

UNIVERSITY OF ECONOMICS HO CHI MINH CITY
SCHOOL OF INTERNATIONAL BUSINESS – MARKETING



**Assessing Internal Marketing Effectiveness And Propose
Podcast As A New Marketing Channel At KMS Technology
Vietnam**

Student full name: Nguyễn Phương Bảo Ngọc

Major: Marketing **Class:** MR001

Instructor: PhD. Đinh Tiên Minh

Ho Chi Minh City – Year 2024

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Student full name: Nguyễn Phương Bảo Ngọc

Student ID: 31211026412 **Class:** MR001

Major: Marketing **Class ID:** K47

Instructor: Ph.D. Đinh Tiên Minh

Year 2024

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A special thanks to KMS Technology for their specific support and for being my first memorable company. Their contributions to this research were invaluable.

I am grateful to all the individuals who participated in the interviews and completed the questionnaires. Their time and insights were crucial to the accuracy and completeness of this study.

Finally, I would like to thank all those who will read and reference this report. I hope that the research and dedication that went into this project will be beneficial to their own research endeavors.

Student

Nguyen Phuong Bao Ngoc

DECLARATION

This report has been written by me and has not received any previous academic credit at this or any other institution.

Student

Nguyen Phuong Bao Ngoc

EVALUATION AND CONFIRMATION BY THE ENTERPRISE/ORGANIZATION

EVALUATION FORM BY ENTERPRISE/ORGANIZATION

The School of International Business - Marketing, University of Economics HCMC (UEH) would like to acknowledge your acceptance for Student: NGUYỄN PHƯƠNG BẢO NGỌC Class: MR001 Class ID: 31211026412

Come to practice at the company for a period of time: 16/10/2023 to 16/10/2024

Students are practicing and working at the department: KMS Software - Organizational Communications

In the company: Công ty TNHH KMS Technology Việt Nam

Working time: 5 days/week

The practical semester is an opportunity for students to approach the practical and professional working environment at the enterprise/organization. We respectfully request that you - the person in charge of the student's internship - evaluate the student's internship process at the enterprise according to the criteria table below.

Please rate the student's performance at your company following the criteria (by circling the corresponding marks):

Criteria	Fail	Pass	Credit	Distinction	High Distinction
1. Professional knowledge (master the knowledge and tools used in the field of practice)	1	2	3	4	5
2. Professional skills (be capable in decision-making, work planning and organization, time management, office tools, and so on)	1	2	3	4	5
3. Teamwork skills (be an active teammate or an effective leader, effective communication, team contributions...)	1	2	3	4	5
4. Attitude (honest, professional, friendly, self-disciplined, proactive learning, creative, work-enthusiastic...)	1	2	3	4	5
5. Task completion (Complete the work as required, on time, and ensure quality of work)	1	2	3	4	5
6. Thesis contributions to the enterprise/organization (Interesting, relevant topic; demonstrates good understanding of the business; feasible, practical solution; high contribution)	1	2	3	4	5

Thanks very much for the assistance you provide. It is sincerely appreciated.

Confirmation from the enterprise/organization:

Full name: Trần Trọng Đại

Position: Managing Director

Email: daitrans@kms-technology.com



Supervisor: Nguyễn Thị Thủy Minh

Position: Communications Manager

Email: minhntnguyen@kms-technology.com

(Sign and seal)

Nguyễn Thị Thủy Minh

EVALUATION AND CONFIRMATION BY THE INSTRUCTOR

STUDENT NAME: Nguyễn Phương Bảo Ngọc **STUDENT ID:** 31211026412

CLASS: MR001

COMPANY/ORGANIZATION: Công Ty TNHH KMS Technology Việt Nam

CRITERIA	MAX. POINTS	MARKED BY INSTRUCTOR
Part 1: Internship dairy	15	
1. Content (<i>detailed, specific, following the internship process, lessons learned ...</i>)	10	
2. Presentation (<i>follow the format regulations and reference styles, professional structure</i>)	5	
Part 2: Internship report	55	
1. Content (<i>Good business understanding, practical content, suitable for the training program, logical, complete, creative in identifying problems or recommendations...</i>)	25	
2. Independent research skills (<i>Complete and appropriate document research, information evaluation/analysis, appropriate research methods, following the schedule...</i>)	10	
3. Problem solving skills (<i>identify the problem accurately, develop a proposal based on appropriate expertise, develop practical and feasible solutions ...</i>)	10	
4. Presentation (<i>The writing style is clear, concise, free of grammatical errors, and presented following regulations</i>)	5	
5. Attitude and behavior (<i>Professional, honest, progressive, time management, proactive, positive...</i>)	5	
TOTAL	70	

Instructor name: _____

Signature: _____

Date: _____

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ABSTRACT

The COVID-19 affected various industries, including marketing. In the Vietnamese context, technology companies, particularly those with hybrid work models, have faced challenges in maintaining employee engagement and productivity. Effective internal communication is important for enhancing employee satisfaction, and driving business success.

This internship thesis explores the challenges of internal communication at KMS Technology Vietnam. Some traditional communication channels such as email and newsletters have become less effective due to overlapping content, lack of interactivity.

The thesis will also explore requirements and functionalities that an internal podcast should have to meet the needs of a technology company like KMS. It will also explore the benefits and challenges when implementing internal podcast.

By figuring out all of the challenges and opportunities, this thesis contribute to KMS internal communication strategies.

INTRODUCTION

Internship background

Since the outbreak of COVID-19 pandemic, technology has changed the Vietnam Marketing industry with the emergence of digital platforms, content creation, ... Not only FMCG or F&B businesses, but technology businesses are also gradually seeking innovative approaches to connect with their target audience and even internal operations.

Besides external audiences, a strong employer branding and internal marketing is also important. Some technology companies with their fast-paced environments and hybrid working mode, face challenges in maintaining employee engagement and productivity.

Regarding that, my internship at KMS Technology Vietnam as a Communications Intern - Corporate Branding Department has given me chances to work on internal communications with Marketing mindset and strategies.

Reasons for choosing this topic

KMS is a technology company with 3 business lines, multiple layers of management and a large employee base. Some key communication channels include Intranet, email, newsletter and google chat. According to the Communications Manager, some reasons that email and newsletter are gradually become ineffective are:

- Overlapping newsletter and emails from all business lines.
- Emails do not allow interactive and highly engaging content.
- Employees in IT companies spend little time reading emails and newsletters.

To resolve the three concerns above, it is necessary to leverage a new digital platform for more effective, centralized and engaging internal communication.

Topic Objectives

- Assessing the effectiveness of current internal marketing platforms at KMS Software (a business line of KMS Technology).
- Propose and assess the effectiveness of Podcast as an internal platform for company updates and projects:
- Research whether podcasts increased employees' awareness about business updates and projects for 2 months.

Topic Methodology

Secondary Data:

- Internal:
 - Get information about the company landscape (company's internal platform analytic such as Mailchimp, Intranet) to audit key communications channels.

Primary Data:

- Qualitative research: IDI: n= 2; Focus group: n= 5.
 - Target respondents:
 - Male/Female.
 - IDI: 1 Senior Assistant Executive, 1 Communications Executive.
 - Focus group: 3 Testers and 2 Software Developers.
- Quantitative research: Online survey: n= 200.

Topic Limitation

The study was carried out towards about 500 employees of KMS Software (a business line of KMS Technology). Working in HCM City.

Age: 25 - 40.

Gender: Male & Female.

- This includes individuals in some IT roles such as Software Developers, Software Engineers, Testers, and are currently involved in specific company's projects.
- Half of this segment are remote workers, and podcasts can help bridge the gap between them and in-office employees, fostering a sense of community.
- Interested in company values, initiatives, and employee activities.

Thesis Layout

CHAPTER 1. COMPANY OVERVIEW

1.1. General introduction of KMS Technology Vietnam.

1.1.1. Functions

1.1.2. Organizational structure

1.2. Business Analysis

1.2.1. Product and Services

1.2.2. Marketing Initiatives

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3.1. Foundation for the solutions

3.2. Idea for solution

3.3. Execution

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CHAPTER 1

COMPANY OVERVIEW

1.1. General introduction of KMS Technology Vietnam.

KMS Technology is a US-based engineering and services company founded in January 2009. With development centers in Vietnam, KMS provides software expertise primarily to clients in the US and Canada market.

Beyond its client work, KMS also incubates and launches its own software companies. Through its internal startup incubator, KMS supports founders and developers in building and introducing successful software products to the global market. Notable products from KMS include QASymphony, Kobiton, Katalon, Sprynkl, and Grove.

Current business name: KMS Technology Vietnam Co., Ltd;

Scope: Information Technology, Software Service.

Location: HCM & DN (Vietnam), the USA, Mexico.

Company Vision: Becoming a globally recognized technology services provider through innovative technology solutions, compelling career opportunities, and a reputation for consistently doing the right thing.

Company Mission: To create brilliant solutions for clients by leveraging deep expertise, advanced technologies, and delivery excellence.

The 5 core values:

- Integrity
- Growth
- Excellence
- Inclusivity
- Joy

1.1.1. Functions

KMS Technology includes 3 Business Lines:

- KMS Software: Enterprise Software Development Services, which leverage software expertise to help clients make better business decisions in technology platforms, increase speed-to-market through innovative technology solutions.
- KMS Healthcare: Healthcare technology solutions, which build transformative technologies to solve problems in the healthcare industry through innovative tools and expertise. There's also an innovation lab to utilize AI/ML in the healthcare industry.

- KMS Solutions: Empowering Banking, Financial Services & Insurance industry through digitalization, technology consulting, data analytic and software development.

1.1.2. Organizational structure

Initially founded by 4 members, KMS aims at providing a better way for software outsourcing for both clients and the engineers, the management team has expanded rapidly with time together with the development of the company.

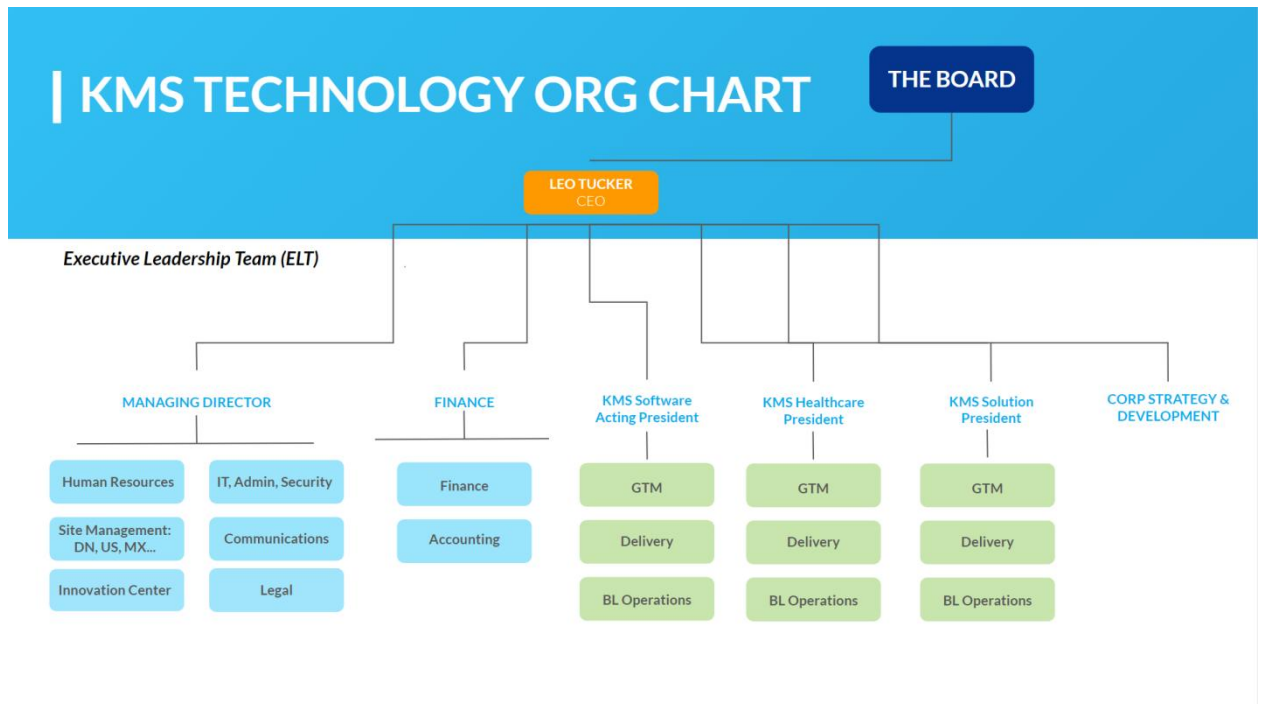


Image 1. The organizational structure of KMS Technology Vietnam Co.,

Each quarter, KMS sets strategic objectives (OKRs) for the entire company and each business line, then each business line executes its plans aligned with the overall strategy.

Employees also set their individual OKRs, which are reviewed and approved by the Leadership Team. This process takes place in the last two weeks of a quarter and is executed in the next quarter.

KMS has a flat organizational structure. Department heads will oversee overall planning and task distribution. Employees are responsible for their assigned tasks and have direct reports. This structure allows open communication and easy accessibility between employees and management teams.

Collaboration along business lines is straightforward, enabling efficient information sharing. However, the structure of 3 different business lines sometimes creates confusion and disorder when there are no communication regulations in place within business lines.

1.2. Business Analysis

1.2.1. Product and Services

KMS end-to-end services include Software Development, Quality Assurance & Automation Testing, Salesforce Consulting & Development, AI and Machine Learning.

- Software Development: Offering end-to-end software service, using continuous delivery methodologies to get clients' products to market faster.
- QA & Assurance Automation Testing: Providing efficient testing into the delivery cycle to address the issues quickly.
- Salesforce Consulting: Supporting complex sales force integration and applications for businesses.
- AI & ML: Using clients' existing data to build machine learning models and AI experiences to enhance users' experience.

1.2.2. Marketing Initiatives

KMS's marketing efforts demonstrate a balanced approach, incorporating both internal and external strategies to enhance brand visibility and employee engagement.

- Internal Marketing
 - Intranet and Monthly Newsletter: These platforms serve as effective tools for disseminating internal information. By providing updates on company news, events, and initiatives, KMS can keep employees informed and engaged.
 - Internal Events: KMS organizes internal events to create a positive work culture, strengthen employee engagement. These events can also serve as opportunities to recognize and reward employees for their contributions.
- External Marketing
 - PR Articles: KMS also leverages PR articles to highlight significant events or business updates, so as to gain media attention and increase brand awareness. Strategic PR efforts can position the company as a thought leader in the IT industry.
 - Social Media: KMS's use of Facebook fan pages is a valuable tool for connecting with external stakeholders. The "KMS Technology" fan page provides a platform for sharing business news and CSR initiatives, while the "Life at KMS Technology" fan page showcases the company culture and attracts potential talent.

- External Relations: This includes building relationships with universities to help KMS recruit talent, establish partnerships for research or development projects, and strengthen its reputation as an employer of choice.

CHAPTER 2

SITUATION ANALYSIS

2.1. Literature Review

First, the objective of this practical research is to assess the effectiveness of current internal marketing platforms at KMS Software (a business line of KMS Technology). Afterwards, propose and assess the effectiveness of Podcast as an internal platform for company updates and projects.

The research uses the AIDA model to follow the stages that an individual goes through during the process of adopting a new service in our company.

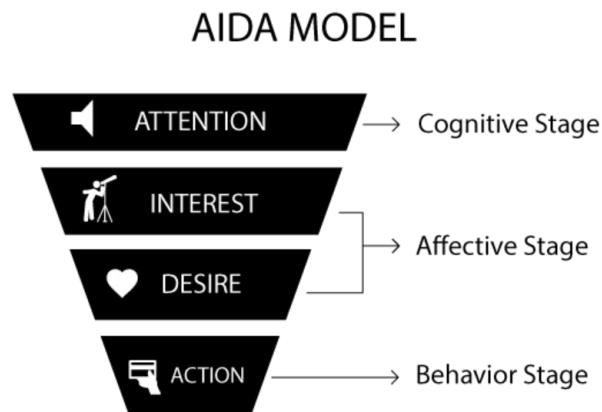


Image 2. AIDA Model

Next, we need to clarify the concepts and theories of each element that is relevant to the process of assessing internal communications platforms and proposing new podcast series that serve as a newsletter.

- Internal Marketing:** Internal marketing is the promotion of a company's objectives, products and services to employees within the organization. The purpose is to increase employee engagement with the company's goals and foster brand advocacy. Internal marketing at KMS Software includes a range of initiatives to foster employee alignment with business objectives and operations. Beyond traditional employee communication channels like Intranet, elevator ads, and emails, KMS employs strategic tactics to enhance employee engagement and advocacy. These initiatives include: employee advocacy programs, interactive engagement activities and feedback mechanisms...
- Podcast:** A digital medium consists of audio (or in the format of video) episodes that relate to a specific theme. It's usually about a specific topic, like

history, comedy, or business. Podcasts can be downloaded onto the phone or computer. This research aims at exploring internal company podcasts, which replace monthly newsletter and serve up business updates, highlights, stories and experiences within KMS Software, facilitate communication, engagement, as well as fostering a sense of community and alignment with organizational goals.

- **Newsletter:** A periodical publication, typically distributed digitally, that contains news, articles, and information on a specific subject or organization. Newsletters serve as a valuable communication tool for disseminating information, engaging stakeholders, and fostering relationships within the organization. At KMS Software, the monthly newsletter is a key internal communication channel designed to keep employees informed about company news, updates, and events. It includes messages from the Leadership team, stories around KMS Software, business updates and highlights, and hints about upcoming events.
- **Engagement:** In the context of internal marketing, engagement refers to the level of involvement, interest, and connection that employees feel towards the company and its goals. Engagement in this research relates to the level of involvement employees have in our company initiatives, events, and feedback mechanisms.
- **Business Updates:** Business updates are a crucial component of internal marketing, providing employees with timely and relevant information about the company's performance, strategic initiatives, and overall direction. At KMS Software, business updates typically include financial performance, industry trends, clients' feedback and other initiatives. It is usually updated at our quarterly all-hands meeting, or briefly stated in monthly newsletters.

2.2. Situation Analysis

2.2.1. Internal Marketing Analysis at KMS Software

Besides internal emails, intranet and other programs, KMS also has the "Monthly Roundup" - a monthly newsletter serves as a valuable tool for internal communication which has been performing outstanding strength:

- The monthly newsletter has done well as a platform of internal communication and business updates. The structure with sections like the Managing Director's message,

highlighted activities, and external relations ensures a clear and organized flow of information.

- The content focuses on activities and events that are directly relevant to KMS employees, fostering a sense of connection and engagement.
- Besides content, the monthly newsletter maintains a strong, positive and encouraging tone, and sticks to KMS brand archetype (The Hero & The Everyman) promoting a positive work environment and company culture.
- The inclusion of different types of content, such as business highlights, internal and external events, achievements, keeps the newsletter interesting and informative.

While diversification through multi-business lines may provide a strength for KMS, sometimes it is also a challenge and overlaps the communications. Every business line also lacks clear-cut regulations in communications, leading to misunderstandings, overlaps, and wastes.

It shows when information is duplicated in the monthly newsletter and email communication, various messages are sent at the same time. At the volumes they get from the business line and corporate communications department, information fatigues are about to set in. In that respect, as the volume of email grows, employees will equally be very much overwhelmed and stop paying attention to newsletters.

While it is true that e-mail still remains a widely used medium for KMS newsletters, it has several limitations regarding effectiveness and potentials. Generally speaking, an e-mail newsletter is usually non-interactive since most of the time, it does not have a facility for sound, quizzes, or comments pertaining to the feedback mechanisms serving assessment purposes for internal communications.

More importantly, although an excellent internal communication tool, the KMS Software newsletter might not be as effective in terms of giving a sense of employee involvement and advocacy. That is because the newsletter, in using top-down communication exclusively, misses other opportunities to feature the stories, voices, experiences, and perspectives of the employees. This may be one of the reasons for the lack of personal contact with employees and, consequently, the ineffectiveness of the newsletter.

2.2.2. Analysis of technology factors:

At KMS, there are also technological tools to facilitate internal marketing and streamline communications processes:

- **Communication Platform:** We combine Mailchimp and Intranet to provide a centralized hub for internal communication, ensuring that information reaches employees efficiently and consistently. Both platforms offer customization options, allowing the Communications department to tailor the communication channels to specific needs and preferences. This can enhance employee engagement and ensure that information is delivered in a relevant and meaningful way. However, these two platforms also require significant resources and expertise, especially if some new hires in our organization are not familiar with these tools.
- **Generative AI adoption:** At KMS, we adopt and develop our own Generative AI called kGPT, which comes into handy when we need to research or generate various types of content, including email, ad copy, and social media posts, it can streamline content creation and improve efficiency while adhering to KMS information and brand personality. Moreover, by aligning kGPT with KMS's information and brand personality, the tool can help ensure consistent messaging across various communication channels. This can strengthen the organization's brand identity and improve recognition. On the other hand, it is important to maintain thorough oversight from the Communications Department to ensure that the generated content is accurate, appropriate, and aligned with the KMS goals.
- **Data Analytic:** Tools like Mailchimp and Intranet (with Google Analytics set up) can provide valuable insights into employees' behavior, engagement levels, and the effectiveness of our communication efforts. However, sometimes when the data is inaccurate, incomplete, the insights derived from it may be misleading and affect our internal communications initiatives.

2.2.3. Key takeaway

Internal marketing at KMS Software includes both strengths and weaknesses. While the monthly newsletter and technological tools like Mailchimp, Intranet, and kGPT offer valuable resources for internal communication, several challenges and opportunities for improvement exist.

2.3. Research Methodology

2.3.1. Qualitative Research

2.3.1.1. Definition and scope of Qualitative Research

- Qualitative Research

- Qualitative research is a process of naturalistic inquiry that seeks an in-depth understanding of social phenomena within their natural setting. Rather than by logical and statistical procedures, qualitative researchers use multiple systems of inquiry for the study of human phenomena including biography, case study, historical analysis, discourse analysis,...
- The scope of Qualitative Research
 - IDI: n= 2; Focus group: n= 5.
 - Target respondents:
 - Male/Female.
 - Internal and external experts in the field of Communications; employees who have been engaged in the Communication process at KMS Technology.
 - IDI: 1 Senior Assistant Executive, 1 Communications Executive.
 - Focus group: 2 Testers, 1 Software Developers, 1 Communications and 1 Business Analyst.
 - Steps of execution:
 - Step 1: Identify research objectives and collect information, build a complete discussion guide.
 - Step 2: Conduct IDI and focus group
 - Step 3: Process data and conclusions
 - Step 4: Report the research results

2.3.1.2. Objectives of Qualitative Research

- Current perception and effectiveness of internal marketing at KMS Technology Vietnam.
- Explore the potential of a podcast as a new internal marketing channel as well as recommendations and insights for improving internal marketing effectiveness at KMS Technology Vietnam.

2.3.2. Quantitative Research

2.3.2.1. Definition and scope of Quantitative Research

- Quantitative Research:
 - Quantitative methodology is the dominant research framework in the social sciences. It refers to a set of strategies, techniques and assumptions used to

study psychological, social and economic processes through the exploration of numeric patterns gathered from a range of numeric data.

- Online survey, n=212

$$n = \frac{N}{1 + N \times e^2}$$

N = 455 (current active employees of KMS Software)

e = ±0.05

- Respondents: Employees from KMS Software - a business line of KMS Technology Vietnam, who have been engaged in the communications process of KMS.
- Steps of execution:
 - Step 1: Identify research objectives and gather key findings from qualitative research, build a complete quantitative survey.
 - Step 2: Sending out surveys and collecting results.
 - Step 3: Process data and conclusions.
 - Step 4: Report the research results.

2.3.2.2. Objectives of Quantitative Research

- Confirm the qualitative findings about employee perceptions of internal marketing effectiveness and the potential for a podcast.
- Assess the feasibility of implementing a podcast series to serve business news.

2.4. Research Results

2.4.1. Qualitative Research Result

All interview sessions are [recorded here](#).

2.4.1.1. Expert Interview

Table 1: Expert Interview Result

Questions	Expert 1 - Dương Nhật Vân Anh (E1)	Ref Code	Expert 2 - Nguyễn Khánh Linh (E2)	Ref Code	Conclusion

<p>1. Do you listen to podcasts? How often? If yes, what kind? And why?</p>	<p>Yes, but not usually. I often listen to podcasts about lifestyle, for example you can refer to the "Have A Sip" series from Vietcetera. It helps me feel relieved and cal2010m.</p>	<p>E1-1</p>	<p>Yes. I regularly listen to podcasts. I particularly prefer podcasts that combine English language learning with mystery or detective stories. This preference stems from my enjoyment of thrillers and desire to improve English in a more entertaining way. I am aware of podcasts, and use them as a platform for relaxation and learning.</p>	<p>E2-1</p>	<p>Both responses indicate a preference for podcasts as a form of entertainment and personal growth, finding podcasts to be a valuable tool for personal enjoyment and development.</p>
<p>2. What do you find most valuable in an internal company podcast? What least?</p>	<p>Business news is the most valuable, mainly to update Managers' messages, get insights from business updates and other employees highlighted stories. I don't prefer the music session in a company podcast.</p>	<p>E1-2</p>	<p>I think the most valuable aspect of an internal company podcast is its ability to foster a sense of community and transparency where everyone gets the same messages and spirit. However, the least valuable aspect of an internal podcast can be its potential to become irrelevant or redundant. But if you don't go off the topic, all information is still valuable.</p>	<p>E2-2</p>	<p>The most valuable aspect of an internal company podcast is business information, leadership messages and stories about humans. Music sessions might not be a popular feature, and the podcast could become irrelevant if the content is not consistently focused.</p>

<p>3. How do you prefer to consume information? Would you be interested in interactive elements, such as quizzes or polls alongside the podcast?</p>	<p>I prefer formal information delivered via email. But I am still open to exploring audio formats as a means of diversifying the company's information intake. I'm also interested in the value of infographics as a visually engaging component, as well as some interviewing shots between the podcast hosts and inhouse employees.</p>	E1-3	<p>While I personally prefer structured information delivered via email, newsletters, I'm open to exploring audio formats like podcasts to enhance our information and cater to diverse audience preferences. I suggest incorporating visually engaging infographics and conducting interviews with in-house experts to provide valuable insights and foster a more personal connection with our audience.</p>	E2-3	<p>Two experts prefer formal communication via email, they are open to exploring audio formats & suggest adding visual elements like infographics or interviews with in-house experts.</p>
<p>4. How would you like to see different topics represented in the podcast or company updates only?</p>	<p>I believe a diverse range of topics should be represented in the podcast to keep listeners engaged. But don't get too far from the main topic. The business should account for 60% of the podcast. If possible, I desire to know more about company employees, the teamwork stories...</p>	E1-4	<p>Yes, diverse topics in an internal company podcast is a great idea. If you only talk about company updates, the audience may not listen to the podcast til the end. But business updates should be the main part, and remember not to take the overall tone too serious.</p>	E2-4	<p>The experts believe a diverse range of topics should be included in the podcast to keep listeners engaged. However, business updates should be the core of the content, then add stories about company employees to add a more human element and maintain a lighter tone.</p>
<p>5. What kind of tone and style would you prefer for the podcast</p>	<p>I envision internal company podcasts with a serious, formal tone, particularly for business updates and account highlights. But you can be informal a little bit to entertain and keep the</p>	E1-5	<p>It depends, every business news should be taken seriously and formally. But if you have some refreshing content, keep it a little bit humorous and comfortable</p>	E2-5	<p>The experts envision a formal tone for internal company podcasts, especially when</p>

(informal, formal, humorous, serious)?	audience interested in the podcast, listen until the end.		when it comes to overall tone and style.	discussing business updates. However, they acknowledge the importance of maintaining a lighter, informal tone to keep the audience engaged and interested.
6. What qualities do you look for in a podcast host or guests?	I prefer a limited number of hosts to maintain focus and avoid distractions for audiences. Hosts' voices shouldn't be high pitched, they should be able to keep calm and lead the conversation, as well as conclude all key takeaways.	E1-6	To ensure a focused and engaging listening experience, we recommend limiting the number of hosts. The ideal host should possess exceptional interpersonal skills, a deep understanding of the subject matter, and the ability to grab information about the business updates, the information about the guests and ability to make the conversations interesting.	E2-6 The experts believe limiting the number of hosts is essential. They emphasize the importance of hosts having a deep understanding of the subject and the ability to lead conversations while summarizing key takeaways.
7. How do you feel about the idea of using podcasts as a platform for updating business and experiences?	I suppose using podcasts is potential, but it should work effectively with other internal communications channels like email, chat space. One additional information is that very few technology companies initiate making company podcasts..	E1-7	I have never heard about this idea before, so I am not totally sure that it will work. But I think it's still potential, podcast is more suitable for those who passively consume information. However, there's a risk that all information cannot be consumed entirely.	E2-7 While using podcasts to replace a newsletter has potential , it's important to consider its effectiveness alongside other communication channels . But there's a risk that not all information will be fully absorbed .

<p>8. How important is it to have visual elements (images, transcripts) accompanying the podcast?</p>	<p>I think elements like images and transcripts can significantly enhance the impact and accessibility of a podcast. Good thumbnails can help listeners visualize the topics, making the content more memorable. Additionally, transcripts provide a valuable resource for those who prefer to read rather than listen, or for those who may have hearing impairments.</p>	<p>E1-8</p>	<p>Absolutely, interactive elements are some components that motivate audiences to click and play podcasts. For example, a good thumbnail, an attractive title are components that motivate me to start listening or following a podcast series.</p>	<p>E2-8</p>	<p>Elements like images and transcripts can significantly enhance the accessibility of a podcast. They emphasize the importance of appealing thumbnails to help listeners visualize the topics and the transcripts for those who prefer to skim and scan.</p>
<p>9. Have you ever used the information from a podcast to improve your work?</p>	<p>Yes, I think podcasts can partly impact employees' mood, behavior and thoughts. I may use information from business updates, information about team projects, and humans from that team to adapt to my work. It's easier to work with my colleagues by listening to stories about them.</p>	<p>E1-9</p>	<p>Of course, as I have mentioned above, I have successfully applied insights gained from podcasts to my daily work, particularly in terms of language usage and critical thinking. Internal company podcast is a potential tool for professional development and knowledge sharing.</p>	<p>E2-9</p>	<p>Podcasts can positively impact employees' mood and thoughts. By listening to business updates, and stories about colleagues, employees can gain valuable insights that can be applied to their daily work. Additionally, podcasts can serve as a valuable tool for professional development and knowledge sharing.</p>

10. Would you listen to the podcast during work hours or personal time?	I need to focus during work, so listening to podcasts is mainly spent on weekends. By the way, I think listening to podcasts at weekends is a good idea to get ready for the upcoming working weeks.	E1-10	Mainly at weekends, and when I am at ease: doing household chores or exercises. It's a good way to relax while still keeping up with what's been fueling our company or inspiring our employees.	E2-10	They primarily listen to podcasts on weekends as a way to relax and prepare for the upcoming workweek.
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Overall Conclusion for Experts Interview

Based on the experts' insights, internal company podcasts offer a potential opportunity for **engaging employees, sharing valuable information, and fostering an uplifting work environment**. To maximize their effectiveness, podcasts should **prioritize business-related content**, maintain a **balanced tone**, have **well-selected hosts**, and be used **in conjunction with other communication channels**, not a complete replacement for traditional ones. Additionally, enhancing accessibility through **visual elements and transcripts** is essential for reaching a wider audience and ensuring the content is fully absorbed.

2.4.1.2. Focus Group Interview

Table 2: Focus Group Interview Result

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Conclusion
Name	Nguyễn Gia Huy	Nguyễn Thị Khánh Ly	Lê Ngọc My	Nguyễn Ngọc Thảo Nhi	Lê Minh Uyên	
Age	23	24	26	24	23	
Gender	Male	Female	Female	Female	Female	
Position	Software Developer	Tester	Business Analyst	Communications	Tester	
Factors						

	<p>1. Do you listen to podcasts? How often? If yes, what kind? And why?</p>	<p>Yes, I usually listen to self-help podcasts to start my day. They offer inspiring stories, practical tips, and discussions that help me stay motivated.</p>	<p>Yes, podcasts are like audiobooks for me. I listen to lifestyle and life stories. It's a great way to relax and unwind after a long day.</p>	<p>Yes, healing, self-help podcast series are very useful after a long day at work.</p>	<p>Yes, it relates to my work, communications is one of the topics I listen to most.</p>	<p>Yes, science and technology update. I listen everyday or weekly to serve my work, passive updates.</p>	<p>The respondents expressed a preference for self-help, lifestyle podcasts. They listen to podcasts for various purposes: relaxation, personal growth, and staying updated on work-related topics.</p>
<p>A</p>	<p>2. Have you ever heard about "Internal Company Podcast"?</p>	<p>Yes, I have. I'm assuming it's a podcast created for employees within a company. I'm curious</p>	<p>While I haven't heard the exact term 'Internal Company Podcast,' I'm familiar with the concept.</p>	<p>No, I haven't encountered an Internal Company Podcast, but I can see how they would be beneficial.</p>	<p>I've heard of companies using podcasts as a tool for employee engagement. It's a unique way to connect with employees and create a sense of community within the organization.</p>	<p>No I haven't, but I know about this type of podcast and I am aware that our company is going to release one.</p>	<p>Some were familiar with the internal company podcast, others were not. However, they recognized the potential benefits of using podcasts as a tool for employee engagement within an organization</p>

	<p>3. What do you find most valuable in an internal company podcast? What least?</p>	<p>It depends, I appreciate the sense of community that internal company podcasts can foster. It's great to hear directly from company leaders and learn about what's happening.</p>	<p>I agree, it depends. But I find internal company podcasts to be a valuable learning tool. They can be used to share knowledge, training, and best practices.</p>	<p>It's relaxing and healing in some ways. The most valuable things may be real stories and great hosts to lead the conversation.</p>	<p>It's like having a virtual coffee break with my colleagues. The stories can be entertaining and inspiring</p>	<p>Business updates may be the most valuable things. Advertising is not valuable and necessary in a company podcast</p>	<p>While business updates, great hosts and guests were considered most valuable, advertising was deemed unnecessary.</p>
I	<p>4. Would you be interested in interactive elements, such as quizzes or polls alongside the podcast?</p>	<p>I think they're interesting but not crucial. It may bring side effects, and I also suppose that they are factors that make the podcast become not so professional.</p>	<p>I agree with Huy. It's a nice to have factor, but it may not impact much. It makes podcasts interesting but I think we do not need to have all elements in a podcast series</p>	<p>It makes the audience excited. But when listening to podcast, these elements do not create huge impact on me as I also have to focus on work while listening to podcasts</p>	<p>I do care about them but it's not my priority component. We need good and beautiful thumbnails, a clear, concise title also matters.</p>	<p>I prioritize the quality of the content more, the interactive elements are nice to have.</p>	<p>Interactive elements like music sessions and sound effects make podcasts interesting, but they're non-essential. The focus was on the content quality, with clear titles and good thumbnails being considered more important.</p>

	<p>5. How would you like to see different topics represented in the podcast or company updates only?</p>	<p>Business news, project updates should be the main topics. Besides, I'd appreciate it if it expands to training session, stories in companies.</p>	<p>It depends on how you exploit topics. Company updates are good. But make it refreshing with the uplifting tone of voice.</p>	<p>Do not be too formal or focus on company updates only. Be diverse, do not be too personalized. Let's talk about project stories in addition.</p>	<p>Not only company but diverse formats matter: Short features highlighting individual employees or teams and their accomplishments</p>	<p>Please update more about BOD's message, technology tips and lessons. Moreover, we can expand to growth lessons for employees.</p>	<p>Focus on business news, training, and humorous stories. Maintaining an uplifting tone, avoiding excessive formality. Additionally, more updates on BOD messages, technology tips, and growth lessons.</p>
D	<p>6. What podcast formats do you prefer (interview, panel discussion, solo host, etc.)?</p>	<p>I prefer the format of having 1 host and from 1 to 2 guests to effectively lead the conversation</p>	<p>I think it depends, but I prefer many guests, so as to listen to different perspectives, solo hosts and many guests may be effective.</p>	<p>I agree, 1 host interviewing and discussing with a group of guests can help us view different cultures and showcase perspectives.</p>	<p>I agree with her, solo host interviewing and discussing with a group of hosts can lead us to many cultural viewpoints and diverse perspective</p>	<p>I think multiple guests discussing a topic from different perspectives may offer a comprehensive exploration of complex subjects.</p>	<p>Some prefer a single host with 1-2 guests, others prefer multiple guests to offer diverse perspectives. It's clear that having guests can enhance the depth of the discussions</p>

	<p>7. How do you feel about the idea of using podcasts as a platform to share employee stories and experiences?</p>	<p>I think it's a good idea. It create deeper bond between employees and company, I suppose it can inspire everyone too</p>	<p>It's potential because I have never had a chance to experience this. A different format can be inspiring and refreshing, in addition to current emails</p>	<p>I think it's very potential. It's more cozy and friendly, email and newsletter cannot convey deep feelings. Also, I think podcasts can be more interactive depending on the platform.</p>	<p>I think it's nice to have. Internal company podcasts have potential to create a sense of belonging and shared experiences among employees.</p>	<p>I think it's a good idea to convey KMSers' stories. We can utilize it to make information more accessible. Moreover, we can passively update news while we are on break.</p>	<p>There's enthusiasm for the potential of internal podcasts to foster a deeper bond between employees and the company, inspire individuals, and provide a more engaging and accessible way to share information</p>
	<p>8. What qualities do you look for in a podcast host or guests?</p>	<p>Authenticity, engagement, and a natural conversational style. I prefer hosts who don't sound too scripted or commercial</p>	<p>Knowledge, expertise, and the ability to explain complex topics in a clear and understandable way. Guests should be knowledgeable about the subject matter and able to provide valuable insights.</p>	<p>Charisma, personality, and the ability to connect with the audience. Hosts should have a magnetic personality that keeps listeners engaged.</p>	<p>Curiosity, open-mindedness, and a willingness to explore different perspectives. Hosts and guests should be curious about the world around them and open to new ideas</p>	<p>I think they should be able to engage in respectful and thought-provoking discussions. Hosts and guests should be well-prepared for their interviews and demonstrate a high level of</p>	<p>For effective hosts and guests: engagement, conversational style & professionalism. Hosts and guests should explain complex topics, explore different</p>

						professionalism	perspectives.
A	9. Would you listen to the podcast during work hours or personal time?	I prefer to listen to podcasts during my personal time, especially on weekends or during commutes.	I try to avoid listening to podcasts during work hours. I find it distracting and can affect my productivity. Instead, I listen to them during my free time, such as while commuting, exercising	I avoid listening to podcasts during meetings or when I need to focus on demanding tasks.	I prefer to save my podcast listening for the weekends. It's a great way to relax, unwind, and recharge after a busy week.	I'll listen to a podcast during a short break at work if it's something I'm really interested in. However, I generally prefer to listen to podcasts during my personal time.	Respondents preferred listening to podcasts during personal time (weekends or commutes). They avoided listening during work hours to avoid distractions and maintain focus on their tasks.
	10. Do you think that internal podcasts can impact employees' mood, behavior	I suppose it positively affects employees' mood, they may feel more appreciated. But it depends on	I think it can inspire employees. For example, business news and successful stories can help us improve and	I think it only partly impacts our mood and thoughts. But in some way it can also inspire us if it has a kudos message, real	I agree, internal podcasts can only partly impact our behavior and thoughts. But I can use some information	Internal company podcasts to me are also impactful. They have the potential to create a sense of belonging	Internal company podcasts could positively impact employees' mood , but the extent depends on

	and habit?	the podcast content.	grow, as well as creating a good habit of grabbing information.	successful stories for teams or projects.	from it to adapt to my work, or explore company culture and feel the office spirit.	and shared experiences among employees.	the content. They highlighted the potential for podcasts to inspire personal and professional growth, create a sense of belonging, and provide valuable insights for understanding company culture.
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Overall Conclusion For Focus Group Interview
<ul style="list-style-type: none"> ● While many employees are aware of podcasts, they primarily use them for relaxation and personal insights. However, there is interest in using podcasts for more formal information like business updates and news. ● For business updates content, employees prefer to listen actively to absorb knowledge effectively, but prefer them to not be lengthy. ● Features like sound effects, guest voices, and interactive elements are also important when conducting internal company podcasts. ● Having multiple guests with different backgrounds and viewpoints can enrich the content. But having only one to two hosts is preferred. ● Internal company podcasts have potential to create a sense of belonging and shared experiences among employees.

2.4.2. Quantitative Research Result

2.4.2.1. Quantitative Survey Questions

- **Filter questions**

1. Where do you currently live and work:

Ho Chi Minh City

Da Nang

Other places:

2. Your age is:

22-29

30-34

Over 34

3. What is the average time you spend on listening to podcasts? (minute)

Less than 30

30-60

60

4. Have you ever heard about the Internal Company Podcast?

Yes

No

(An internal company podcast is an easily accessible way to deliver messages and updates to employees within an organization. Unlike public podcasts, internal podcasts are restricted to a specific audience, in this case, employees of the company)

- **25 questions** were measured using a **5-point Likert scale, Nominal Scale, Ratio Scale & Ordinal Scale.**

Table 3: Quantitative Research Questions

Factors	Question	Scale	Reference	Qualitative Result
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Attention	<p>1. What podcast do you usually listen to?</p> <p><input type="checkbox"/> Lifestyle</p> <p><input type="checkbox"/> Health & Wellness</p> <p><input type="checkbox"/> Education</p> <p><input type="checkbox"/> True-crime</p> <p><input type="checkbox"/> Business</p> <p><input type="checkbox"/> Technologies</p> <p><input type="checkbox"/> Sports</p> <p><input type="checkbox"/> Celebrities</p> <p><input type="checkbox"/> Others: ____</p>	Nominal	E1-1, E2-1, R1-1, R2-1, R3-1, R4-1, R5-1	<p>The respondents expressed a preference for self-help, lifestyle podcasts. They listen to podcasts for various purposes: relaxation, personal growth, and staying updated on work-related topics.</p>
	<p>2. Overall, how satisfied are you with current communications channels at KMS?</p> <p>Very Unsatisfied – 1</p> <p>Unsatisfied – 2</p> <p>Neutral – 3</p> <p>Satisfied – 4</p> <p>Very Satisfied – 5</p>	Ordinal	E1-7, E1-3, E2-3, R2-7, R3-7,	<p>While using podcasts to replace a newsletter has potential, it's important to consider its effectiveness alongside other communication channels. But there's a risk that not all information will be fully absorbed.</p>

	<p>3. What platforms do you think are most suitable for KMS internal podcasts?</p> <p><input type="checkbox"/> SoundCloud</p> <p><input type="checkbox"/> Intranet</p> <p><input type="checkbox"/> Spotify</p> <p><input type="checkbox"/> Other: _____</p>	Nominal	R3-7	<p>While using podcasts to replace a newsletter has potential, it's important to consider its effectiveness alongside other communication channels. But there's a risk that not all information will be fully absorbed.</p>
	<p>4. Exclusive exclusive content (BOD's messages, business updates,...) in internal podcasts are more likely to catch my attention.</p>	Likert	E1-2, E2-2, R1-3, R5-3	<p>The most valuable aspect of an internal company podcast is exclusive business information, leadership messages and stories about humans.</p>
	<p>5. Internal podcasts with highlighted stories about humans at KMS attract me.</p>	Likert	E1-2, E1-4, E1-9, R1-7, R4-7, R5-7	<p>However, business updates should be the core of the content, then add stories about company employees to</p>

				add a more human element and maintain a lighter tone.
	6. Beautiful podcast thumbnails, attractive titles attract me.	Likert	E1-8, E2-8, R4-4	They emphasize the importance of appealing thumbnails to attract, help listeners visualize the topics. The focus was on the content quality, with clear titles and good thumbnails being considered more important.
	7. Interesting Hosts & Guests make attractive internal podcasts.	Likert	E1-6, E2-6, R3-3	While business updates, great hosts and guests were considered most valuable , advertising was deemed unnecessary. It's clear that having guests can enhance the depth of the discussions.

Interest	8. Internal podcasts update on company information I am interested in.	Likert	E1-4, E2-4, R1-3, R5-3, R1-5, R5-5	A diverse range of topics should be included in the podcast to keep listeners engaged. However, business updates should be the core of the content.
	9. Internal podcasts incorporate humor and personal anecdotes.	Likert	E2-5, E1-5,	Focus on business news, training, and humorous stories. Maintaining an uplifting tone, avoiding excessive formality.
	10. Compelling narrative in podcasts keeps me interested and engaged.	Likert	E1-6, E2-6, R3-3, R3-6, R4-6	They emphasize the importance of hosts having a deep understanding of the subject and the ability to lead conversations while summarizing key takeaways.

	<p>11. Internal podcasts conducted on diverse platforms and formats are interesting.</p>	Likert	E1-7, E2-3, E1-3, R4-5,	<p>While using podcasts to replace a newsletter has potential, it's important to consider its effectiveness alongside other communication channels. Two experts prefer formal communication via email, they are open to exploring audio formats</p>
	<p>12. It is interesting to catch up with internal opinions through internal podcasts.</p>	Likert	E1-9, R3-3, R4-3, R4-7, R1-5, R3-5	<p>There's enthusiasm for the potential of internal podcasts to foster a deeper bond between employees and the company, inspire individuals, and provide a more engaging and accessible way to share</p>

				information
	13. Overall, I believe an internal company podcast is a potential initiative at KMS.	Likert	E1-7, E2-7, R3-3, R2-7, R3-7, R4-7	Some were familiar with the internal company podcast, others were not. However, they recognized the potential benefits of using podcasts as a tool for employee engagement within an organization
Desire	14. Internal podcasts updating KMS business news should be entirely in a formal tone of voice.	Likert	E1-5, E2-5	The experts envision a formal tone for internal company podcasts, especially when discussing business updates.
	15. How many maximum guests is most ideal in an internal company podcast? <input type="checkbox"/> 1-2 <input type="checkbox"/> 2-3	Ratio	E1-6, E2-6, R1-6, R2-6, R3-6, R4-6	The experts believe limiting the number of hosts and guests is essential. They emphasize the importance of hosts having a deep

	<input type="checkbox"/> More than 3			<p>understanding of the subject and the ability to lead conversations while summarizing key takeaways.</p>
	<p>16. I desire to have additional interactive elements (sound effects, background music, transcript...) in podcasts.</p>	<p>Likert</p>	<p>E1-8, E2-8, R4-4</p>	<p>Elements like images and transcripts can significantly enhance the accessibility of a podcast. They emphasize the importance of appealing thumbnails to help listeners visualize the topics and the transcripts for those who prefer to skim and scan. Interactive elements like music sessions and sound effects make podcasts interesting.</p>
	<p>17. I want to listen to</p>	<p>Likert</p>	<p>R1-6, R2-6, R3-6, R4-6,</p>	<p>Some prefer a single host with</p>

	different guests in each episode.		R5-6	1-2 guests , others prefer multiple guests to offer diverse perspectives . It's clear that having guests can enhance the depth of the discussions.
	18. I want podcasts to be turned on in the office for all employees to listen together and feel the spirit.	Likert	E1-9	Podcasts can positively impact employees' mood and thoughts . By listening to business updates, and stories about colleagues, employees can gain valuable insights that can be applied to their daily work .
	19. It's better if a clear and concise transcript is included.	Likert	E1-8, E2-8	Elements like images and transcripts can significantly enhance the accessibility of a podcast. They

				emphasize the importance of appealing thumbnails to help listeners visualize the topics and the transcripts for those who prefer to skim and scan.
	20. Podcasts include side topics or adopting current social trends.	Likert	R1-5, R2-5, R3-5, R4-5, E1-4, E2-4	Focus on business news, training, and humorous stories. Maintaining an uplifting tone, avoiding excessive formality. Additionally, more updates on BOD messages, technology tips, and growth lessons.
	21. I want an internal podcast to serve sharing and inspiring purposes besides updating.	Likert	R1-7, R2-7, R4-7, R5-7, R3-10, R5-10	Internal company podcasts could positively impact employees' mood, but the extent depends on the content.

				They highlighted the potential for podcasts to inspire personal and professional growth, create a sense of belonging, and provide valuable insights for understanding company culture.
Action	22. My mood and thoughts at work could be impacted by an internal podcast.	Likert	R1-10, R2-10, R3-10, R4-10, E1-9	Internal company podcasts could positively impact employees' mood , but the extent depends on the content. They highlighted the potential for podcasts to inspire personal and professional growth, create a sense of belonging, and provide valuable insights for understanding company

				culture.
	23. I would listen to KMS internal podcasts during my break time in the office.	Likert	R4-3, R5-7, R5-9	Respondents preferred listening to podcasts during personal time (weekends or commutes). They avoided listening during work hours to avoid distractions and maintain focus on their tasks.
	24. I would use the internal podcast as a resource to learn about the company culture and values.	Likert	R3-6, R4-10, E2-10	Based on the experts' insights, internal company podcasts offer a potential opportunity for engaging employees, sharing valuable information, and fostering an uplifting work environment
	25. I would use the internal podcast as	Likert	E1-9, R3-10	By listening to business updates, and stories about

	a means to know and understand other employees, teams or projects in the company.			colleagues, employees can gain valuable insights that can be applied to their daily work. Additionally, podcasts can serve as a valuable tool for professional development and knowledge sharing.
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2.4.2.2. Quantitative Result

After conducting a quantitative survey via [Google Form](#), the survey obtained 215 results from respondents - employees from KMS Software, related to the study of the level of factors in an internal podcast affecting employee engagement.

General information results

The survey was conducted internally at KMS Software with 455 employees, and about 200 form responses were collected in two offices in Ho Chi Minh City and Da Nang. With the characteristics of the information technology industry, the number of male employees in both offices is higher than female employees, respectively 61% in the Ho Chi Minh City office and 66% in the Da Nang office.

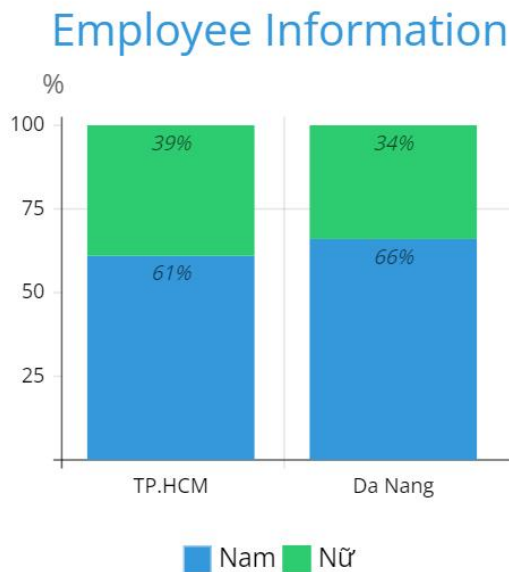


Figure 1: Employee Information

The most common podcast listening duration for respondents is “under 30 minutes”. This duration is most common across age groups, with 72% of respondents aged 22-29 listening to podcasts for over 60 minutes, 59% of respondents aged 30-34 and 46% of respondents aged 34+.

In contrast, those aged 30+ spend more time listening to podcasts for each listening session, mostly between 30-60 minutes. Besides, three most common podcast topics listened by respondents are mainly Technology (49.8%), Lifestyle (47.9%) and Education (34%), there are some other categories added by respondents: Psychology, Audio Book, Culture and Business.

=> The information can be applied to plan the content and duration of internal podcasts suitable for employee groups in KMS Software.

Listening Duration

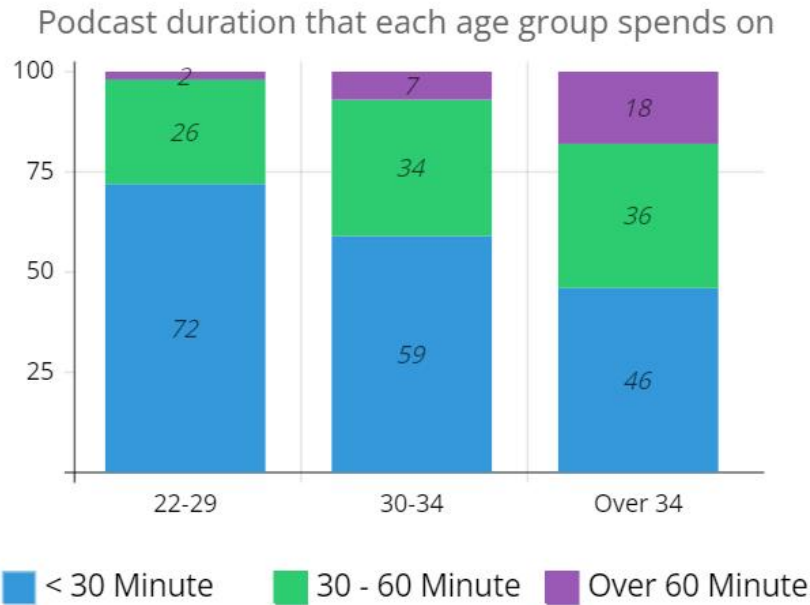


Figure 2: Podcast Listening Duration of Respondents

Based on 215 survey responses, a significant portion of respondents (57.7%) were unfamiliar with the concept of an "Internal Company Podcast." However, 42.3% indicated that they had heard the term.

=> This suggests growing awareness or usage of this communication tool within organizations. For those who are not familiar with this term, this internal podcast project will have potential as employees in the company tend to be more open with new initiatives.

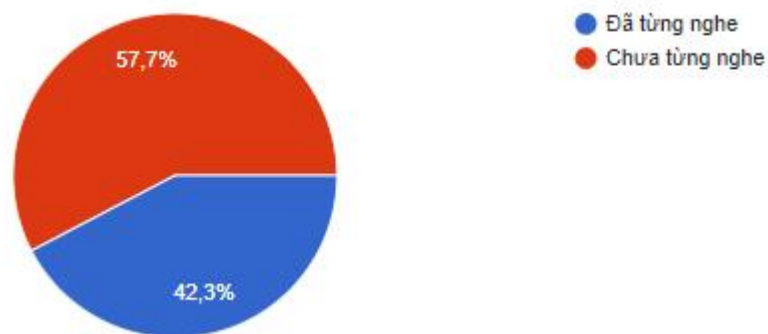


Figure 3: Response to the question "Have you every heard of Internal Company Podcast?"

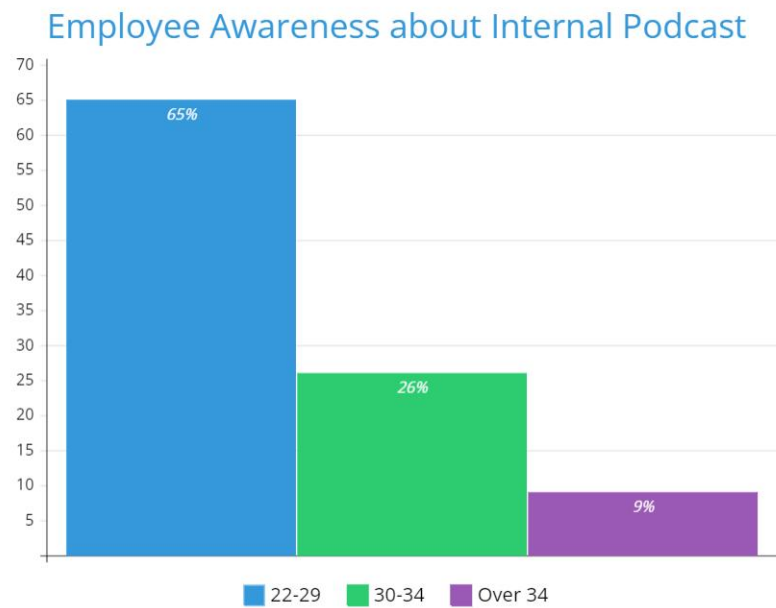


Figure 4: *Employee Awareness About Internal Podcast*

According to three age groups, 42% of the respondents have heard about the concept of "internal communications". Including 65% of the age group 22-29; 26% of the age group 30-34, and 9% of the age group over 34.

While a majority of younger respondents (22-29) are familiar with the concept, awareness diminishes considerably among older age groups. This suggests a generational gap in understanding the importance of internal communication within organizations.

The findings indicate a need to improve internal communication strategies to reach a wider audience within the organization.

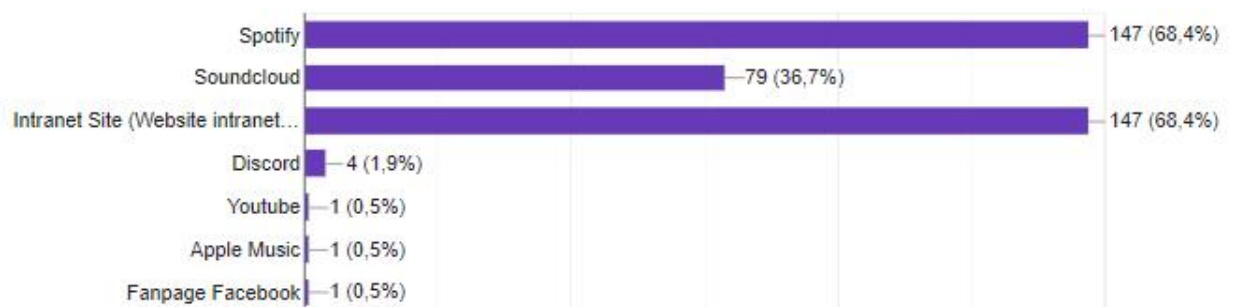


Figure 5: *Response about potential platforms for internal podcast*

When it comes to researching potential platforms for internal podcasts. Spotify and KMS Intranet are two top of mind options (68.4%). Spotify is more interactive and is the most common platform for podcasting, while Intranet Site is more secure and personalized for our organization to conduct company podcasts.

22-29 is the age group with most respondents suggesting using Spotify and Soundcloud as potential platforms for internal podcasts. This is explained by a listening habit:

The 22-29 age group is likely to be avid podcast listeners, already accustomed to using these platforms for content consumption.

However, respondents also suggested additional alternatives, such as Discord, YouTube for Podcasts, and Apple Music. These platforms may offer unique features or capabilities that could be valuable for specific organizational needs or preferences.

AIDA Model Result

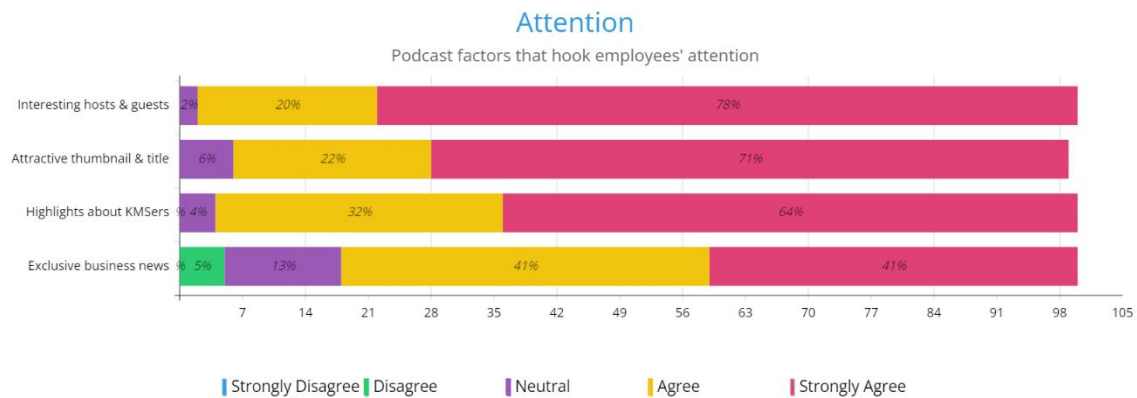


Figure 6: Response about attention factor for internal podcast

According to the result from the “Attention” component, most respondents strongly agree that Interesting hosts & guests' profiles can hook their attention and motivate them to click an internal podcast (78%)

=> This suggests that employees value personality, expertise, and relatability in podcast hosts.

Next, they may skim and scan the podcast thumbnail & title and can be attracted if the thumbnail is well-designed and the title is well-crafted.

=> This indicates that visual aesthetics and clear messaging play a crucial role in initial engagement.

Respondents also pay attention to highlighted stories about their coworkers (64% strongly agree), while exclusive business news is not as attractive as the two factors above.

- **Key Finding:** To attract and engage employees, organizations should prioritize selecting engaging hosts and guests, invest in visually appealing podcast designs, focus on relatable stories, offer exclusive content, and regularly gather employee feedback to tailor the podcast's content and format. But we should not focus too much on business news, business updates should account for about 60% of our internal podcast. Instead, we should focus on highlighting personal stories, achievements of KMS Software employees. This must work well with the hosts & guests selection process to craft the most attractive internal podcast.

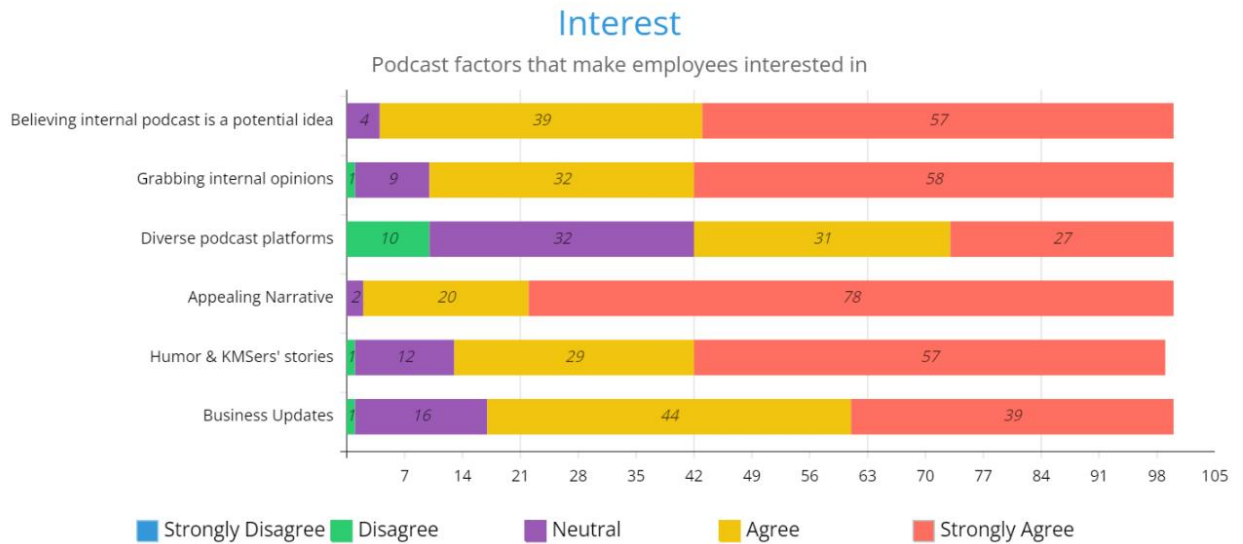


Figure 7: Response about interest factor for internal podcast

A significant majority of respondents (57%) strongly believe that internal podcasts are a potential idea. This indicates a positive outlook on the potential benefits and impact of this communication tool.

Employees express a strong interest in internal opinions (58%) and stories about their coworkers (57%). This suggests a desire for content that is personal, relatable, and connected to the company culture.

An added sense of humor is highly valued by respondents (57%), indicating that a lighter tone and entertaining elements can enhance engagement. While business updates are important, employees may prefer to receive this information through traditional channels like all-hands meetings. They are more interested in side topics and personal stories.

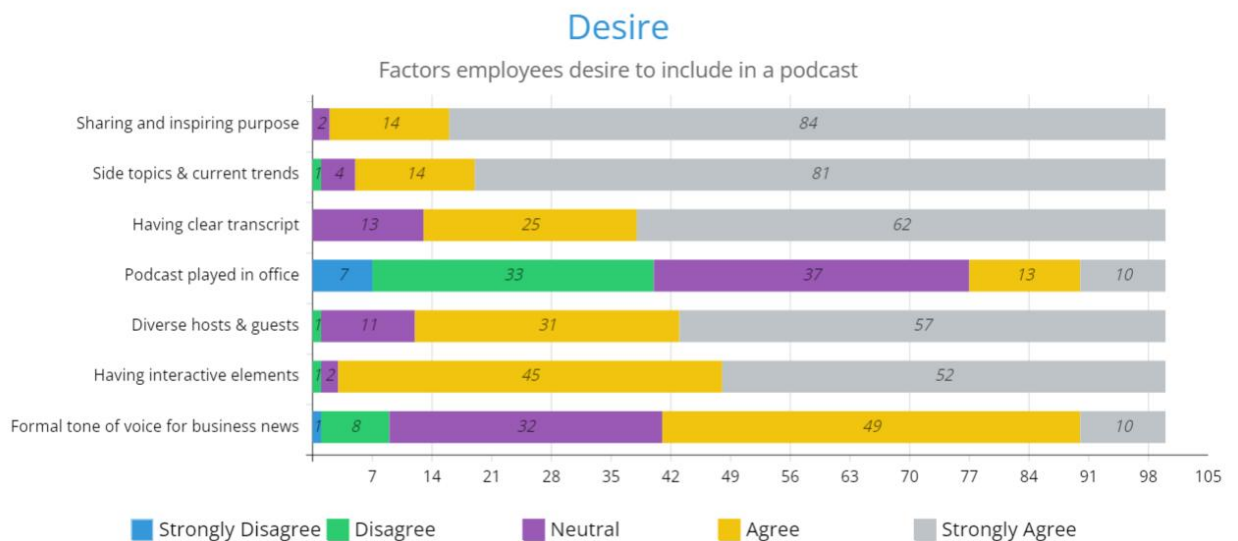


Figure 8: Response about Desire factor for internal podcast

A significant majority of respondents (84%) believe that internal podcasts serve the purpose of sharing and inspiring, in addition to updating information. This highlights the potential of podcasts to foster knowledge sharing, employee recognition, and a sense of community.

Respondents expressed a strong desire for internal podcasts to cover side topics and current tech trends (81% strongly agree). This indicates a preference for content that is technology-related, informative, and engaging.

While there is some interest in playing podcasts in the office, a significant portion of respondents (33%) disagree with this approach. This suggests a preference for individual listening, allowing employees to consume content at their own pace and convenience.

Respondents desire variety in hosts and guests (57% strongly agree), along with interactive elements like intro/outro music and sound effects (52% strongly agree). This indicates a preference for podcasts that are engaging, entertaining, and offer a more immersive listening experience. While a formal tone is expected for business news (49% agree), it's important to balance this with a more conversational and engaging style for other content.

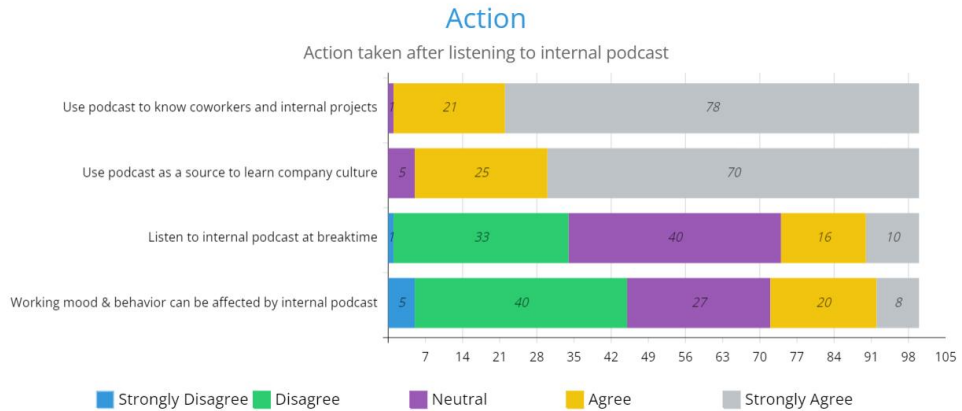


Figure 9: Response about Action factor for internal podcast

About 78% of respondents strongly agree that they use internal podcasts to know more about their coworkers and internal projects, and 70% of them use internal podcasts as a source to learn more about company culture.

=> This indicates their potential to foster a sense of belonging and connection among employees, and podcasts can be effective in promoting knowledge sharing and employee engagement.

However, not everyone spends their break time listening to internal podcasts (40% remain neutral on this action statement and 33% disagree).

=> This indicates that individual preferences and work priorities play a significant role in podcast consumption.

Besides, internal podcasts do not have a strong effect on their working mood and their behavior after listening, 40% disagree on this statement.

=> This suggests that while they can be informative and engaging, their impact on overall employee performance may be both positively and negatively limited.

- Key conclusion

For the “Action” component, Internal Podcasts can be valuable tools for sharing information, promoting company culture, and fostering employee engagement. However, their impact on individual employees may vary. It's important to recognize that not everyone will find internal podcasts to be highly engaging or influential.

- Recommendations:

- Encourage employees to listen to podcasts during their break time or when they have the opportunity, rather than forcing them to listen during specific times. We can play podcasts in the office after lunch break to kick off a new working session.
- Combine internal podcasts with other employee engagement activities to create a more comprehensive approach to fostering a positive work environment.
- Finally, we can consider offering a variety of podcast topics and formats to cater to different interests and preferences: business news (60% of the podcast length), side topics (40% of the podcast length): technology trends, highlighted events, KMSers’ stories-of-the-month.

CHAPTER 3

RECOMMENDATIONS

3.1. Foundation for the solutions:

Some of the key findings from the quantitative and qualitative research collected will be applied in order to form the basis for solutions or recommendations by which a clear strategy can be proposed to suggest a new, effective internal marketing channel at KMS Software.

Key conclusions that will be deduced from the results of qualitative and quantitative research will be: Results will then act as a very strong basis for recommending internal marketing communication strategies and the launch of the internal podcast at KMS Software.

- **On-demand access and diverse formats:**

- 33% of respondents prefer individual listening, indicating a strong desire for flexibility in content consumption. To accommodate this, we can provide podcasts on-demand, allowing employees to listen at their convenience. Besides, we can consider offering different formats (e.g., interviews, discussions, narratives) to cater to varied preferences.
- Additionally, our communication team can facilitate regular feedback mechanisms to continuously adapt monthly content based on employee interests and habits, ensuring relevance and engagement.

- **Approval to diverse perspectives but familiar voices:**

- 78% of respondents agree that interesting hosts and guests attract their attention. To maximize engagement, we can prioritize selecting hosts who are not only knowledgeable but also relatable and personable.
- For example, consider inviting employees from various departments, both technical and non-technical to share their unique insights, creating a diverse range of voices that can resonate with different audience segments.

- **A desire for visual appeal and storytelling:**

- A well-designed thumbnail and catchy title are essential. 64% in the quantitative research indicates that visual aesthetics and storytelling are crucial. We can invest in graphic design and creative messaging to craft appealing podcast visuals that reflect the content's themes, making them more inviting and likely to be clicked.

- **A desire for personal and relatable content:**
 - The strong interest in coworker stories (64%) and internal opinions (58%) highlights the demand for relatable content at KMS Software, this shifts the focus from traditional business updates to personal achievement stories, milestones and experiences that can foster a sense of community.
 - This approach encourages employees to engage with each other and enhances company culture.
- **Interest in humor and lighter tone of voice in internal communications:** 57% of employees value humor in content, highlighting its role in making internal communications more engaging. In this way, internal podcasts with light-hearted elements can create a more relaxed atmosphere, making it easier for employees to connect with the material. Moreover, we need to ensure that the tone remains appropriate, balancing humor in side topics with professionalism in business updates to maintain credibility.

To conclude, we have a strong foundation for the launch of an internal podcast, as a significant **57%** of respondents strongly believe that internal podcasts are a potential initiative.

In qualitative research interviews, the first expert noted that very few technology companies have initiated internal podcasts. Additionally, **78%** of quantitative respondents indicated that they use internal podcasts to learn more about their coworkers and internal projects, while **70%** utilize them as a resource for understanding company culture. Despite this evident interest and potential, the prevalence and utilization of internal company podcasts remain limited.

3.2. Idea for solution

According to the Communications Manager, some reasons that current internal communication platforms (email and newsletter) are gradually become ineffective are:

- Overlapping newsletter and emails from all business lines.
- Emails do not allow interactive and highly engaging content.
- Employees in IT companies spend little time reading emails and newsletters.

To resolve the three concerns above, it is necessary to leverage a new digital platform for more effective, centralized and engaging internal communication. After thorough quantitative and qualitative research, we come to a conclusion that internal company podcast is a suitable platform to launch, because:

- Unlike traditional emails and newsletter, podcasts allow interesting content delivery. Features such as interviews, discussions, and storytelling create a more engaging experience, fostering engagement between employees. Employees can listen to podcasts while multitasking, enhancing the likelihood of message absorption compared to static emails.
- According to the expert interview result, one additional piece of information is that very few technology companies initiate making company podcasts, so we can become a pioneer in enhancing internal marketing by adopting podcasts as a brand new platform.
- Given that employees in IT companies often have limited time for reading, podcasts offer a more efficient alternative. With on-the-go accessibility, employees can consume content during commutes, breaks, or while performing other tasks. This flexibility aligns well with the fast-paced work environment and maximizes employee engagement at KMS Software.

3.3. Execution

3.3.1 Marketing Objective:

- Avoid newsletter/emails and other communications overlapping with other departments/business lines. This is also mentioned in the Communications OKRs set in the Fiscal Year 2025: All emails sent by Mailchimp should get more than 80% Open Rate.
- Increase employee engagement that doesn't exist with emails or newsletters, as well as uplifting office vibe with more appealing contents that exceed a normal email. According to KMS Technology's Fiscal Year 2025 Communications Objective & Strategy, we need one pilot/initiative to increase employee engagement/ employee advocacy for KMS Software.
- Widely spread information, collect subscribers & involve our KMS Software members in different roles, including hosts, news sharers,...

3.3.2 Target Audience:

All employees of KMS Software (a business line of KMS Technology). Working in Ho Chi Minh City and Da Nang City.

- Age: 25 - 40.
- Gender: Male & Female.

- This includes individuals in some IT roles such as Software Developers, Software Engineers, Testers, and are currently involved in specific company's projects.
- Half of this segment are remote workers, and podcasts can help bridge the gap between them and in-office employees, fostering a sense of community.
- Interested in company values, initiatives, and employee activities.

3.3.3 Communication Strategy

- Define KMS Software internal podcast: a reliable and effective alternative for a newsletter/e-mail in company updates, offering diversified internal news and content with interesting hosts and guests. This will also involve adopting an Intranet site to host our podcast to serve up all KMS Software members.
- Go live with the first episode for a pilot test-small-scale trial testing of the new initiative internally.
- Tone of voice: Following the KMS brand archetype is The Hero and The Everyman.
- Content Pillar: In quantitative research, based on the opinions expressed by the respondents, we have included two clear and distinctive topics: Business updates/Account highlights and Side Topics - technology trends, social updates, or horoscope.

3.3.4 Highlighted Project Execution:

- Podcast name: Plug Into The Latest
- Key message: Stay connected to the heartbeat of KMS Software.

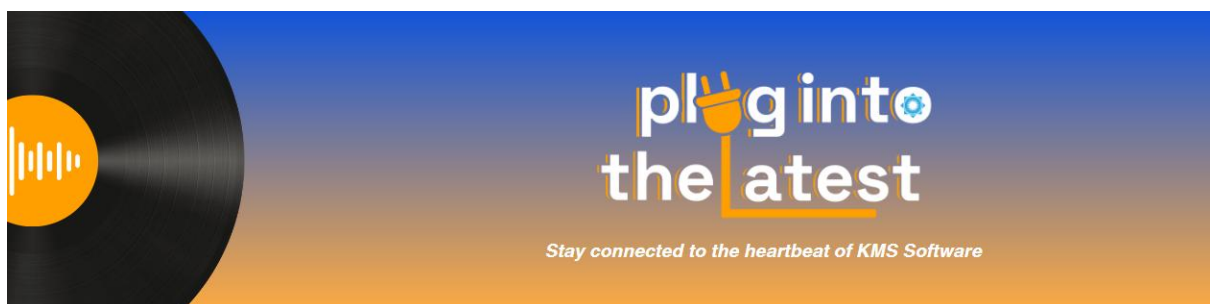


Image 3: Key message of the Internal Podcast

- Key Visual: Working closely with the designer to make the design best reflecting the purpose of the podcast.



Image 4: Key visual 1 of the Internal Podcast



Image 5: Key visual 2 of the Internal Podcast

- Platform executed: KMS Software Intranet Site.
 - First, it ensures easy accessibility for all employees, allowing them to listen to episodes at their convenience.
 - Next, hosting our podcast on the intranet ensures security and confidentiality, ensuring that sensitive business information remains within the organization.
 - Finally, Intranet is a tool that can easily work with other internal marketing channels at KMS Software (e.g: email, google chat space...)

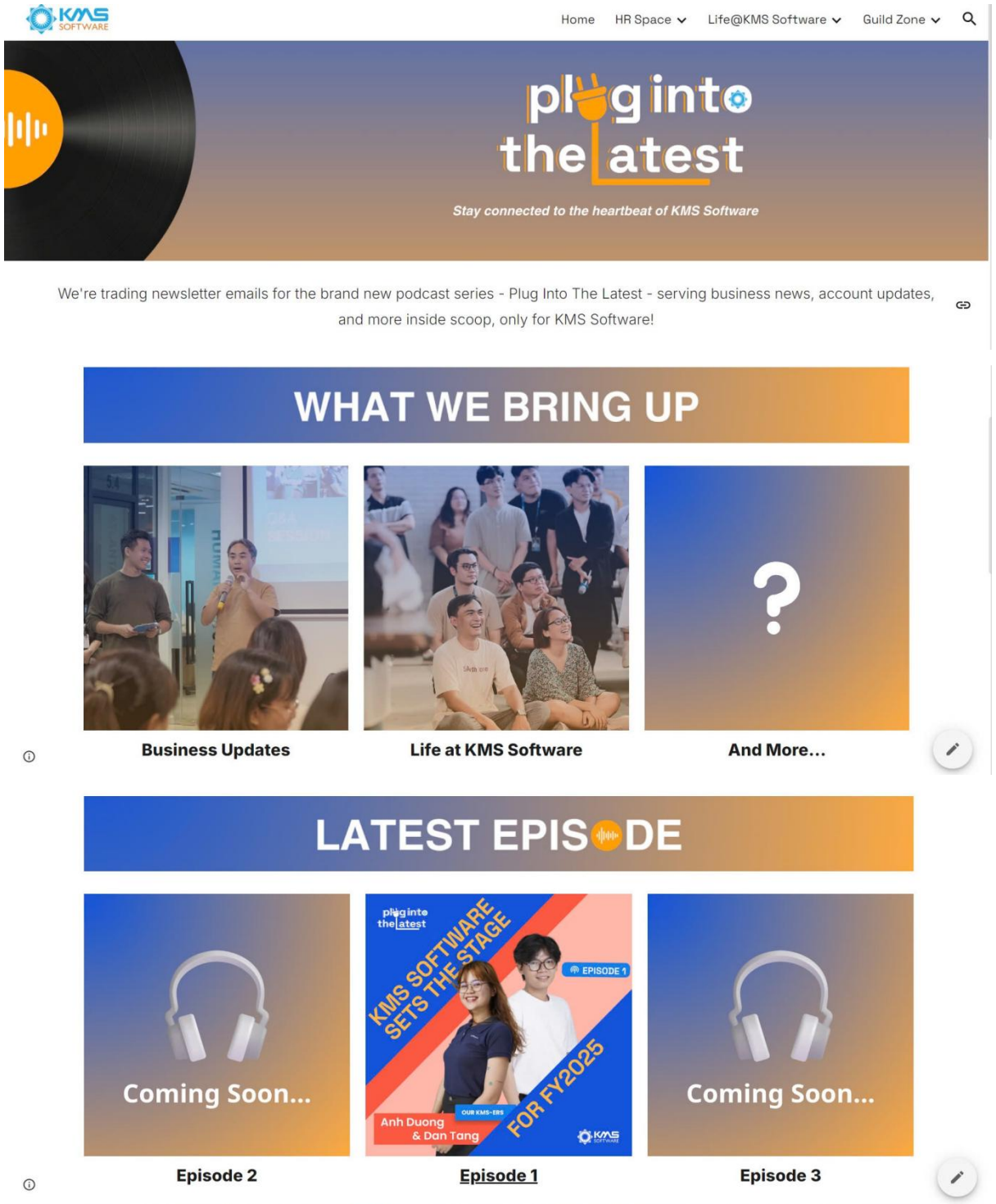



Image 6: Intranet page of the Internal Podcast

3.3.5 Overall Master Plan

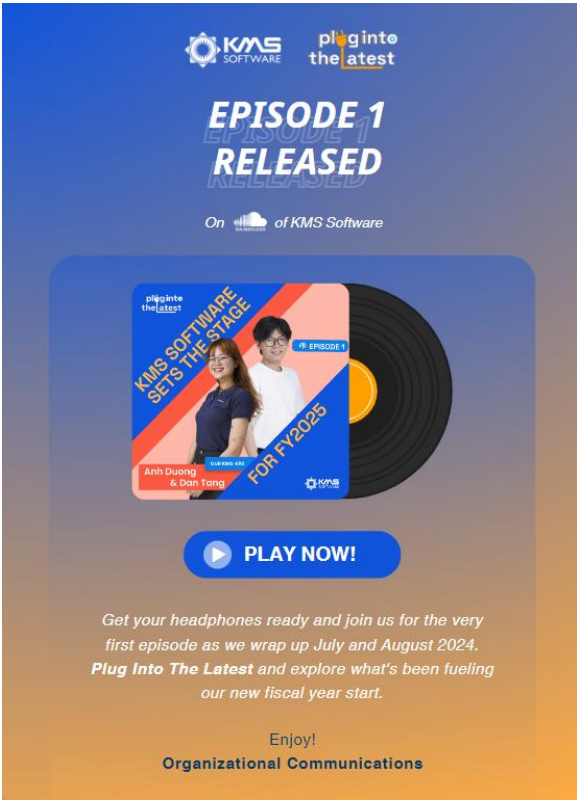
Table 4: Project Master Plan

PODCAST PLUG INTO THE LATEST	
Key Visual	
Objective	<ul style="list-style-type: none"> ● Avoid newsletter overlapping with other departments. ● Create a perceived intimacy that doesn't exist with emails or newsletters, as well as an uplifting office vibe with more appealing contents that exceed a normal email. ● Widely spread information, collect subscribers & involve our members in different roles, including hosts, news sharers,...
Format	<ul style="list-style-type: none"> ● 1 Host - 1 Episode <ul style="list-style-type: none"> ○ Solo host; Multi-guests; Interview-based ○ Length & Frequency: 6 minutes & bi-monthly released ● Channels: KMS Software Intranet Site
Timeline	<p>Started from September 5th: First Episode Launched</p> <p>Following up:</p> <ul style="list-style-type: none"> ● October 31th: cover the news of August, September, support company trip's communications. ● December 26: cover the news of October, November with a Christmas vibe. ● February 27: cover the news of December, January. A month after

	<p>Tet.</p> <ul style="list-style-type: none"> ● April 24: cover the news of February, March. ● June 26: cover the news of April, May. Ending Fiscal Year 2025 business news.
Hosts	<ul style="list-style-type: none"> ● Inviting one host (employees from KMS Software with potential voice and abilities to lead conversations) ● Two guests (Line Managers or Technical Employees)

3.3.6 Communications Plan

Table 5: Project communications plan

Phase	Communication Tactics
Pre-launch	Teasing Email
	In-office Banner
First Episode Release	 <p style="text-align: center;"><i>Image 7: Announcement Email</i></p>
	Wrap-up Email: First episode link (serving at-home listeners) & Feedback (for all audiences)

2nd Episode Release	Teasing Email: Episode 2 Releases Soon
	Announcement Email (Mini-game included)
3rd Episode Release	Announcement Email
	Wrap-up Email

3.3.7 Budget Allocation

Table 6: Budget Allocation

No.	Item	Estimation		
		Unit Cost	Quantity	Total
1	Voice record device	3.160.000 ₺	1	3.160.000 ₺
2	Gifts for hosts (branded items)	1.000.000 ₺	6	6.000.000 ₺
ESTIMATED TOTAL		Total		9.160.000 ₺

3.4 Key Results

After Episode 1 was launched, we sent a wrap-up email with a mini-game and a form asking for feedback from audiences. Some key results collected:

- More than 120 audiences clicked play our internal podcast on a working day.
- Teasing Email:
 - Open Rate: 79.6%
 - Click Rate: 7.6%
- Launching Email:
 - Open Rate: 78.1%
 - Click Rate: 17.7%
- Wrap-up Email:
 - Open Rate: 74.7%
 - Click Rate: 5.5%
- Moreover, we got 4.4 out of 5 overall score for the first podcast episode:

1. Overall, how would you rate Plug Into The Latest #1 ?



5 responses

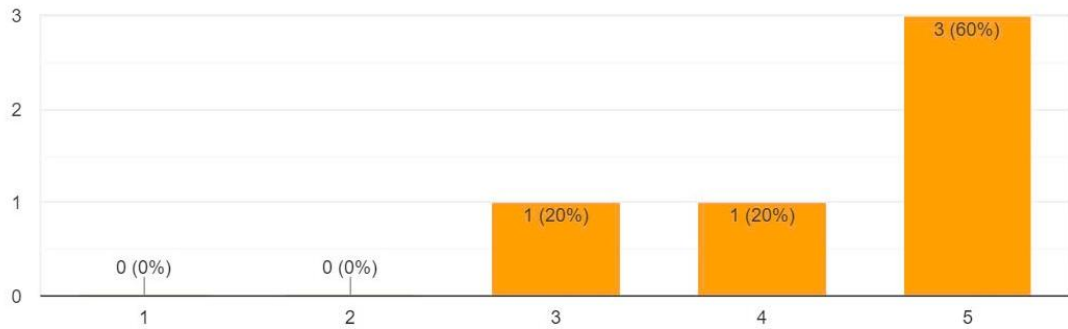


Figure 10: Overall score for the first podcast episode

3. How would you rate each of the following aspect of the podcast?

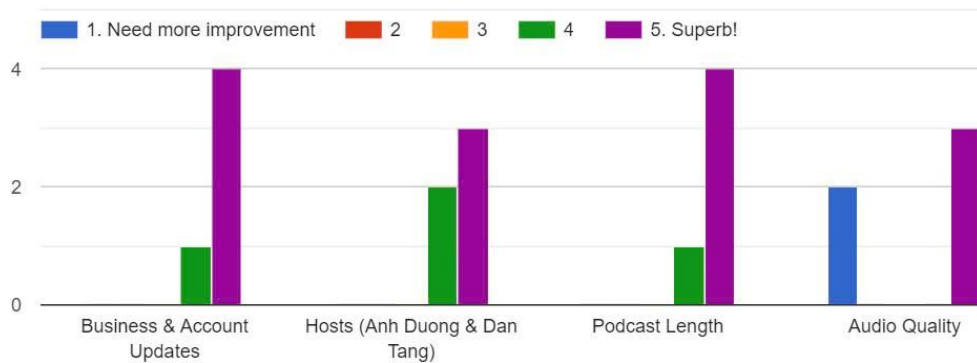


Figure 11: Podcast rate according to each section

3.5. Project Retrospective and Further Recommendations

- **Constructive Feedback:**

The improved format of the podcast has sufficiently boosted business updates and employee participation. This means the audio format sits well with the team, providing a refreshing alternative to the traditional newsletter style that is common.

Compatible Hosts: Feedback indicates that the hosts interact well and have a compatible dynamic, which adds to the listener's experience. Compatibility fosters the element of relatability, meaning that listeners can feel closer to the content. Length-ideally seven minutes, it is well-received, providing enough information to the listener without being too overwhelming.

- **Opportunities for Improvement**

Audio Quality: Great topic, but the sound is lousy. This detracts from the listener's experience; look into getting better recording equipment or editing software to make the

tone more clear.

Content diversification: Listeners prefer a diverse range of topics. To introduce subjects such as technology update, leadership message, AI trend, lifestyle, and music into the content upgrade will enable diverse themes while keeping the novelty and interest in the podcast alive.

Team/Project experience sharing: There is a preference for episodes which are on the experiences of teams or projects. Success stories, challenges faced by different teams, and lessons learnt from them provide a community of employees and make them more cohesive by evoking a collaborative feeling.

- Recommendations:
 - Allocate budget for better microphones, soundproofing, and editing tools to enhance audio quality significantly.
 - Create a content calendar full of all the topics requested. Encourage employee contributions on specific themes or guests they would like to interact with to ensure that the podcast stays timely and engaging.
 - Keep listener feedback after each episode and continue to keep the podcast aligned with employee interest and engagement.

Hence, by building on these identified areas for improvement but also by leveraging the podcast's current strengths, it should be possible for us to craft a more engaging and meaningful internal communication tool that really resonates with the audience.

CONCLUSION

The initial objective of my research was to evaluate the efficacy of existing internal marketing platforms at KMS Software, while also suggesting podcasts as a potential alternative medium for disseminating company updates and information regarding projects.

The AIDA model was employed to examine the various stages that individuals experience when integrating a novel service within the organization.

The review of current internal marketing platforms at KMS Software showed that, although the monthly newsletter proves effective in information dissemination, it faces difficult challenges in terms of engagement, interaction, and fostering community. This situation is further exacerbated by the multi-business line framework and the inherent weaknesses of email as a communication tool.

To address these deficiencies, the study suggested the introduction of podcasts as an additional media format. The nature of podcasts offers a host of advantages, including the ability to engage audiences through narrative formats, higher sound quality, and interactivity. Through the embedded benefits of podcasts, KMS Software has the ability to enhance employee engagement, build a community experience, and make internal communications more interesting.

The proof-of-concept pilot episode of the podcast at KMS Software went well. The podcast format was well-received by the employees, and the content was effective in conveying business news and increasing participation. There are still areas for improvement, though-the audio quality and the range of topics covered.

Results from this study indicate that KMS Software should continue to investigate and invest resources in podcasting for internal communication. If KMS Software can continue to work on previously identified areas for improvement, coupled with leveraging the opportunities podcasting provides, then KMS Software is well-positioned to increase employee engagement and strengthen internal communication.

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INTERNSHIP DIARY

Time	Detail	Result	Lessons Learned
Week 1 (05/08 - 09/08/ 2024)			
Monday 5/8	Introduction to the team's workspace & systems. Get an overview of key projects for the next 3 months. First step in researching the "Podcast Newsletter" project.	Understand how the team uses tools to work together. Understand what projects the team is focusing on and what to expect from upcoming projects.	Understanding how the team works & systems can save time and increase productivity.
Tuesday 6/8	Learn about past projects the team has worked on, including goals, outcomes, lessons learned, etc. Evaluate and analyze the company's current communications and marketing channels, such as website, social media, email marketing, etc. Report results to the Communications Manager.	Understand the project planning and execution process. Receive reviews, comments, and information about internal communications channels.	Be proactive in learning. Gain insights & strategies in internal communications.
Wednesday - Thursday 7/8 - 8/8	Schedule meetings with Communications Manager, receive Podcast project requests. Submit proposals and plan the project.	A complete plan including content strategy, design direction and communication plan.	Planning and ideation skills. Learn how to organize workspace on Trello, Google Sheets/Docs.
Week 2 (12/8 - 18/8/2024)			

Monday 12/8	Learn about branded items used internally and externally.	Understand branded merchandise, requirements and rules when producing and using for communication purposes.	Self-study and self-research skills.
Tuesday 13/8	Plan the production of the next branded items for internal use. Report to Communications Manager.	Complete plan and organize necessary information.	Work organization skills. Time management skills.
Wednesday - Friday 14/8 - 16/8	Research and write content for use in branded items. Contact vendors & send requests.	Complete request for design, content of branded items.	Skills in writing for advertising/media publications.
Week 3 (19/8 - 25/8/2024)			
Monday 19/8	Get introduced and guided on how to use Mailchimp at business. Start using Mailchimp for first emails.	A complete email sent internally within business.	Writing skills and using email writing tools.
Tuesday - Thursday 20/8 - 22/8	Weekly group meetings. Grasp information between Communications & Event parties. Learn and read previous Newsletters/ Emails of KMS Software internally	Recognize information and annual events within the enterprise.	Skills to collect and search for information before asking questions.
Friday	Track emails to write.	Specific plan for	Planning and time

23/8	Schedule & draft each email.	emails.	management skills. Skills to create campaigns in Mailchimp.
Week 4 (26/8 - 1/9/2024)			
Monday 26/8	Weekly meeting with Communications Manager. Update on the status of tasks during the week. Finalize emails in preparation for the Mid-Autumn Festival event at KMS.	Understand detailed specifications for each type of email.	Effective communication skills. How to organize information in an email.
Tuesday - Wednesday 27/8 - 28/8	Support for organizing internal communications for Mid-Autumn Festival events. Support on the day of the event.	Comprehensive view of a seasonal event at KMS.	Knowledge of internal communication channels according to a customer journey.
Thursday - Friday 29/8 - 30/8	Draft and write internal event recap emails via Mailchimp. Research references for internal company podcast project teasing emails.	Completed recap emails, reviewed and edited by Manager.	Brainstorming on how to organize images, layouts and information in an effective email.
Week 5 (2/9 - 8/9/2024)			
Monday - Tuesday 2/9 - 3/9	Vietnam Independence Day		
Wednesday	Write an email to recap the	Media presentation	Attitude: Be

4/9	Mid-Autumn Festival event within the company.	standards and feedback form implementation.	proactive in projects, especially in the final stages of the project.
Thursday - Friday 5/9 - 6/9	Team meeting and recap of August, prepare for upcoming projects and events in the month.	Arrange the project to complete.	Listening skills. Planning skills.
Week 6 (9/9 - 15/9/2024)			
Monday 9/9	Catch up meeting at the beginning of the week with the Communications Manager. Finalize drafts of 2 emails: Teasing and Launching about the company's internal podcast project.	2 completed emails, through feedback & editing.	Writing and layout skills, research before writing.
Tuesday - Wednesday 10/9 - 11/9	Training using Figma tool, practicing some design publications. Learn about the definition of Employee Advocacy and the application orientation in Communications at KMS.	Design publications in Figma.	New knowledge about design thinking, using design tools. Understanding the term Employee Advocacy.
Thursday - Friday 12/9-13/9	Carry out tasks in the initial phase of the Podcast project within the company. Support Office Tour at the office for students of Ton	Complete assigned tasks. Complete work in the event.	Communication skills. Questioning skills.

	Duc Thang University & HUTECH.		
Week 7 (16/9 - 22/9/2024)			
Monday - Tuesday 16/9-17/9	Weekly meeting with Communications Manager. Writing script for podcast and conducting podcast trial recording.	Complete assigned tasks. Complete trial recording and complete script.	Content writing skills. Teamwork skills.
Wednesday - Thursday 18/9 - 19/9	Attend “HIVE Program” meeting, review Employee Advocacy program proposal. Complete weekly emails. Complete podcast editing.	Organize projects and complete emails.	Planning skills. Content writing skills. Knowledge of new terms: Employee Advocacy, Employer Branding...
Friday 20/9	Meet with the Communications Team for the Company Trip project. Send back the completed version of the podcast to the Manager for review and editing.	Complete preparation of Communications plan for Company Trip. Complete the first internal podcast.	Planning skills. Presentation and reporting skills.
Week 8 (23/9-29/9/2024)			
Monday - Tuesday 23/9 - 24/9	Weekly meeting with the Organizational Communications Team. Update the report on Goals FY2025 for the projects running in the team, list the data (Open Rate, Click	Complete the preparation of plans for personal projects. Complete the goals of the emails as planned.	Skills: Networking, research, communication. Attitude: proactive, energetic

	<p>Rate) of recent emails.</p> <p>Create ideas and implement plans - slide decks for personal projects.</p> <p>Continue to monitor and support tasks in the upcoming Company Trip project.</p>		
<p>Wednesday - Thursday 25/9 - 26/9</p>	<p>Schedule a meeting with the Communications Manager about the KMS Software internal revamp project.</p> <p>Track the number of listens and feedback of the first Internal Podcast episode.</p> <p>Come up with ideas and send out a mini-game related to the first episode of the podcast to KMS Software internally.</p>	<p>The mini-game has 18 plays and reached the top 10 player count as expected.</p> <p>The podcast is currently receiving 120 internal listens.</p>	<p>Skills:</p> <p>Be more creative, plan more strategically</p>
<p>Friday 27/9</p>	<p>Review the results of the first Podcast episode & write up the lessons learned after the first episode.</p> <p>Plan and create a detailed plan for the next podcast episode in November.</p>	<p>A retrospective of the podcast project.</p> <p>A complete master plan for the second episode of the internal podcast.</p>	<p>Skills:</p> <p>Learn from experiences through projects.</p> <p>Proactive attitude.</p>
<p>Week 9 (30/9 - 6/10/2024)</p>			

<p>Monday 30/9</p>	<p>Weekly Meeting with the Communications Manager. Meeting with coreteam about the Company Trip project, assigning tasks for each sub-team. Researching and searching for branded-items for “Excel-Lens Award” and “Spirit-Lens Award” projects.</p>	<p>A complete proposal for the branded-item proposal of the project. Report on work, understand the agenda of the meeting, what to prepare before the meeting.</p>	<p>Attitude: Ownership, proactive and “responsive” even in the smallest communication.</p>
<p>Tuesday - Wednesday 1/10 - 2/10</p>	<p>Make a detailed plan for a Personal Project. Research and survey opinions for items in the personal project. Search for more information, references and vendors (if any) for the projects. Meeting, participating in briefing and participating in an Office Tour for students at Telkom University.</p>	<p>Detailed plan for personal plan. Complete the tasks of the assigned position during the Office Tour.</p>	<p>English communication skills. Business introduction/presentation skills. Proactive attitude.</p>
<p>Thursday - Friday 3/10-4/10</p>	<p>Participate in “site-check” for the Company Trip project. Support the team and agency to implement the Company Trip project.</p>	<p>Complete the site check objectives as planned.</p>	<p>Time management skills and initial steps of event organization.</p>
<p>Week 10 (7/10 - 13/10)</p>			

<p>Monday - Tuesday 7/10 - 8/10</p>	<p>Based on the results of the site-check, combined with the Communications Plan, come up with ideas for teasing campaigns for the Company Trip.</p> <p>Meet with the Communications Manager about the Communication content in the Company Trip plan.</p> <p>Report the results of teasing ideas for the Company Trip.</p>	<p>Complete the Teasing plan for the Company Trip</p>	<p>Skills: Brainstorm ideas.</p> <p>Attitude: proactive, energetic.</p>
<p>Wednesday- Thursday 9/10</p>	<p>Plan the handover documents.</p> <p>Join the Monthly Team Meeting to report on work.</p> <p>Create drafts for upcoming emails of the Company Trip project, including 8 emails.</p>	<p>Complete the handover documents.</p> <p>Complete drafts for emails of the Company Trip project</p>	<p>Skills: Divide work. Arrange & report work.</p> <p>Knowledge: Necessary parts in a handover document.</p>
<p>Friday 10/10</p>	<p>Meet to share orientation with the Communications Manager.</p> <p>View and edit, supplement the handover document.</p> <p>Approve and edit details of the Teasing Game for the Company Trip project.</p> <p>Plan detailed action items for upcoming projects.</p>	<p>Complete basic tasks for Company Trip.</p> <p>Summarize action items for upcoming projects.</p>	<p>Skills: Search, select information and plan.</p> <p>Skills to contribute ideas, listen and debate.</p>

APPENDIX

Appendix 1. Plagiarism Check Result



Appendix 2. Qualitative Research Questions

Attention	Question	Purpose
To assess employees' knowledge and exposure to podcasts and company newsletters	Have you ever listened to any podcasts before?	Filtering question.
	Do you listen to podcasts? How often? If yes, what kind? And why?	Assess the level of podcast usage and identify preferred podcast genres.
	How often do you read KMS Software's monthly newsletter?	Measures the frequency of newsletter engagement and provides feedback on its effectiveness.

Interest	Question	Purpose
To find out employees' engagement and interest in terms of format and content.	What do you find most valuable in the newsletter? What least?	Identify the strengths and weaknesses of the old internal marketing platform and provide feedback for improvement.
	How do you prefer to consume information?	Understand employee preferences for different formats.
	Would you be interested in interactive elements, such as	And explores the potential for enhancing engagement through interactive features.

	quizzes or polls alongside the podcast?	
	How would you like to see different topics represented in the podcast or company updates only?	

Desire	Question	Purpose
Understand employees' preferences and motivations for using podcasts and company updates, to propose & produce better podcasts.	What kind of tone and style would you prefer for the podcast (informal, formal, humorous, serious)?	Understand employee preferences for the overall feel of the podcast.
	What podcast formats do you prefer (interview, panel discussion, solo host, etc.)?	Identify preferred formats for delivering content.
	What qualities do you look for in a podcast host or guests?	To tailor delivery style and content to better meet the audience's needs.
	How do you feel about the idea of using podcasts as a platform for sharing employee stories and experiences?	Explores the potential benefits of employee storytelling and its impact on employee engagement as well as the podcast.
	How important is it to have visual elements (images, transcripts) accompanying the podcast?	Identify preferred formats for content accompanying the podcast.

Action	Question	Purpose
Measure employees' actual behavior and engagement with podcasts and company updates => To see possibilities & consumers' barriers in upcoming podcasts.	Would you listen to the podcast during work hours or personal time?	Understand listening preferences and identify potential challenges.
	Have you ever used the information from a podcast to improve your work?	Assess the impact of podcasts on work performance and identify potential benefits.

Appendix 3. Quantitative Survey

Link Form: <https://forms.gle/madJC5V3YaALrgMi9>

Appendix 4. Quantitative Survey Evidence

Link Evidence: [Minh Chứng Khảo Sát Định Lượng](#)

