	1	5
	Satisfied	0	0	0	2	0	0	2
	Very satisfied	0	0	0	0	0	0	0
	Total	1	1	1	2	1	1	13

r = ,659; p < .05

MEAN AND STANDARD DEVIATION: EXTERNAL SURVEY

Service offers and sectors: Q1, Q2, Q3, Q4 & Q5

Variable	Mean	Standard Deviation
Service offers known		
Fairs	.94	.231
Delegations	.91	.293
Publications	.87	.339
Renewable energy and energy efficiency	.70	.461
Events (courses, seminars, conferences, etc.)	.96	.191
Memberships	.85	.359
Vocational training	.56	.502
Office-in-Office	.28	.452
Variable		
Most used service offers		
Fairs	1.87	.842
Delegations	2.12	.849
Publications	2.17	.851
Renewable energy and energy efficiency	1.87	.797
Events (courses, seminars, conferences, etc.)	2.56	.666
Memberships	2.47	.776
Vocational training	1.64	.650
Office-in-Office	1.52	.552
Variable		
Satisfaction towards service offers		
Satisfaction level service feiras	2.43	.617
Satisfaction level service publicações/comunicação	2.19	.741
Satisfaction level service energias renováveis e eficiência energética	2.55	.717
Satisfaction level service eventos	2.08	.695
Satisfaction level service associativo	2.13	.711
Satisfaction level service delegações	2.36	.851
Variable		
Individual experiences with AHK		
Individual experience comunicação eficiente	1.59	.599

Individual experience atendimento ao cliente	1.52	.580
Individual experience proatividade	1.75	.782
Individual experience diversidade de soluções	1.90	.586
Variable	Mean	Standard Deviation
Offers need for improvment		
Ranking need for improvment canais de comunicação	2.67	1.454
Ranking need for improvment informações sobre eventos futuros	3.28	1.497
Ranking need for improvment notícias e informações do mercado (p. ex. economia e transações econômicas)	2.54	1.645
Ranking need for improvment cursos	2.46	1.634
Ranking need for improvment reuniões de associados (p. ex. grupos de trabalho)	2.83	1.713

Membership: Q6, Q7, Q8, Q9, Q10 & Q11

Variable	Mean	Standard Deviation
Statement ranking		
Statement what means membership: importante ter uma ótima rede de contatos	1.35	.649
Statement what means membership: ser um membro não ajudar atingir objectos	3.41	1.108
Statement what means membership: conheço diferenças culturais	1.69	.820
Statement what means membership: disposto investir em serviços especiais para impulsionar negocios	2.43	.924
Statement what means membership: ser membro potencializar networking	2.02	.796
Variable	Mean	Standard Deviation
Value of membership	2.24	.480
Value of services	2.12	.409
Variable	Mean	Standard Deviation
Overall satisfaction with membership	2.25	.830
Variable	Mean	Standard Deviation

Never had problems with the ahk	.98	.137
Variable	Mean	Standard Deviation
Satisfaction problem solving process	3.50	.707

Cooperation & Communication: Q12, Q13, Q14, Q15, Q16, Q17, Q18, & Q19

Variable	Mean	Standard Deviation
Timeframe communication with AHK	1.80	.715
Variable	Mean	Standard Deviation
Used communication channels		
Used communication channels: email	.93	.264
Used communication channels: ligação telefônica	.60	.494
Used communication channels: ligação por skype	.00	.000a
Used communication channels: canal de contato na página principal	.00	.000a
Used communication channels: pessoalmente	.44	.502
Used communication channels: ferramentas de mídias sociais	.04	.191
Variable	Mean	Standard Deviation
Statement ranking		
Statement towards representative: solução rápida	1.84	.612
Statement towards representative: contato tinha conhecimento do assunto	2.04	.720
Statement towards representative: teve padrões de conduto profissionais	1.67	.554
Statement towards representative: insatisfeito com o contato	3.80	1.161
Statement towards representative: bom relacionamento com contato	1.68	.621
Variable	Mean	Standard Deviation
Known publications		
Known publications: painel brasil-alemanha	.67	.476
Known publications: guia oil&gas	.43	.499
Known publications: homepage (ahkbusiness.com.br)	.85	.359
Known publications: Facebook (www.facebook.com/camara.brasilalemanha)	.07	.264

Known publications: outros	.00	.000a
Variable	Mean	Standard
Frequently read		Deviation
Painel brasil-alemanha	.52	.504
Guia oil&gas	.22	.420
Homepage (ahkbusiness.com.br)	.52	.504
Facebook (www.facebook.com/camara.brasilalemanha)	.04	.191
Variable	Mean	Standard
		Deviation
Preferred format of painel brasil-alemanha	1.17	.382
Variable	Mean	Standard
More information desired		Deviation
Additional information desired about: notícias frequentes	.59	.496
Additional information desired about: informação sobre situação política do país	.46	.503
Additional information desired about: turismo	.20	.407
Additional information desired about: plataformas de networking	.70	.461
Additional information desired about: agenda de eventos	.80	.407
Variable	Mean	Standard
		Deviation
Comparison of ahk to other chambers	2.28	.615

Others: Q22, Q23, Q24, Q25

Variable	Mean	Standard Deviation
Social media tools used in members companies		
Facebook	.46	.503
Google+	.22	.420
Instagram	.00	.000
Linkedin	.33	.476
Pinterest	.02	.136
Twitter	.22	.420
Youtube	.19	.392

Variable	Mean	Standard Deviation
Members interested in		
Swervice catalogue online/homepage	.39	.492
Weekly infromative emails (facts and data)	.81	.392
Social medai groups, online platforms (Facebook, LinkedIn, forums)	.22	.420
Variable	Mean	Standard Deviation
Future high growth potential markets		
Oil & gas	2.20	1.641
Logistics	2.57	1.585
Tourism	2.59	1.858
Infrastructure	2.70	1.621
Renewable energies and energy efficiency	2.48	1.668
Variable	Mean	Standard Deviation
Relevant offers for future growth markets		
Fairs	1.98	1.447
Delegations	2.22	1.355
Publications	2.74	1.403
Events	2.17	1.514
Vocational training	3.94	1.806

CROSSTABS: EXTERNAL SURVEY

		Overall, how satisfied are you with the internal communication/publications of the AHK-RJ?					
		Very satisfied	Satisfied	Indiferent	Unsatisfied	Very unsatisfied	Total
Overall, how satisfied are you with the associate service?	Very satisfied	2	4	0	0	0	6
	Satisfied	2	2	2	1	0	26
	Indiferent	2	3	5	2	0	12
	Unsatisfied	0	0	0	2	0	2
	Very unsatisfied	0	0	0	0	0	0
Total		6	28	7	5	0	46
							r = ,543; p < .05

		Please mark how often you read the publications of the AHK-RJ?			
		Less used	Indifferent	More used	Total
Overall, how satisfied are you with the associate service?	Very satisfied	2	1	2	5
	Satisfied	5	6	15	27
	Indiferent	2	4	2	8
	Unsatisfied	3	1	1	5
	Very unsatisfied	0	0	0	0
Total		12	12		45
		r = -,351; p < .05			

		How do you perceive the communication efficiency of the AHK-RJ?				
		Very satisfied	Satisfied	Unsatisfied	Very unsatisfied	Total
Overall, how satisfied are you with the associate service?	Very satisfied	4	3	0	0	7
	Satisfied	16	16	0	0	32
	Indiferent	2	6	0	0	8
	Unsatisfied	2	1	3	0	6
	Very unsatisfied	0	0	0	0	0
Total		24	26	3	0	53
		r = ,345; p < .05				

		How do you perceive the communication proactivity of the AHK-RJ?				
		Very satisfied	Satisfied	Unsatisfied	Very unsatisfied	Total
Overall, how satisfied are you with the associate service?	Very satisfied	5	2	0	0	7
	Satisfied	14	16	1	0	31
	Indiferent	1	3	4	0	8
	Unsatisfied	2	0	3	1	6
	Very unsatisfied	0	0	0	0	0
Total		22	21	8	1	52
		r = ,506; p < .05				

		Do you use a telephone call to contact the AHK-RJ?		Total
		No	Yes	
Overall, how satisfied are you with the associate service?	Very satisfied	3	4	7
	Satisfied	6	25	31
	Indiferent	5	3	8
	Unsatisfied	6	0	6
	Very unsatisfied	0	0	0
	Total	20	32	52
		r = ,331; p < .05		

		Do you read the newsletter Painei Brasil-Alemanha?		Total
		No	Yes	
Overall, how satisfied are you with the associate service?	Very satisfied	2	5	7
	Satisfied	8	24	32
	Indiferent	4	4	8
	Unsatisfied	4	2	6
	Very unsatisfied	0	0	0
	Total	18	35	53
		r = ,336; p < .05		

APPENDIX 4: FURTHER KEY FINDINGS

Internal Employee Satisfaction Survey:

Motivation

The following attitude towards coming to work every day were rated as equally most applying ones: "I am thinking positively about going to work.", "It's a pleasure to go to work." and "I need the money." Nevertheless, comparing the means of the statements "I need the money." and "It's an obligation to go to work." employees equally agree to see no significant difference therefore, they all are equally applying. Further, no significant difference is perceived between the means to go to work due to the obligation to go and the fact that it is hard to get up every morning and go to work.

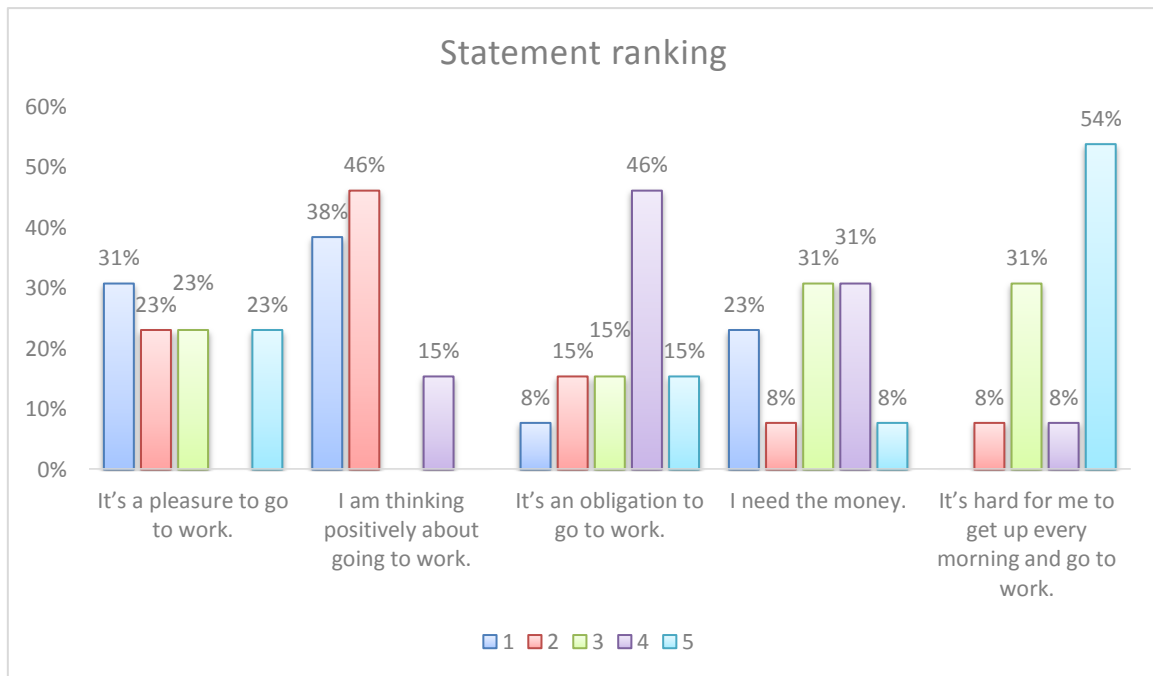


Figure 22: Statement ranking: Motivation (Internal Communication Satisfaction Survey, 2014)

Compensation

According to the results of the survey 38% are feeling paid fairly. 45% on the other hand do not agree, they agree not feeling paid accordingly to their work outcome. 8% have an indifferent opinion towards the payment. While seeing the higher percentage towards the unsatisfaction, the AHK needs to keep in mind that 50% of the team consists of trainees and interns getting paid lower pay checks compared to basic income levels.

In accordance to the first impression that the dissatisfaction is higher than the satisfaction level towards the salary, 54% see their salary not as competitive in the market and towards similar jobs they could find. 23% are undecided and 23% think their salary is competitive.

Mission and Purpose

Asking about the extend employees understand how their specific work directly contributes to the overall success of the AHK, on average employees rated their perception as very good, 38% in total. 31% gave a good rating and even 23% an excellent one, 8% rated their understanding as fair.

External Membership Satisfaction Survey:

Service offers and sectors

Respondents rated the service sectors events with 96%, fairs with 95%, delegations with 91%, publications with 87% and the membership service with 85% as best known ones. After investigating empirically, the comparison of the means proves that all five services are equally well-known under the members. The less known service offers are renewable energies rated by 70% and the vocational training, rated by 56%. It can be stated that the service offer Office-in-Office with a total perception of 28% is the least service known least. Since, the service is relatively new and first offered since the beginning of the year, it can be suspected that the degree of fame is smaller compared to the other services. Besides those service offers two respondents included Political contacts and the Oil&Gas Forum as known ones.

The relationship between the most used services and the services with the highest desire for improvement was investigated via a correlation analysis. There is a strong, negative correlation between the two variable ($r = -.560$) hence, low levels of improvement for services with highest levels of usage appeared.

Membership

The importance of a business network and therefore, reasons for participating in the membership is represented by the agreement of 93% stating that an optimal network is important to keep and to acquire business contacts. 79% agree that the membership with the AHK brings networking potential. Even 86% approve that being a member enables them to understand cultural differences between the two countries which distributes to a better working environment and more successful businesses. This evaluation strongly corresponds to the overall satisfaction level of the membership mentioned below. Members have proven that they clearly understand the advantage of being a member, since the main intention of the membership with the AHK is the close international network and its developing platform of business contacts and opportunities. Over average, all members agree with the statements and positive effects of being a member of a network that contributes to diverse advantages.

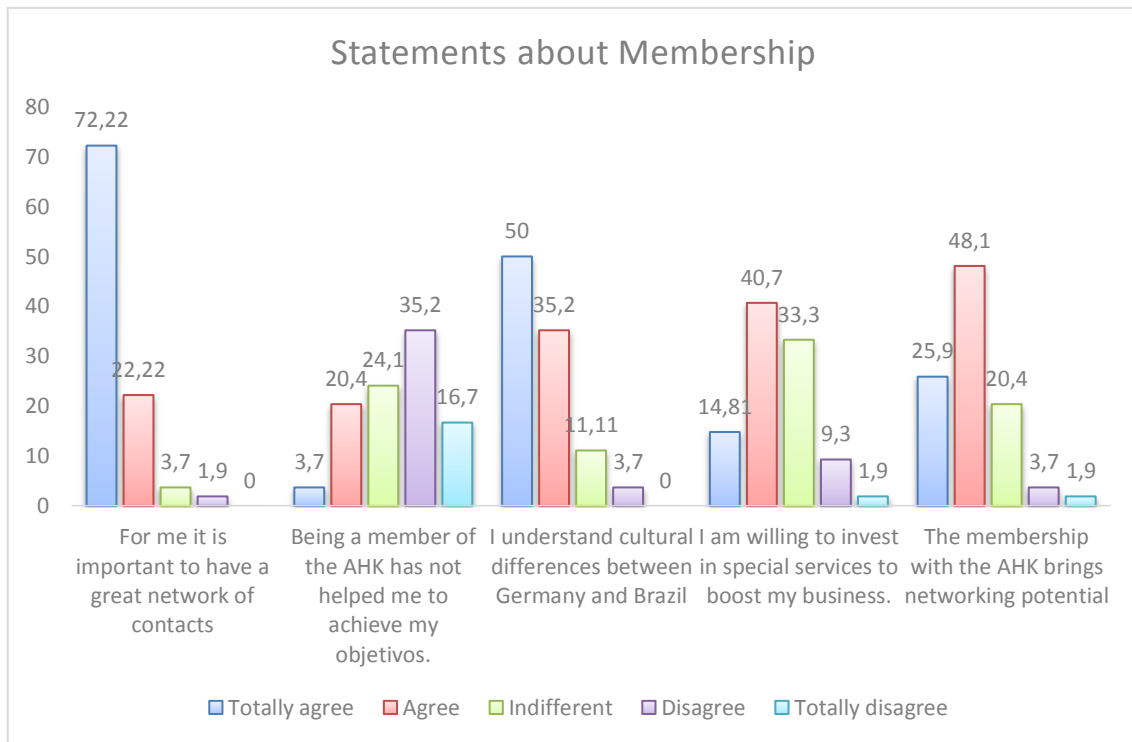


Figure 23: Statements about membership (External Membership and Service Satisfaction Survey 2014)

Considering the overall value for the membership, 61% are satisfied with the value they paid. In detail, 65% of the members agreed to have paid a good value worth about what they paid. Similar to this valuation, 52% assess the services attended having a good value, worth about what they paid for it. Members rated the membership having a poor value, meaning the overall membership service is worth less than they paid for, with 24% whereas the services they paid for just with 9% as having a poor value. Nevertheless, more respondents rated the value for services offered by the AHK compared to the membership value with an indifferent opinion (24 % compared to 9%). On average both values are perceived as adequate (Appendix4: Mean and Standard Deviation: External Survey).

The relationship between the recommendation of the AHK and satisfaction of the membership shows a strong, positive correlation between the two variables ($r = -.331$). With a higher satisfaction rate regarding the membership with the AHK associated with higher willingness to recommend the membership and services of the AHK.

Almost 100% of the respondents had never experienced any difficulties or problems with the AHK. 1 respondent out of 54, claims difficulties since his/her business is related to business development and he just sees few opportunities or possibilities to get to know German companies who are interested in the Brazilian market even though he is convinced that there

are German companies with interest. The respondent complains that the AHK is not helping to establish business contacts or new partners. Nevertheless, the problem solving process was rated as being satisfied.

In comparison to the other AHK's in Brazil, the AHK –RJ is perceived by 37% as being similar regarding service offers and quality levels. 24% rated the Chamber as being more active than the others. Nevertheless, 28% voted that they do not know other Chambers well enough to make such a statement and 6% even considered the AHK-RJ as less active. Over average the AHK-RJ is evaluated to be competitive within the market.

Others

On average members express indifference for the growth potential across all markets. Nevertheless, no markets with higher future growth perspectives could be revealed, a tendency towards more interesting services for new growth markets could be analyzed. Therefore, equally rated fairs and delegations are services with the highest interest for developing markets or industries. Compared to those service offers, publications or communications in general as well as vocational trainings are no first stage of interest for people to get to know developing markets and first or new industry insights. Vocational trainings in general are for future growth markets the last intention to get to know the market, therefore less than half of the respondents are for now interested in that service offer.

