

Internal communication enablers (1)

Aim

The aim of the enablers presented in these slides is to create an effective and efficient communication process within the company. 'joint behaviour toward some common goal of interest'

Organisational structure

1. Formalisation

- Formalisation of activities will improve communication between marketing and R&D because the team members are forced to share information at fixed time intervals by for example having scheduled face-to-face meetings. Without these formal procedures, information sharing will only happen rarely and on the specific initiative of the team members (Moenaert et al., 2000).
- One of the formalisation procedures is the setting of clear goals, highlighting an important aspect of formalisation
- By having common goals and clarifying the individual person's role in the NPD process, people from different functions are more likely to share information and sort out conflicts.

2. Centralisation

- The overall view is that formalisation and decentralisation will facilitate internal communication between functions and thereby influence NPD success.

Internal communication enablers (2)

Team composition: how teams are optimally structured

1. Cross-functionality

- Crossfunctional teams where teams are consisting of experts from different functions – especially marketing, R&D, and manufacturing.
- In order to obtain better internal communication flow, internal linkages need to be stronger. Technical experts need to educate marketing experts about recent developments in technology, and marketing experts need to educate technology experts about aspects of consumer behaviour. Information must flow in both directions in order to increase the likelihood for NPD success

2. Role flexibility

- meaning that marketing experts and R&D experts are able to carry out some of each other's tasks.

Management mechanism

Management support is important to facilitate internal communication between functions by proactively supporting the interacting culture in the organisation

HOW:

- They can do this by frequently emphasising the importance of knowledge sharing for their employees and by establishing the right organizational context to facilitate the knowledge sharing
- Team to overcome difficulties, providing encouragement, keeping open communication channels with people involved in the NPD, and providing the resources facilitating a successful NPD process

Internal communication enablers (3)

Knowledge management

- A system that promotes collaborative environment for capturing and sharing existing knowledge, creates opportunities to generate new knowledge, and provides the tools and approaches needed to apply what the organization knows in its effort to meet its strategic goals'
- With the personalisation strategy, knowledge is connected to the individual person (tacit knowledge) and will often be shared by human-to-human interaction
- With the codification strategy knowledge is codified and stored in documents or databases where everyone within the company can make use of it.