

Analyse of communication strategy of John Crane Sigma Lutín a.s.

Veronika Malíčková

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Ing. Petra Kressová, Ph.D.

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prof. PhDr. Vlastimil Švec, CSc.
děkan

L.S.

doc. Ing. Anežka Lengálová, Ph.D.
vedoucí katedry

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ABSTRAKT

Cílem této analýzy bylo zjistit možné problémy týkající se komunikace ve firmě John Crane Sigma. Pro analyzování těchto problémů autorka zvolila metodu dotazování, pozorování a studium vnitropodnikových dokumentů. Výsledky šetření nepotvrdily autorčino podezření na problémy v komunikaci. Nicméně autorka tímto šetřením objevila několik slabých stránek korespondující s komunikací jako například: špatné vztahy mezi dělníky, velké množství práce vyžadující přesčasy zaměstnanců, problémy související s používáním SAPu a neochotu. Autorka navrhla možná doporučení a řešení těchto slabých stránek, jako například hlouběji zmonitorovat a prošetřit tyto slabé stránky, a následně učinit kroky, jako například změnit pracovní směny problémovým dělníkům, zaměstnat více lidí, nebo najmout experty na SAP.

Klíčová slova: komunikace, SAP, analýza, kancelářští pracovníci, dělníci, dotazník, atd.

ABSTRACT

The aim of this work was to analyse possible problems of communication in the company John Crane Sigma. To do this analysis the author selected the method of questionnaire survey, observation and studying of intercompany documents. Results of the investigation did not confirm author's suspicion of communication problems. Nevertheless the author found several weaknesses related to communication such as bad relationships between operators, overworked employees, problems referring to using SAP, or unwillingness. The author suggested some possible recommendations and solutions for these weaknesses such as deeper monitoring and investigating of these weak fields, and subsequently to do steps such as to change work shifts of difficult operators, to employ more people, or to sign on some SAP experts.

Keywords: communication, SAP, analysis, office workers, operations, questionnaire, etc.

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DECLARATION OF ORIGINALITY

I hereby declare that the work presented in this thesis is my own and certify that any secondary material used has been acknowledged in the text and listed in the bibliography.

May 15, 2009

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INTRODUCTION

Communication is a very important element of everyday life. People depend on it everywhere. The goal of this work is to analyse communication in company John Crane Sigma Lutín a.s. This international company deals with manufacturing and sale of mechanic seals and couplings.

The author chose this topic to demonstrate the importance of communication as she believes that communication is a cornerstone of success. Since the author started working for JC Sigma Lutín in January 2008, she noticed some problems in the company communication related to a new system implementation. This system in question is named the SAP.

In the theoretical part of this work the author briefly introduced the definition of communication and its types and then she focused on the right way how to communicate in business world, how to deal with difficult people and the problem of intercultural communication. Also a few rules how to solve some problems in customer communication and how to be effective in this area were described in that section.

The practical part consists of an introduction of the company, JC Sigma Lutín, a brief history, and a description of its products. The last section of the practical part analyses possible problems in communication. For this analysis the author chose the method of questionnaire survey of employees and customers, observation and studying intercompany documents.

Finally, the author evaluated obtained results and gave some recommendations, and possible solutions how to improve identified weaknesses in communication.

I. THEORY

1 TYPES OF COMMUNICATION

Communication can be defined as the process of transferring information from a sender to a receiver. Information exchange is achieved by speech, signals, and writing.

Another definition of communication describes it as “the art and technique of using words effectively to impart information or ideas” (Dictionary, Encyclopaedia and Thesaurus, online).

1.1 Verbal Communication

Verbal interaction may be considered the basis of communication. Verbal communication is usually done face to face. Some basic elements of verbal communication are sounds, words, speaking, and language (College of Business, online).

Communication is a learned skill which “requires a vast repertoire of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating (Amazines, online).” Even if people are born with the physical ability to talk, they must learn to speak well and communicate effectively (Amazines, online). Verbal communication also includes written communication, which is going to be described later.

1.2 Nonverbal Communication

Nonverbal communication is a process of communication where no words are used and only nonverbal signals such as smiles or frowns are used. As nonverbal communication is used very frequently without one’s mind there can be danger of misunderstanding (Locker, 1995, 336).

Nonverbal communication can be done by (College of Business, online):

- Artifacts

“Artifacts are keys in establishing first impressions (College of Business, online).”

The term artifacts describe “objects such as clothes, jewellery, pictures, trinkets, which express one’s interests, hobbies, status, or lifestyle (College of Business, online)”.

- Haptics
Haptics communicate through “touching which can create both positive and negative feelings (College of Business, online)”. Touches can be experienced in many ways such as handshakes, pats, or kisses.
- Chronemics
Chronemics, or time, include punctuality, willingness to wait, and interactions. “Time use affects lifestyles, daily agendas, speed of speech and movements, how long people are willing to listen, etc (College of Business, online). “
- Kinesics
Kinesics, or body language, is expressed by movement of the body. This includes gestures, tapping your fingers, eye movement and body movements (Teaching English, online).
- Proxemics
Proxemics can be defined as a man’s use of personal space in contrast with fixed and semi-fixed feature space.

There are some other types of nonverbal communication such as mimicry and posturing.

1.3 Written Communication

These days written communication is very frequent. When something is written, it can be easily found when it is needed to prove something. Written text also includes nonverbal elements such as handwriting style or spatial arrangement of words (Amazines, online).

In business communication we usually use a formal style. By a letter one can judge the writer’s personality. Although writing on paper is not popular any more, electronic mail is still a common written communication method.

Speaking, listening, and the ability to understand verbal and nonverbal communication is skill which can develop in various ways. Basic communication skills are learned by observing other people and modelling the behaviour based on what has been seen. Some communication skills are also taught at school education by practicing and evaluating those skills (Amazines, online).

2 BUSINESS COMMUNICATION

Business Communication can be defined as communication used to promote a product, service, or organization (Amazines, online).

People need to communicate to plan products, coordinate manufacturing and delivery or persuade customers to buy a product. Effective communication makes sales of products, information or services possible (Locker, 1995, 4).

Business communication has many verbal forms (Locker, 1995, 4):

- face to face,
- phone conversation,
- informal meetings,
- e-mail messages,
- letters,
- memos, and
- reports.

A part of business communication nonverbal communication is also used, e.g. pictures, computer graphics, and company logos.

Business communication is applied in a lot of spheres of business (Wayne, Dauwalder, 1994, 7-11):

- marketing,
- management,
- customer relations,
- advertising,
- research, and
- employee engagement.

We can communicate to both internal and external audiences.

- Internal audiences are called people who are in the same organization such as subordinates, superiors, peers.
- External audiences are people outside the organization such as customers, suppliers, the parent company, unions, stockholders, potential employees, and the general public (Locker, 1995, 7).

Business is conducted through various channels of communication including (SmartLemming, online)

- the Internet,
- print publications,
- broadcasting media (radio, television),
- the outdoors,
- the word of mouth.

2.1 Communication and its Strategies

Communication is defined as a straight line from a sender to a receiver. It needs to be mentioned that communication can be successful only if the message delivers the desired response from the audience. To receive that response, one has to have a good strategy of written and spoken communication. According to Munter there are five interactive variables (Munter, 2006, 3):

- writer or speaker strategy,
- audience strategy,
- message strategy,
- channel choice strategy, and
- cultural choice strategy.

These strategies may influence each another.

Communicator strategy (Munter, 2006, 4-9)

Communicator strategy includes our objectives, style and credibility. When we communicate to someone else, we want to reach some objective. It is important to be clear and certain what these objectives are. Once those objectives are set, one should choose an appropriate style to reach them.

- Tell style

Tell style is used when we want the audience to learn something. For example, tell style is used when we want to inform someone or explain something. We only need to ensure that the audience understood what was said.

- Sell style
Sell style is used when we want to persuade the audience about something. We want them to change their mind or behaviour.
- Consult style / Join style
These styles are used when we want to learn something from the audience. These styles are collaborative, e.g., questionnaires or brain-storming.

The last aspect of communicator strategy is analyzing the audience's perception of speaker and their credibility. This can be defined as the audience's belief, confidence, or faith in speaker. There are some factors which affect speaker's credibility, e.g., expertise, image or rank; in other words the hierarchical power (Munter, 2006, 4-9).

Audience Strategy

Audience strategy is possibly the most important aspect determining our communication strategy. To achieve the best results the speaker should be able to answer following questions about the audience (Munter, 2006, 10-17):

- Who are they?
- What do they know?
- What do they feel?
- How can I persuade them?

To receive answers to these questions we have to analyze the audience and learn about it as much as possible. We have to find out what the audience's level of knowledge and attitude towards the topic is or whether the audience is interested in it (Munter, 2006, 10-17).

Message Strategy

Presenter's message and ideas should be clear and well organized to be able to reach the audience (Munter, 2006, 18).

There are several criteria to communicate an effective message. The message should (Locker, 1995, 13):

- be clear,
- be complete,
- be correct,
- build goodwill, and

- save the reader's time.

Channel Choice Strategy

The aim of this strategy is to choose the medium through which the speaker sends the message to the audience. We can communicate through these channels (Munter, 2006, 23-26):

- speech,
- writing,
- email,
- voicemail,
- fax, and
- video conferencing.

The speaker has to choose the most suitable communication channel to every business situation.

Culture Strategy

Cultures differ by countries, industries, organizations, genders, and ethnic groups. Culture differences influence our communication style, audience strategy, message structure and also the channel strategy (Munter, 2006, 29).

2.2 Effective Business Writing and Speaking

Effective writing and speaking is probably the most important aspect of business communication. It is a learned skill that needs a lot of practice. To achieve the skill it is necessary to know some rules and forms.

2.2.1 Writing

As Keller points out, "business and administrative writing demands a style that is succinct, polished, and direct." Business writings should be written in an easy-to-read style (Locker, 1995, 84).

It is possible to use several writing styles depending on the audience.

- Informal style
We use this style when talking with someone we know.

- Formal style

Formal style is the most suitable for business writing (Locker, 1995, 84-85).

Writing Process

The writing process consists of these stages (Locker, 1995, 112):

- Planning

Before we start writing, we should define the message goals, include all ideas, and analyze the audience. Setting the strategy and making an outline is also important.

- Gathering

Gathering information is a very important step. The writer has to collect as much information as possible. Both formal and informal sources can be used in this stage (Munter, 2006, 37).

- Writing

The next step is to put ideas and collected information on paper. This stage can be done in the form of lists, fragmentary notes, and formal draft.

- Evaluation

The next important step is to reread the work and evaluate it. Another means of evaluation is to ask someone to read the work.

- Editing

To finish the work the writer has to add, delete, substitute, and rearrange words if necessary. In addition the principles of business writing have to be verified, and spelling errors corrected.

- Proofreading

The last step is to proofread and check for typographical errors.

Below are some useful hints how to write effectively (Locker, 1995, 85- 103, Wayne, 1994, 78):

- Use direct and simple words and sentences;
- Use specific and concrete language;
- Use short paragraphs and sentences;
- Use headings and lists;
- Use strong and active verbs instead of nouns;

- Use gerunds and infinitives to make sentence shorter and smoother;
- Use topic sentences with the main idea; and
- Use parallel structure.

When the writer uses the same grammatical forms for ideas that have the same logical function, the style is called parallelism.

The writer should avoid some elements of speech such as (Locker, 1995, 85, 89, Wayne, 1994, 65-80)

- slang,
- grammatical lapses,
- contractions,
- business jargon,
- technical jargon unless it is essential and known to the reader,
- clichés,
- passive voice,
- vague pronouns to begin sentences,
- humour, and
- sarcasm.

Below are some specialized styles of writings (Locker, 1995, 147 -272, 375, 525 - 578):

- Memos and letters
 - Good news messages
 - Bad news messages
 - Persuasive messages
 - Sales letters
- Reports
- Job hunting
 - Resumes
 - Job application

All these writing styles are very specific. A detailed description of those styles can be found in the literature.

2.2.2 Speaking

In business world oral communication is very frequent. It is, therefore, important to possess good oral communication skills. Oral communication is more frequent than written communication. When information is needed immediately, nothing is easier than making a phone call or talking to someone else face to face. Speaking is more informal than writing, although it follows also some rules similar to written communication. The biggest enemy of oral presentation is the stage fright. That can be avoided by a lot of practice (Wayne, 1994, 590 – 591).

Verbal Structure

A speech has a certain structure and purpose. The main purpose of a speech is to inform or persuade the audience.

The basic structure of a speech is defined below (Munter, 2006, 87-92):

- An opening
An opening should make the audience interested in the speech. The opening should be effective.
- A preview of the main points
The audience should be informed what they are going to listen to. It is thus important to give an outline of the speech.
- Main points
Main points should be stated and organized clearly.
- A closing
A summary at the end of the speech should reiterate the main points to remember.

Presenting a good speech so that it informs and persuades the audience requires good preparation. The preparation should not be underestimated. The speaker is usually expected to be able answer questions, which requires certain knowledge about the topic.

Even if a presentation does not use video, computer or multimedia, it should be supported by visual aids such as graphs, tables, and diagrams. All of these graphic devices should be easy to read and well organized (Wayne, 1994, .590-591, 598).

Nonverbal skills

“In fact, experts estimate that 60% to 90% of what you communicate is nonverbal (Munter, 2006, 139).”

The most important element of face to face communication is probably the eye contact. Similarly important element of oral communication is the vocal quality (Munter, 2006, 140-142). “Various studies show that business people spend 45% to 63% of their time listening, yet as much as 75% of what gets said is ignored, misunderstood, or forgotten (Munter, 2006, 152).”

A lot of people do not attach importance to listening, though it is very important to listen to each other to understand each other well (Munter, 2006, 152).

Even if speaking communication does not have as strong rules as written communication, it is necessary to follow rules and to observe the etiquette.

2.3 Barriers to Effective Communication

Communication process is not as easy as it seems to be. There are many barriers that can enter into this process. Communication may be complicated because of complex and often conflicting relationships that exist at the workplace.

- Language

Language skills may form the biggest barrier. When people do not understand each other, they cannot communicate effectively. On the other hand, even if people use the same language, they do not have to understand each other. „The choice of words or language in which a sender encodes a message will influence the quality of communication. It is important to note that no two people will attribute the exact same meaning to the same words (The Importance of Effective Communication, online).”To be well understood we have to coordinate our ideas and our speech (Bureš, 2007, 26- 29).

- Body language, tone and other non-verbal forms of communication

The body is sometimes able to say more than we want. The stage fright is one of the most frequent barriers of communication that makes people nervous and less concentrated. Another important element of communication is the use of tone. For example, when we say good news in a negative tone, the receiver may be confused. It is the same case with bad news in a positive tone. Sometimes the tone of voice is more important than the message because the first thing the receiver hears is the tone of our voice.

- Level of knowledge
Speakers have to keep in mind that people do not have the same level of knowledge as the speakers do. When a speaker talks very expertly, the receiver does not have to understand well. Before starting to communicate, the speaker should find out the level of knowledge of the audience (Bureš, 2007, 73-75).
- Stereotyping and interpersonal relationships
Stereotyping is very common. It is a situation when someone assumes that a person has certain characteristics based on the group to which he/she belongs without validating that he/she in fact has these characteristics. The speaker has to approach a person as an individual and not identify the person with the whole group. Communication process may also be influenced by past experiences with the individual. People should communicate without any prejudice, and they should be patient (Bureš, 2007, 86-89).
- Noisy transmission
There are many means of communication; for example mobile phone, fax, and email. These may also form a barrier. As we know no technology is perfect. Message transmission may be unreliable or it may not be delivered at all. Message transmission may also be noisy or there may be no signal when people need to make a call. According to the importance of the message, we should choose appropriate means of communication.
- Cultural Differences
Cultural differences may form the greatest communication barrier. There are some differences across cultures in approaches to such areas as time, space, and privacy. We have to be careful in communication process with our external partners in order to obviate embarrassing and uncomfortable situations (Northeastern College of Business Administration, online).

2.4 Dealing with Difficult People

"Every moment that you spend upset, in despair, in anguish, angry or hurt because of the behaviour of anybody else in your life is a moment in which you have given up control of your life (Coaching Business to Success, online)."

Difficult people are everywhere in many varieties, and they are very time consuming. Dealing with these people is one of the most challenging aspects for running businesses

and teams (Coaching Business to Success, online). The difficulty of dealing with these people depends on self-confidence, self-esteem, and professional courage (Human Resources, online).

A difficult person may be defined as someone who is working from the negative side of their personality rather than as someone with a conscious desire to be difficult. We should not let such people manipulate us, and we should not manipulate them (Institute for Management Excellence, online).

There are several types of difficult people (Lilley, 2005, 5-10):

- Unfriendly, aggressive, rude
This person may be violent and wants to have everything under control.
- Grumpy, nasty
These people are complaining about everything but they do not do anything to change it.
- Passive, phlegmatic
When these people are in any uncomfortable situation, they close themselves and do not communicate.
- Agreeable with everything
These people are always reasonable and sincere but not always they do what they promised.
- Negative
This person is negative to everything and can also influence other people in a negative way.
- Foxy
These people know everything and also were everywhere. They want to be the centre of attention.
- Indecisive fence-sitter
These people are not very good at saying their own ideas and they are not very good at dealing with stress.

Dealing with difficult people can be often connected with a term conflict. The conflict can be defined as dealing with different opinions and disagreement.

Aspects leading to the conflict can be (Khelerová, 2006, 34-35)

- time press,
- poor experience,
- bad or no information, and
- high ego.

Dealing with these people may be very difficult and stressful. If there is some conflict, people react in these ways (Lilley, 2005, 17)

- linger out,
- endure,
- compromise,
- fight, or
- cooperate.

The last reaction is the best one, but it is the most difficult one to achieve.

There are some ways how to deal with difficult people (Coaching Business to Success, online):

- Act normally
One option is to behave naturally when dealing with difficult people.
- Behaviour is not personal
Difficult people do not have to be bad people. They may just have an unacceptable behaviour. They do not usually have a personal issue with those who they deal with. They are difficult with everyone.
- Build trust and relationships
It is a good thing to develop a sense of trust with difficult people. It is also important to talk and listen to them. We can spend time with them to show that truly care about them.
- Help them
Difficult people usually want to be loved, feel wanted, and be a part of the team. We should take into consideration that an emotional buy-in is a great way forward. Another possibility is to try to help them resolve the cause of their anger.
- See value
When there is a possibility to recognise a potentially difficult person, half the battle is won. People with difficult behaviour often behave alike.

- Be honest and open
Being frank and honest may avoid the problems in dealing with difficult people. It is good to be really clear on one's expectations and to stick to them.

Customer Relationship Management (CRM)

Some of the people who we need to deal with are the customers. There is a very popular Baťa's motto: "Our customer is our boss." Sometimes it may be very difficult to meet customers' requirements and solve their complaints. As the competition is very strong nowadays, customers are the most important element for every company. Companies need to keep them and make them satisfied. One way of avoiding conflicts with customers is to have a proven and sophisticated CRM.

CRM can be defined as the way how a company deals with its customers and coordinates the relationship with them. The goal of CRM is to improve the communication with customers and also coordination of the internal relationships. Recently CRM is a very important part of the business (Kozák, 2008, 10).

Foundations of CRM are (Kozák, 2008, 9-11)

- a good employee,
- loyalty to a current customer,
- relevant, complete and timely information,
- information about the customers, their preferences,
- information about market and new trends,
- information about social conditions in the country, and
- good software.

Another way how to avoid conflict, with customers is having a good contract. To prevent conflicts, every company should have someone in charge of customers which seem to be difficult.

2.5 Intercultural Business Communication

"With the increasing number of intercultural corporations and the internalization of the economy, intercultural communication continues to become more important." (Chaney, Martin, 2007, Xi)

The term intercultural communication can be defined as communication between members of different cultures. People can be confused with a similar term: the international

communication. That is communication which takes place between nations and governments rather than individuals (Chaney, Martin, 2007, 2-3).

The most important aspect of intercultural communication is the culture. According to Chaney “Culture is the structure through which the communication is formulated and interpreted” (Chaney, Martin, 2007, 5).

Cultures consist of several features such as the way and interaction of behaviours, approach, life or values (Šroněk, 2000, 13). Cultures change according to the geographical settings. Culture is learned through perception and tradition. A nation may have a typical culture; however, that culture does not have to be typical for an individual. Some cultural elements are different or can be seen in a different way in a single country (Chaney, Martin, 2007, 6).

There are some basic elements of culture:

- Language
The most important element of any culture is language. Language can be a considerable barrier in communication. The international language is English. English is used by most international companies. There are also nations which are very proud of their language and they do not accept any other (Šroněk, 2000, 21).
- Body language and non-verbal forms of communication
Non-verbal communication may be understood in different ways across cultures. Differences can be seen in gestures, haptics, proxemics, chromatics, greetings, eye contact, etc. To understand all non-verbal tokens, people must be very skilled and experienced (Šroněk, 2000, 25-27).
- Religion
For some nations religion is a very important element of culture. It contains some rules how to behave. Companies do not have to study the religion of their business partners, but they should be informed how the religion could influence the business (Šroněk, 2000, 30).
- Social hierarchies
People can be casted according to different aspects such as the type of education, age, sex and so on. The most striking difference may be age and sex. Women are not accepted in business in some cultures, and young businessmen may be considered inexperienced (Šroněk, 2000, 31).

- **Etiquette**

It is a sum of rules of social intercourse including greetings, handshaking, introductions, dress, dining practices etc. A business term for etiquette is the business protocol. Gifts, briberies, and nepotism are understood in different ways across cultures (Šroněk, 2000, 40-44).

- **Economic, politic and education systems**

“A culture develops an economic system to meet the material needs of its people” (Chaney, Martin, 2007, 21). Each country has its own system which may be different in many ways.

- **Values**

Values may be defined as social principles, goals and standards. People have different attitudes towards work, women, ethics, etc (Chaney, Martin, 2007, 51-60).

<i>U.S. AMERICANS</i>	<i>JAPANESE</i>	<i>ARABS</i>
1. Freedom	1. Belonging	1. Family security
2. Independence	2. Group harmony	2. Family harmony
3. Self-reliance	3. Collectiveness	3. Parental guidance
4. Equality	4. Age/Seniority	4. Age
5. Individualism	5. Group consensus	5. Authority
6. Competition	6. Cooperation	6. Compromise
7. Efficiency	7. Quality	7. Devotion
8. Time	8. Patience	8. Patience
9. Directness	9. Indirectness	9. Indirectness
10. Openness	10. Go-between	10. Hospitality

Figure 1. Priority of Cultural Values (Chaney, 2007, 53)

- **Humour**

Humour may be used to establish a relaxed and friendly atmosphere. Unfortunately, humour does not have to be understood the same way or at all in different cultures. Some humour is acceptable, but only certain topics and in certain way (Chaney, Martin, 2007, 188).

There are some legal bodies and institutions which deal with cultural differences; e.g. the EU, the WTO, and Incoterms. They are trying to equalize the treatment of multicultural organizations. Unfamiliarity of a business partner’s culture, customs and traditions may lead to embarrassing or unpleasant situations while negotiating business deals (Chaney, Martin, 2007, 268).

3 REVIEW OF COMMUNICATION

The main deal of the theoretical part was to introduce some important terms which are discussed in the practical part.

First, the author briefly introduced verbal and nonverbal communication. In addition, the author provided a deep analysis of business communication and gave some advice and examples how to communicate well and without difficulty. As the topic is quite wide, some details were omitted and only the main points, which the author considers important and useful for the practical part, were discussed. The topic of communication theory is quite extensive. Moreover, theory does not always meet the practice. In the practical part of this work, the focus is put only on some aspects of business communication. The company under investigation is a large international, multicultural business. In addition, shortly before conducting research in the company, the company implemented new business management software. Based on the above description, one could expect to observe some impact on the communication within and outside the company.

II. ANALYSIS

4 JOHN CRANE SIGMA LUTÍN A.S.



Basic facts about the company:

John Crane Sigma a.s.

Jana Sigmunda 78

783 49 Lutín

Czech Republic

Figure2. Logo (John Crane, online)

Tel: +420 585 721 111

Fax: +420 585 721 270

E-mail: johncrane@johncrane.cz

WWW: [http:// www.johncrane.cz](http://www.johncrane.cz)

John Crane, further JC, is the acknowledged leader and world's largest designer, manufacturer and supplier of engineered sealing systems, solutions, and associated products. The company John Crane Sigma a.s., further JC Sigma, is located in Lutín nearly Olomouc. It has several service centres both in the Czech Republic and in Slovakia. JC Sigma has approximately 350 employees, 250 of them operators.

JC Sigma provides the most complete selection of

- engineered mechanical seals,
- mechanical packings,
- sealing support systems, and
- power transmission couplings.

In Addition JC Sigma offers unrivalled customer service and a technical support network (John Crane, online).

4.1 History

The history of JC goes back to 1917 when Crane Packing Company was founded in Chicago, IL. They established several facilities in the USA, Canada and England.

Before World War II, the company sold its England-based operations to a company named TI Group PCL. In 1951, the company moved from Chicago to its current site in Morton Grove, IL.

In 1987, Crane Packing Company was purchased by TI Group PCL. In spite of a series of acquisitions and divestitures, the companies in the USA and in the UK were once again united under the name of John Crane. Since 1987, JC provided superior service to customers and was the technological leader in the sealing industry.

In 1998, JC acquired three other sealing companies, Sealol, Safematic and Flexibox. Thanks to these companies JC expanded its product lines and global presence.

In 2001, as a result of the merger of Smiths Industries and TI Group JC became a subsidiary of Smiths Group PCL.

John Crane Sigma a.s. was established in 1993 as a joint venture of a British multinational company John Crane and a Czech company Sigma Lutín a.s. Since 1996 JC Sigma has been fully owned by John Crane PCL.

In 1998, JC Sigma became the headquarters for Central and Eastern Europe. Finally, since 2001 JC Sigma has been a part of Smiths Group plc (John Crane, online). The Chief of Executives of JC Sigma is Ing. Stanislav Štafa.

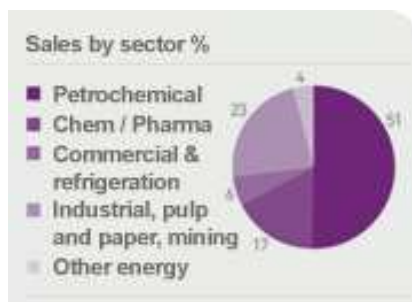
4.2 Structure and Production

John Crane is a world leading provider of mechanical seals, operating in 50 countries of the world. JC has 20 manufacturing sites and more than 6000 employees. The President of JC is Paul Cox. The headquarters is in Morton Grove, IL, USA (John Crane, online).

smiths
bringing technology to life



Figure 3. Major manufacturing and service location (John Crane, online)



Products of JC are used in a wide range of industries such as chemical, food, paper, pharmaceutical, energy, etc. In 1939, JC invented the first automotive mechanical seal.

Figure 4. Graph of sales by sectors (John Crane, online)

The main external customers of JC include (John Crane, online)

- USA – Chevron, ConocoPhillips, ExxonMobil, Shell Oil, Flowserve;
- China - China Petroleum;
- Russia – Gazprom;
- Arab Emirates – Qatargas;
- Saudi Arabia - Saudi Aramco;
- Japanese – Mitsubishi;
- Europe – Sulzer, Clyde Union, KSB, Siemens;

The next graph shows the Top 10 internal customers of JC Sigma. These customers are simultaneously sisters companies to JC Sigma. The graph sorts customers according to the amounts of sales, Appendix P I.

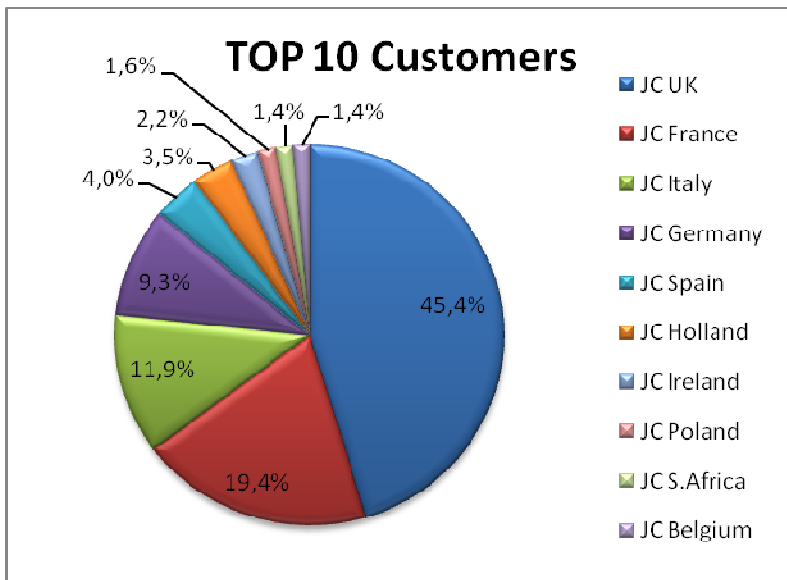


Figure 5. Graph of TOP 10 Cutomers

Below is a graph of customers of JC Sigma including the Top 10 customers and the other sisters and external cutomers.

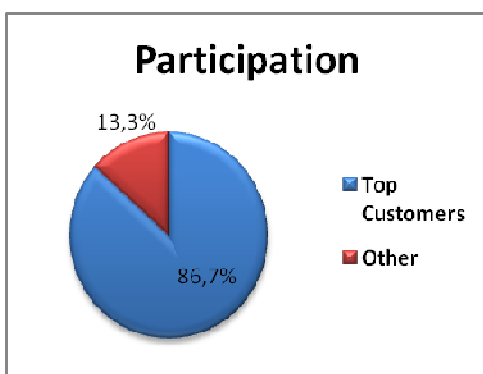


Figure 6. Graph of Customers

JC also has some competitors. The main competitors in the oil and gas industries are (John Crane, online)

- Mechanical seals - Flowserve and Eagle Burgmann Industries;
- Engineered bearings - Kingsbury, Osborne Engineering & Waukesha;
- Filtration systems - Pall, Hydac and Boll;
- Couplings - Thomas, Turboflex and Kopflex;
- Equipment in upstream energy - Weatherford, Norris, UPCO, Cameron Quinn.

Smiths Group

JC is a part of Smiths Group plc which is a global technology company located in London. Smiths Group is listed on the London Stock Exchange.

Smiths Group consists of five divisions (Smiths Group, online):

- Smiths Detection,
- John Crane,
- Smiths Medical,
- Smiths Interconnect, and
- Flex Tek.

These divisions cover a wide range of global customers including governments, petrochemical companies, hospitals, telecommunication companies and manufacturers in a variety of sectors around the world. Smiths Group is an employer of more than 20,000 people in over 50 countries. The Chief of Executives is Philip Bowman.

Main Products of JC

- Mechanical seals



Mechanical seals are used for tightening rotation shaft against stationary body such as a pump.

Figure 7. Seal (John Crane, online)

- Couplings



Couplings are power transmission parts which use a hub with gear teeth on the outside diameter of the input shaft. Couplings are usually all metal. Their assembly requires lubrication. They can transmit high torque through relatively small coupling (Gear Couplings, online).

Figure 8. Coupling (John Crane, online)

- Filtration systems



Petrochemical and power generation industries require specialized filters. These “systems filter the fuel, seal oil, and gas and lube oil used to operate heavy equipment such as turbines, diesel engines, compressors and pumps, particularly those used in harsh environments (John Crane Today, online).”

Figure 9. Filtration system (John Crane, online)

Not all products and services manufactured by the company are mentioned above.

4.3 Economic Situation of the Company

The only shareholder of JC Sigma is Smiths Group Holding Netherlands B.V. which owns 90 shares, each in the nominal value of 1,000,000 CZK. The stock capital is thus 90,000,000 CZK. The trading income for the year 2008 was 30.110 millions CZK.

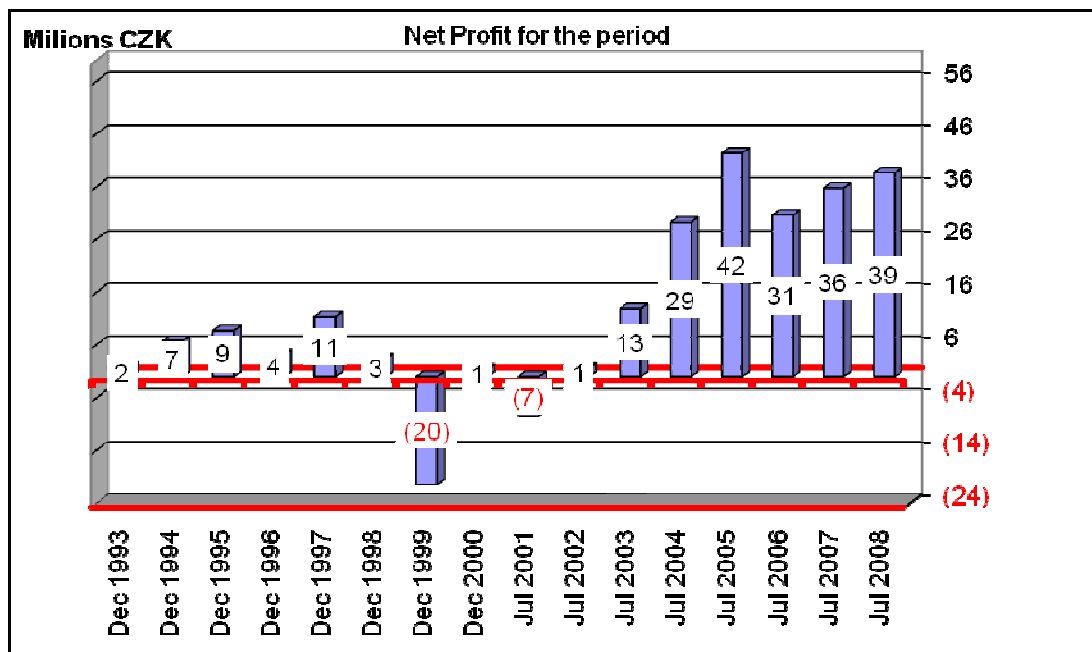


Figure 10. Net profit for the period from 1993 to 2008 (Hájek)

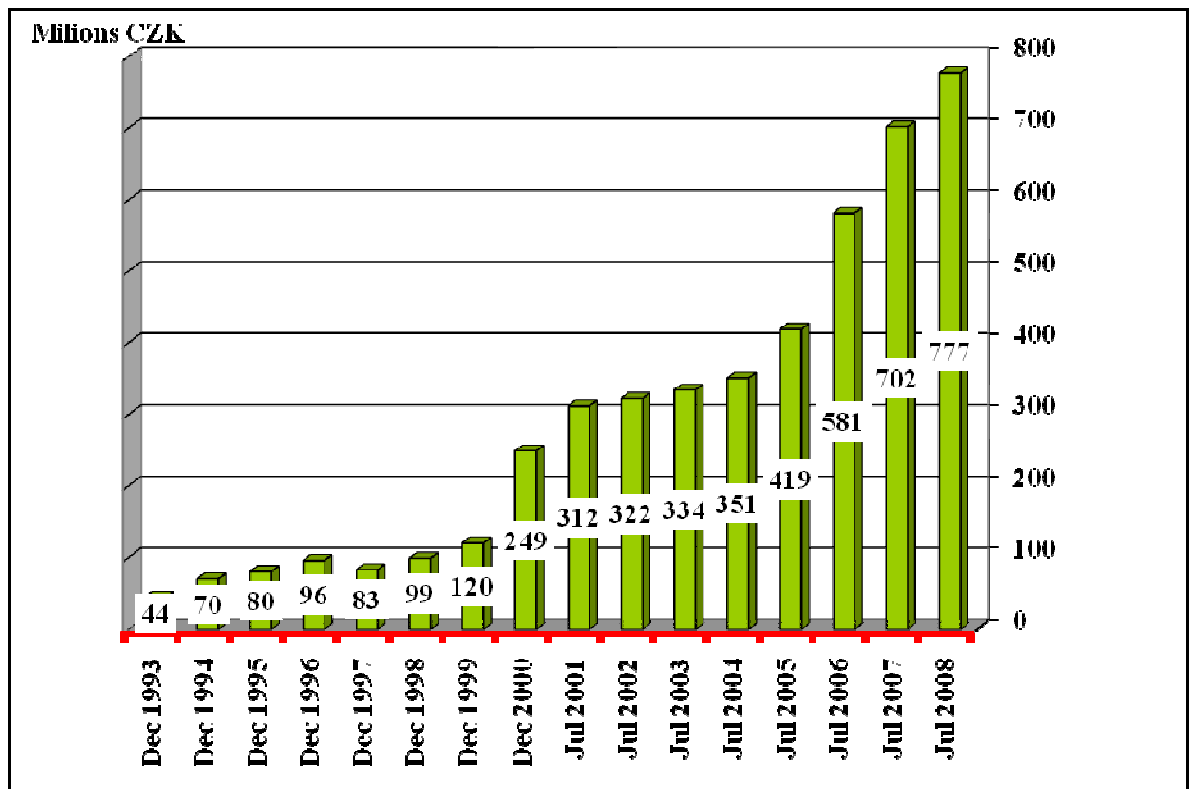


Figure 11. Sales for the period from 1993 to 2008 (Hájek)

Based on these figures 10, 11, the author can say that the company is very stable, profitable and has a progressive tendency.

4.4 SAP Implementation

In July 2008 JC implemented a new software system named SAP (Systems, Applications and Products in Data Processing). Business information is shared through one system consisting of many modules such as Financial, Customer Relationship Management, Manufacturing, Supplier Relationship Management, etc. The system supports a wide range of business operations. It should be easy to adopt and use and also improve the efficiency and productivity of employees (SAP, online).

Most of JC sister companies in Europe have already implemented SAP. In Asia JC sister companies are expecting the SAP implementation soon. Greece, Switzerland, Finland and all JC sister companies in the USA do not plan to implement SAP. They have their own business system.

This system influences both internal and external communication. As all data are available for each department, face to face and other communication is not necessary as much as it used to be. But this is only an expectation, but not necessarily the true. Since this system has been implemented in JC there recently, employees are not skilled in work with it and

the system has not run properly. Employees do not know how to solve problems or how to find data they need. These problems influence the on-time delivery, satisfaction of customers, and communication.

5 ANALYSIS OF THE COMMUNICATION STRATEGY

The author analyzed the state of communication in JC Sigma related to the recent changes such as the SAP implementation. The implementation of the SAP system was accompanied by time press, lack of information, hardly solvable situations, and lot of work. These aspect influenced communication. Communication problems in such a huge company are common so that this analysis could be done anyway.

5.1 The Method and Goals of the Analysis

The goal of this analysis is to disclose strengths and weaknesses of communication in JC Sigma. Another goal of this analysis is to identify possible problems and their causes. Based on this analysis the company will receive some recommendation which should solve the detected problems.

For the analysis of the situation in the company, the methods of questioning, observation and studying of the intercompany basics were chosen.

The questionnaire survey was done from various points of view. To be able to analyze both internal and external communication, both company employees and customers were asked to fill a questionnaire.

The first part of the analysis focused on internal communication and the relationships between co-workers and between workers and their company. Employees were asked to fill in a questionnaire, Appendixes P I, consisting of 10 questions plus a question about their position. Most questions were single answer questions, but a few questions were multiple choice and free answer questions. Since some employees do not speak English, two versions of the questionnaire were prepared: one in English and one in Czech. All questions were evaluated and results were presented in graphs.

The second part of the analysis dealt with the communication between employees and customers, and customers and JC Sigma. The questionnaire, Appendix P II, asked of JC employees and customers consisted of 15 questions concerning communication, behaviour and SAP implementation. These elements influence communication in multiple aspects. Most questions were single answer questions, but a few questions were multiple choice and free answer questions. The evaluation is the same as in the internal questionnaire.

To support the analysis of external communication was prepared another questionnaire for the customers; see Appendix P III. Certain customers were asked to rate ten elements by 1 to 10 points. These elements were not related only communication, but all possible

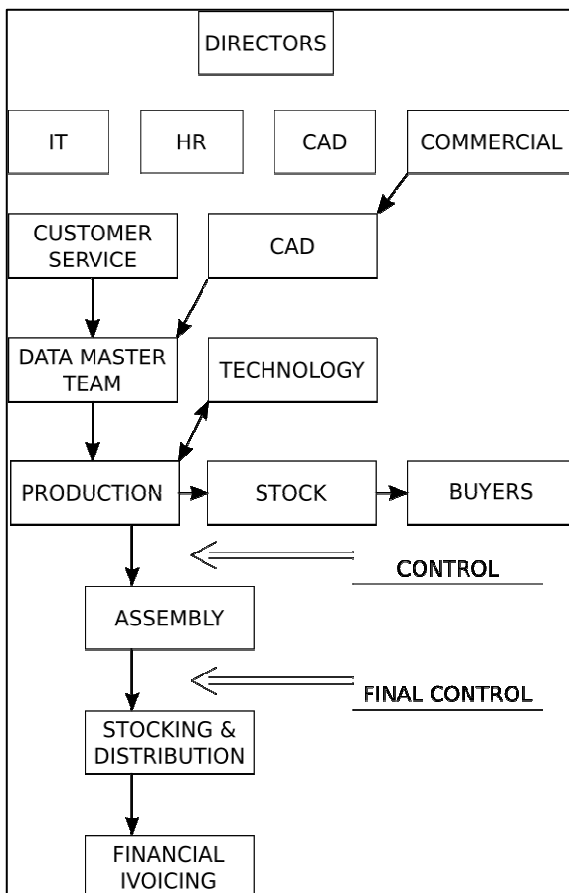
elements which may influence customer’s satisfaction. Even if some elements are not common in the external communication, they are common in the internal communication. All questions were evaluated from various points of view. All questions were evaluated and results were presented in graphs. In addition customers were ranked according to achieved points from the most satisfied to the least satisfied.

5.2 Internal Communication

Internal communication is important for a good relationship in the workplace and also for proper manufacturing of products which the company depends on to make customers satisfied.

5.2.1 Observations and Intercompany Documents

Below is a diagram depicting the importance of communication for the production and its relation to the satisfaction of customers.



There are some single departments such as IT, HR and partly Computer Aided Design (CAD). They work by independently without communication with anyone. There are two paths of communication.

The first path is linked with foreign JC’s customers. When the customer places an order which must include the design, it is accepted and the order is inserted by the Customer Service to the system. Then the order data are passed to the Master Data team to update items such as prices, and procedures of production. Then the request is passed to the production and if there is any problems they have to cooperate with the Technology team which supports the production. There are also quality controls

Figure 12. Flow of information

during the production. The production is dependent on availability of stock with material, which is controlled by the Buyers team. When the product manufacture is complete, the quality control has to be checked again. The next step is assembling in the Assembly

department. Therefore the product quality is measured again by the Quality control and the product is passed to stock. Then the product is packaged, invoiced and dispatched. The last step is when the customer pays the invoice and the payment is accepted by the financial department.

The second path is linked with the direct Czech customers who are cared by Commercial department. They accept the order and if the customer does not have their own design, they pass the order to the Designers department. Subsequently the design is passed to the Master Data team and then the process is the same as in the first case.

CAD is seen as a single department because they deal with their own requests from JC customers to design products. When the design is done, they send it to the customer. They can also place an order to the Customer Service.

It was quite difficult to compile this diagram since the knowledge the whole structure of the company and purposes of each department were headed the author had to consult several people from the departments.

Based on studied documents and consultations with colleagues it is possible to conclude that if people do not communicate, the product cannot be delivered in quality as expected and on time. Consequently, the customer will be dissatisfied. Since on-time delivery is for customers, effective communication among colleagues and within departments is essential for success. The importance of internal communication can be also seen in the external analyses.

The speed of order execution depended on both internal and external communication. External communication happens only in case that the order is unclear or there is something wrong what needs to be discussed with the customer. Based on the experience of the author majority of orders are placed in to the company's system by customers themselves. This is possible only for customers who use SAP. This may sometimes require communicating with the customer which may difficult. For example, a customer placed an order, but the order was incomplete and the coordinator had to contact the customer in order to complete the order. The customer, for example JC UK, delayed the answer and as the time passed, the order became urgent and delayed. The coordinator was stressed out and the customer dissatisfied. The same problem occurred when other co-workers were busy and did not solve problems related to the order on time, or just have not responded to the email. Evaluation of the internal communication within the department is usually easier than evaluation of communication between different departments. Sometimes there is a lot

of work to do and that work is connected also with the SAP implementation. But that is an excuse for people who are unwilling to help or to communicate. For example, when the author asked office workers to fill out a prepared questionnaire, not all of them did. Especially coordinators were unwilling to help and some of them did not fill any form. This is author's experience from offices only; it does not imply anything about the communication between operators.

5.2.2 Questionnaire Survey

The internal communication has been also analyzed through questioning the employees. The questionnaire was prepared in two versions: one in English and one in Czech. Both versions are attached at the end of this work, Appendixes PI.

As some job positions are very specific and the questionnaire would not maintain anonymity of the employees. The employees were divided into two groups according to their position: office workers, and operators. The goal of this questionnaire was to find possible problems referring to communication, relationship, using SAP and awareness of respondents.

The questionnaire consisted of 10 questions covering communication relationship, communication problems, the influence of SAP, and employees awareness of the company news. Most questions were multiple choice questions, but a few questions were yes/no questions and some free answer questions.

Results were divided into three categories. The first one dealt with results of operators, the second one dealt with office workers, and the last one covered both operators and office workers. All questions were evaluated and results were presented in graphs.

The author presents only interesting and surprising results here. All results and graphs are attached, in Appendix P IV.

The author questioned 152 employees, 80 of them were office workers and 72 of them were operators. The questionnaire was filled out by 101 employees of them 35 were office workers and 66 were operators. The total return rate is 66 %. The return rate of office workers is 35 %, and the return rate of operators is 65 %. These numbers suggest that operators were more willing to help than office workers.

Evaluation of the internal communication between co-workers

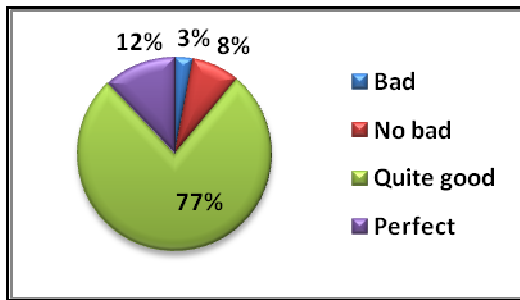


Figure 13. Results of question number 2

Based on the figure 11, relationship and communication between operators is quite good, as 77 % of employees evaluated it as quite good and 12 % as perfect. On the other hand 8 % of employees evaluated it as not bad and 3 % as bad. This shows that operators do have some problems with communication. Those may be just some personal disagreements. In any case the problem should be identified. There is a possibility that these disagreements may influence operators' outputs. Office workers do not have any problems; they get along very well with each other.

Respondents' evaluation of relationship and communication with their supervisors

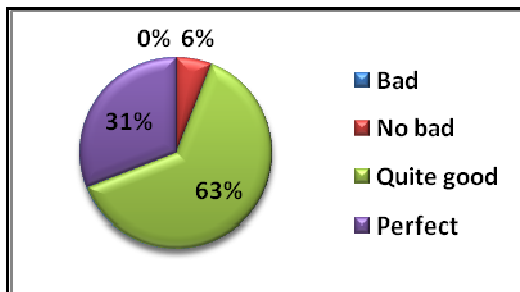


Figure 14. Results of question number 3

Based on the figure 12 the author can say that the relationship and communication with supervisors is very good, as 63 % of employees both office workers and operators evaluated it as quite good and 31 % as perfect. This is a very positive result. 6 % of employees evaluated it as not bad which is insignificant. This result may be influenced by the informal communication and comfortable atmosphere in the company. Even if there are employees and supervisors, they communicate and behave as if they are equal. The result for operators is almost the same as for office workers.

Problems in internal communication in the company

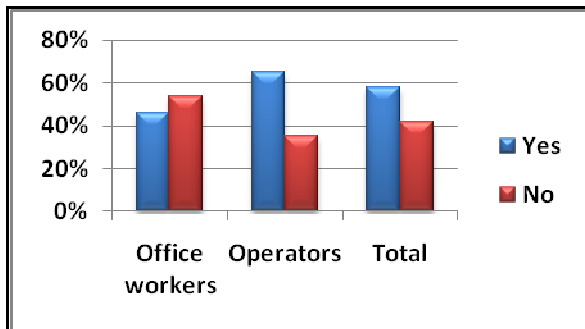


Figure 15. Results of question number 4

This question was a key question. Based on previous results the author expected problems. As 65 % of operators answered yes, problems were confirmed. The answerers of office workers were quite equal; 46 % answered yes, 54 % answered no.

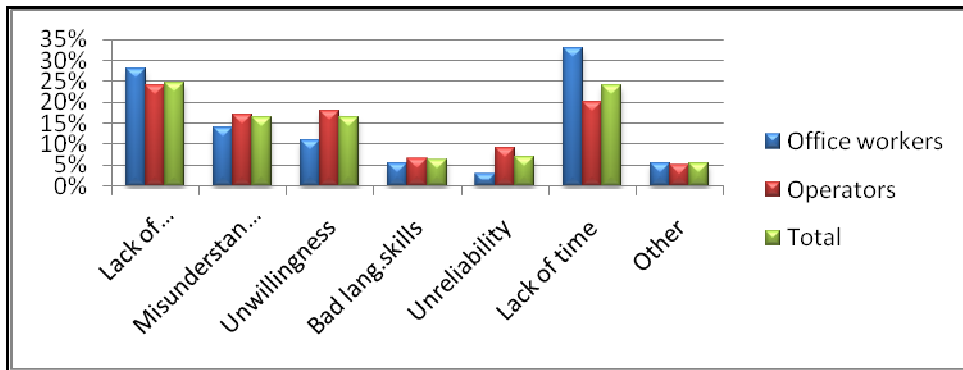


Figure 16. Results of question number 5

The figure 14 shows possible problems of communication. 25 % of employees mark lack of information and 24 % lack of time as possible problems in communication. Unwillingness and misunderstandings were marked by 16 % of employees. 7 % of employees consider unreliability and 6 % bad language skills as possible problem of communication. 5 % of employees express their own possible ideas, e.g. bad relationships on the workplace. To sum up these results, the lack of information and time may be significant problems in communication.

Suggestion or recommendation how to possibly improve internal communication

Operators suggest:

- Capable and not arrogant people
- More time for clarifying questions

Office workers suggest:

- Team building and training cross departments
- Language courses
- Not to be afraid to raise own ideas
- More information about responsibilities within department
- Communicate face to face or by phone instead of email
- More information about our work, decision making and steps of interest to all people

Communication since SAP has been implemented

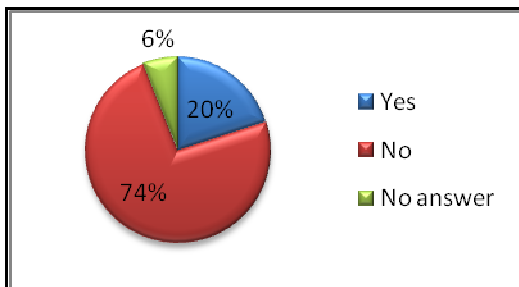


Figure 17. Results of question number 7

Since SAP was implemented, communication should be easier but 74 % of office workers disagree. This result is not very satisfying. Only 20 % found communication easier since SAP has been implemented. SAP should make communication easier in the way of sharing information by all departments and a lot of processes automation. Operators’ evaluation is not as important as they use SAP only a little.

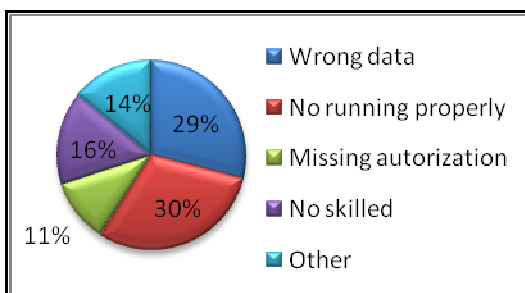


Figure 18. Results of question number 8

This figure demonstrates several possible reasons for dissatisfaction of office workers with SAP. 33 % of office workers think that SAP is new and not run properly yet. On the other hand 29 % point out that there is wrong input of data. 16 % of them are not skilled enough

and 14 % have other suggestions, e.g., multiple data, confusing data. Authorizations are missed by 11 % of office workers. To make this situation clearer is necessary to say that SAP was originally bought for JC UK and tailored for UK condition. This is the reason why SAP is not developed and harmonised sufficiently to the Czech conditions and has not worked properly at JC Sigma.

Awareness of respondents

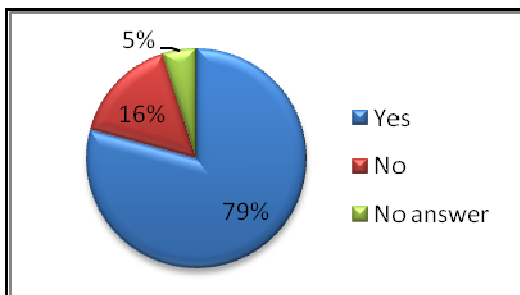


Figure 19. Results of question number 9

79 % of employees feel to be informed which is a good result. Only 16 % of them do not feel to be informed enough and 5 % did not answer.

There are some employees' suggestions of wanted information.

Operators suggest:

- Timely and truly information
- Current situation of the company
- Expectation of the future related to the job

Office workers suggest:

- Company situation in the market
- Information about project and changes

5.3 External Communication

The external communication may be studied in two different ways. The first way may be from the point of view of customers. We can find how the customer is satisfied with us. The second one may be from the point of view of employees, how they communicate and solve the problems with customers or colleagues. We can also find how the communication influences customers and relationships with them.

5.3.1 Author's Observations and Intercompany Documents

To the customers of JC Sigma belong 37 sister companies around the world which usually aren't final customers. There is also the Czech Commercial which deals with final customers in the Czech Republic. CAD's customers should not be left out.

Based on observing customers and the author's experience, which is only with sisters' customers, it is obvious that some customers are very difficult to communicate with. They do not respond emails at all. Almost all customers communicate via email. Majority of them are polite, but brief. They do not insist upon formal style, and they are quite friendly. There are also some customers who are quite impolite. For example, the author communicated with one woman from Mexico who was quite impolite with the intent that she did not even write hello and she also used only the surname of the author. Then she wrote only her request and signed herself. Even if the author was polite she did not change her behaviour at all.

5.3.2 Questionnaire Survey

Questions were asked from two points of view. The first one is from the point of view of employees and the second one is from the point of view of customers. The goal of this questionnaire survey is to find employees attitude to communication and problems with customers and to find satisfaction measure of customers.

Questionnaire Survey among Employees

Respondents were asked to fill an external communication questionnaire, Appendix P II. This questionnaire consisted of 15 questions concerning communication with customers, behaviour and SAP implementation. Most questions were multiple choices, but a few questions were yes/no question and some free answer questions. The author presented only the surprising and interesting results here. All questions are evaluated and demonstrated in graphs, in Appendix P V.

The author asked 20 respondents to fill this questionnaire. These respondents were selected according to who communicates with customers, suppliers or colleagues from JC sisters.

Only 11 of them responded, return rate 55%. Some of them responded on the second call. Filling the questionnaire takes only about 5 minutes. It proves that communication with some colleagues is really difficult.

Problem in communication in the company both internal and external

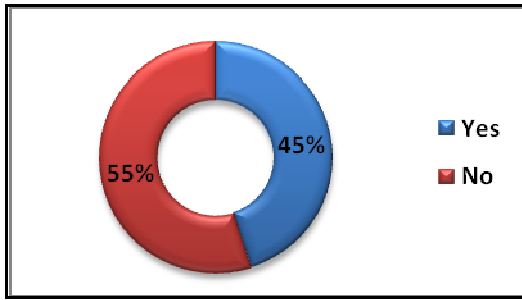


Figure 20. Results of question number 5

The result of this question is quite balanced. 55 % of respondents did not find any communication problems. The rest, 45 %, think the opposite. As only 11 respondents from 20 responded, this result is quite surprising because it is obvious that they do not communicate properly.

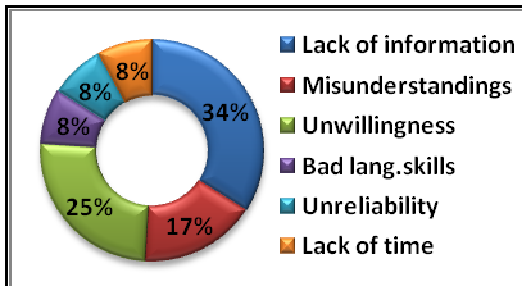


Figure 21. Results of question number 6

From this figure it is obvious that the source of problems are the lack of information, 34 %, and according to expectation unwillingness, 25 %. In addition possible communication problem are cause misunderstandings, 17 %. The same value, 8 %, is attributed to the lack of time, unreliability, and bad language skills.

Reason why customers/suppliers do not communicate well

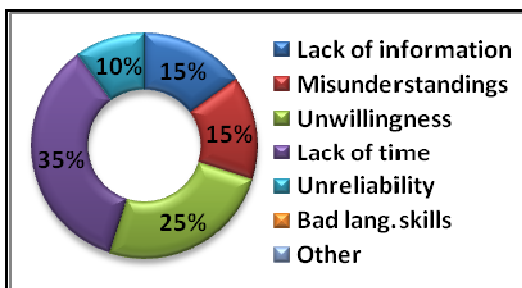


Figure 22. Results of question number 9

The most frequent reason of communication problems are the lack of time, 35 %, and unwillingness, 25 %. Other reasons can be misunderstandings and the lack of information,

both 15 %. Last but not least is unreliability, 10 %. These are reasons which respondents think why their customers do not communicate.

The most difficult nationality referring to communication

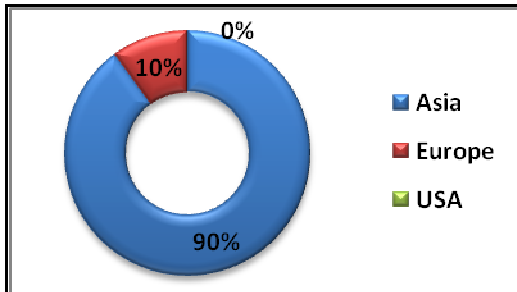


Figure 23. Results of question number 10

Respondents marked Asian people (India, Japan), as the most difficult to communicate with, 90 %. European people were marked 10 % of respondents. These European are UK, and Italy who are members of TOP 10 which are the most important customers.

Dealing with the difficult customers

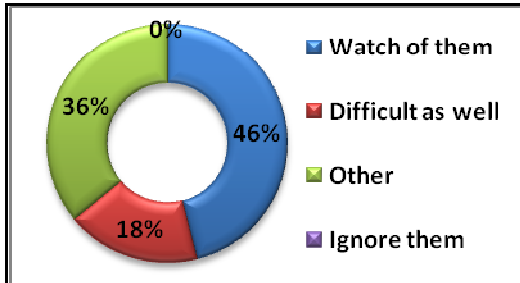


Figure 24. Results of question number 13

The best way of dealing with difficult customers was chosen watching them, 46 %. Some respondents, 36 %, also had their own suggestions such as to be prepared, help them, or to change their behaviour. Some of them, 18 %, think that to be difficult, is the best way of behaviour.

Danger in not communicating well

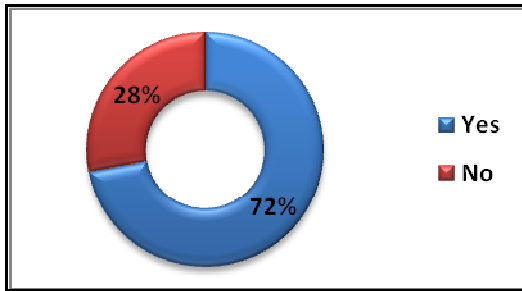


Figure 25. Results of question number 14

Importance of effective communication is awarded by 72 % of respondents. Other 28 % do not feel any danger of ineffective communication. As this number is not so high, it is not very good for company.

Interest in communication trainings

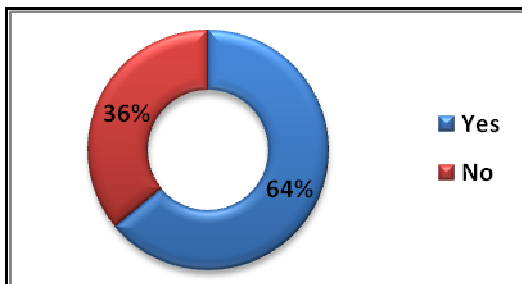


Figure 26. Results of question number 15

Interest in communication training is quite significant, 64 % would embrace this training. On the other hand 36 % do not think they need it.

Questionnaire Survey among Customers

The customers were asked to fill in the questionnaire consisting of ten elements concerning the satisfaction with products and service of the company. Customers were given the possibility to evaluate each element by point 1 to 10. Points are divided in to five categories.

- Poor (1 – 2)
- Mediocre (3 – 4)
- Adequate (5 – 6)
- Good (7 – 8)
- Excellent (9 – 10)

This questionnaire named Customer's Perception of John Crane Sigma Performance can be found at the end of this work as Appendix P III. All questions were evaluated and results were presented in graphs, see Appendix P VI. The author presents only interesting results here. Customers have been also ranked according to achieved points. It was possible to achieve 100 points; the more points, the more satisfied customer.

Below is a list of questioned JC Sigma customers:

- **Argentina**
- **Australia**
- **Belgium**
- **Brazil**
- Canada
- **Caribbean**
- Columbia
- **Commercial**
- **Denmark**
- **Egypt**
- **Finland**
- **France**
- Germany
- Holland
- **Hungary**
- **Chile**
- **China**
- India
- Indonesia
- **Italy**
- **Ireland**
- **Japan**
- **Mexico**
- **Norway**
- **Poland**
- Middle East
- **Singapore**
- UK
- **South Africa**
- South Korea
- **Spain**
- **Sweden**
- **Switzerland**
- **Taiwan**
- **Thailand**
- **USA**
- Venezuela

Although the author asked all 37 customers to fill this questionnaire, only 27 responded, the return rate is 73 %, some of them were asked twice. It was a good opportunity to see how easy or difficult is to communicate with customers. Those who responded are highlighted in the list of JC Customers. Even if there is a quite a lot responses, some of TOP 10 customers didn't respond at all such as JC UK, JC Germany or JC Holland. They were asked two or three times by various people but they did not react. It is not a very satisfying result. On the other hand some customers such a JC Egypt or JC Chile, who have not placed an order for a long time, at least have responded that their evaluation would not be fair and actual so there was no point of fulfilling the questionnaire. On the first call to fill in this questionnaire responded 18 of JC customers and for the second call responded next 9 customers. Those who responded on the first call are highlighted by red colour in the list of JC customers. At the end there are 25 fulfilled questionnaires for analyzing the customer satisfaction.

To analyze TOP 10 Customers there are only 7 customers who responded and only 5 (Belgium, Ireland, Italy, Poland and South Africa) who responded on the first call. This is a proof that communication is not always easy.

Below is a graph presenting the evaluation of chosen elements.

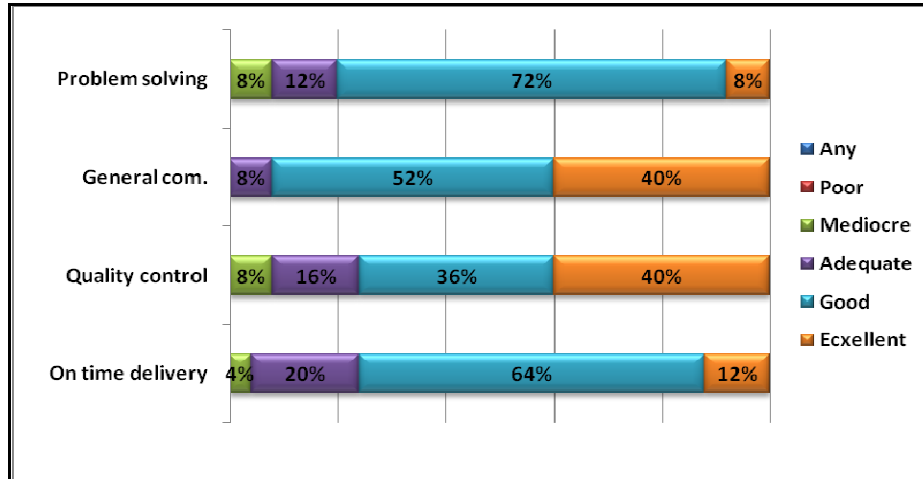


Figure 27. Chosen elements evaluated by customers

On Time Delivery

This element is monitoring customers' satisfaction with time delivery. This element was evaluated all 25 customers. From the graph it is obvious that the result is quite favourable. 64 % of customers found time delivery as good, but only 12 % as excellent which it is not too many. 20 % of customers evaluated time delivery as adequate which it is still acceptable. The lowest classification is given by Poland, which is one of Top 10.

Quality Control

This element has evaluated all customers. The result is quite interesting. 40 % evaluated quality control as excellent which may be a satisfactory result. On the other hand three of Top 10, Italy, Spain, and Poland, evaluated it as adequate. Even Japan and France, which are members of Top 10, evaluated it only as mediocre.

General Communication

This element was evaluated by all customers. The results of general communication are very good. Almost all customers seem to be satisfied as 40 % evaluate it as excellent and 52 % as good. On the other hand Hungary and Poland, which are members of Top 10, evaluated as adequate.

Problem Solving

This element was evaluated by all customers. Even if only 8 % evaluated it as excellent, there are 72 % of customers who evaluated it as good, which it is a good result. There are also some

customers who are satisfied less. As adequate it was evaluated by 12 % of customers, e.g., Italy, France; members of TOP 10. There are also customers whose evaluation is mediocre, 8%, e.g., Belgium.

Total

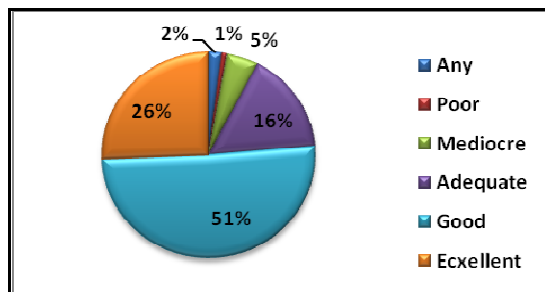


Figure 28. Total of the points of categories

Here is the total evaluation of the whole questionnaire. The results are very satisfactory. Evaluating single elements 25,6 % use word excellent, 50,8 % good, 16 % adequate, and only 4,8 % mediocre and 0,8 % poor. Based on these results the author can say that customers are satisfied with some exceptions.

Table 1. Ordered customers according to achieved points

JC customers	Achieved	Evaluated elem.
China	90	10
Caribbean	90	10
Hungary	84	10
Thailand	83	10
Mexico	82	10
Singapore	82	10
South Africa	82	10
Australia	81	10
Finland	80	10
Sweden	79	10
USA	79	10
Ireland	76	9
Commercial	72	10
Norway	71	10
Belgium	70	9
Argentina	68	10
Brazil	67	9
Denmark	66	10
Spain	66	10
Poland	63	10
Switrezland	62	9
Taiwan	61	10
France	56	10
Japan	54	10
Italy	52	9

This table is compiled according to achieved points, from the most to the least. The best evaluation could be 100 points. The most satisfied are China and the Caribbean who achieved 90 points. Those who achieved more than 80 may be said, that they are really satisfied. There is only one member of TOP 10, South Africa.

Those who reached more than 65 and less than 80 can be classified as still quite satisfied, but they found some elements as less satisfactory. There are some members of TOP 10 such as Ireland, Belgium and Spain. The last group, which can be classified as dissatisfied, are those who achieved less than 65 points. Surprisingly, there are 3 members of TOP 10, Poland, France and Italy. Italy reached the least points, even if the author took into account that Italy evaluated only 9 elements, they are still

dissatisfied. Some of customers, USA, Mexico, and Belgium, not only evaluate these elements, but they also wrote their own comments which were positive.

5.4 Summary of Analytic Knowledge

Author's observation and the questionnaire survey provided the author with a lot of information. The author pointed out strengths and weaknesses of the findings and when it was necessary she also suggested some solutions. The author summarized internal and external communication separately in order of clarity and impact.

5.4.1 Internal communication

Strengths:

- Communication and relationship between employees and supervisors

Employees, both operators and office workers, have perfect or quite good relationships with their supervisors. Of course there are also 9 % of those who said that their relationship and communication is not bad. But in such a huge company it is expected that not everyone is totally satisfied as people have different requests and preferences. The author found these results common, and there is no need to do any other investigation. In addition, the company does research of employee satisfaction each year.

Weaknesses and field useful to try to find a solution:

- Communication and relationship between co-workers
- Communication problems and their causes
- Problems related to using SAP
- Awareness of employees

Communication and relationship between co-workers

To summarize the relationship between colleagues in the company, it is important to say that office workers have very good relationships. This may be also influenced by an informal and comfortable communication environment in the company, which the author finds as very positive. A good workplace is very important for employees to be satisfied. On the other hand if the atmosphere is too lax, employees may not respect their supervisors. Relationships between operators do not seem to be as good. Problems were found on Halls A and B, but the author does not know the exact cause of the problem. If those are only employee personal

problems or work problems. The cause should be identified; otherwise employees may not communicate and cooperate well and this can lead to delays in their work and consequently to dissatisfaction of the customer. Employees also receive bonuses when deliveries are on time. Each process is based on good and effective communication and cooperation of each department. In addition a bad relationship on workplace can lead to the fluctuation of employees, which does not support a good image of the company. Good communication is profitable for employees and also for the company.

Communication problems and their causes

The author expected the found results based on the previous findings. According to the expectations, more than half office workers, 54 %, do not see any communication problems unlike operators, 35 %. These communication problems are results of lack of information, 25 %, and time, 24 %. Next is mentioned unwillingness and misunderstandings. These four causes are the most influencing aspects of communication problems according to employees. Employees themselves give some hints how to improve communication: more team building, language courses, or more face to face communication. To avoid communication problems at all is impossible as people are different. The importance of good communication and relationships on the workplace is mentioned above. According to the author's experience the lack of information is caused by the implementation of the new software SAP. This aspect will be discussed later. Author must mention that the situation has a little changed since the system was new. Nowadays employees are more skilled and the situation is no so hectic. Another cause, the lack of time, is a permanent problem. This may make employees stressed out and grumpy, which influences their communication with co-workers and supervisors. Lots of them do their work overtime in order to fulfil their duties. As the compensation for these overtimes, employees have time off. But as they have a lot of work to do, they do not have time to take the time off. Based on author's experience, the financial department is one of the very busy departments. The situation is quite difficult. The time pressure and above described effects lead to dissatisfaction of employees, bad communication, delays of deliveries, and fluctuation of employees.

Problems related to using SAP

Most employees do not find communication easier since SAP was implemented, which has been promised by the employer. As the cause of these troubles employee identified insufficient developed and harmonization for the Czech conditions, 30 %, and wrong input of data, 29 %. Next reasons are not enough skilled users, and missing authorisations. According

to the author's observation and experience, SAP influenced communication in many ways. When employees are not able to get information from SAP, whether it is because they are not skilled as needed, or they do not have authorisations for some transaction, they cannot pass the required information to anyone. In other situations, employees are able to get information from SAP, but this information is wrong. Employees or customers are confused and the whole process of production and distribution is delayed. As the author mentioned earlier, SAP was originally bought for JC UK and made according to the UK conditions. The problems with SAP related to the development, harmonization and possibly complete education were recommended to be solved by signing on experts on SAP. Since SAP was implemented, the controlling company provided JC Sigma a half-yearly support. The goal of this support was to help the company to adopt the system, to train employees and to help with solving problems. Unfortunately, during this half year not all problems could be solved.

Awareness of employees

Most employees feel to be informed enough, 79 %. The rest miss some information such as timely and truly information, situation of the company in the market, expectations for the future related to the job, and information about project changes. Operators feel to be informed less than office workers. Based on the author experience information is shared through various channels cross the company, e.g., emails, intranet, notice boards, meetings. This seems to be enough for office workers who work with PCs. Lack of information can lead to confusion and misunderstanding.

5.4.2 External communication

Strengths:

- Any communication problems along customers

Customers of sister companies do not have any communication problems with employees of JC Sigma. Almost all of them, 92 %, evaluated this element not worse than good and only 8 % as adequate.

Weaknesses and field useful to try to find a solution:

- Communication problems and their causes
- Difficult and no communicative customers/suppliers/foreign colleagues
- Communication training

- Satisfaction of Customers

Communication problems and their causes along employees

More than half, 55 %, the of office workers who work with customers and foreign colleagues, e.g. coordinators, buyers, designers, do not find any internal and external communication problems. On the other hand, there are still 45 % of those who think the opposite. The first mentioned reason of that is the lack of information, 34 %, then unwillingness, 25 %, and misunderstanding, 17 %. The same percentage is attributed to bad language skills, unreliability and lack of time. Based on the author's observation and experience, a significant reason of communication problems is the lack of information, time and also unwillingness. The lack of time and information is connected with SAP, which was mentioned also in the section about internal communication. The problem, implications and recommendations would be the same as for the internal communication. Unwillingness is another problem of some employees. This problem is difficult diagnose and solve.

Difficult and no communicative customers/suppliers/foreign colleagues

Most frequently mentioned reasons by employees, why these people do not communicate, were the lack of time, 35 %, and unwillingness, 25 %. Subsequently they mentioned the lack of information, misunderstanding, and unreliability. Based on the author is experience the lack of time and unwillingness are the main causes of problems in communication. The above mentioned causes may be speculative as employees do not know exactly why the customers or suppliers do not respond to their emails.

Most difficult people to the employees seem to be from India, Japan, UK and Italy.

Based on the experience of the author, UK customers communicate with a big delay and have to be often reminded. In case of Indians, they have bad language skills, nevertheless they use phone to communicate. Transmission is very bad and as they do not speak well, coordinators cannot understand them. Employees indicate this difficulty caused by bad language skills, 32 %, accompanying misunderstandings, unreliability and unwillingness, 16 %.

As difficult people are everywhere, when employees are aware of some, they watch of them, try to be prepared, help them, or to change their behaviour.

Communication training

Most of employees, 64 %, would embrace some communication training. Sometimes is difficult to inform a customer that his order will be delayed or to deliver any other unpleasant news. The customer may be annoyed or rude, but the coordinator has to negotiate with him and stay polite. It needs a lot of assertiveness.

Satisfaction of customers

On-time delivery is the most important aspect to keep customers satisfied. 76 % of customers mark this element not worse than good, and 20 % as adequate, which is a good result. The fact that most company customers are sister companies, 87 %, and JC is a world leader in its field; the customers do not have many possibilities to find better or cheaper suppliers. When they need some small or urgent components they can place an order, e.g. to a company in their country, but ordering a larger amount of products would be inconvenient for them. This is JC Sigma's big advantage. This proves that on-time delivery is very important as well as effective and timely communication and collaboration of all employees of JC Sigma.

Quality is also evaluated positively, even though there are some TOP 10 members, e.g., Italy, Spain, Poland and France, who are not fully satisfied. As it was said earlier, customers do not have many possibilities to change their supplier, but the higher the quality of products is the better the image of the company is.

Results of other evaluated elements such as: acknowledgement, technical and commercial clarification, packaging of products, warranty resolution, solving of problems or flexibility, are taken into account and these can help to improve services, communication and relationship between customers and JC Sigma.

The author also found most and least satisfied customers according to the achieved points. The most satisfied from the members of TOP 10 customers are South Africa (82/100 points), Ireland (76/90), and Belgium (70/90). The least satisfied are Italy (52/90), France (56/100), and Poland (63/100). These results should be analyzed deeper in order to find and solve problems of such dissatisfied customers. What more, the most significant customer, UK, did not respond to this questionnaire at all. Shows how difficult communication with UK sister company is.

6 SOLUTIONS AND RECOMMENDATIONS

In this part the author suggests some solutions and recommendations according to her thoughts. The last step in applying these suggestions and recommendations is definitely the company's turn.

6.1.1 Internal communication

- Communication and relationship between co-workers

The author suggests that HR manager discusses these findings with product leaders of the hall A and B, and **tries to find these difficult people**. As product leaders work with these operators, it will not be so difficult to find them if they are not known yet. A solution of this problem could be **to change the work shift of** these difficult people so they do not work together. The work shift can be changed since they have the same qualifications. In the event that they are still difficult with other co-workers or product leaders, HR Manager should **warn them**.

- Communication problems and their causes

The author suggests **monitoring individual departments** in order to find where employees are overworked. This monitoring can be done based on the amount of work hours of each employee of the department and also by monitoring their working day referring to their duties. This investigation could be a topic for another bachelor thesis, and as the results of that are not known, the author can only guess the possible next steps to solve this problem. According to the amount of overtimes, the company can **employ some new people**. To reduce cost, they can employ someone just part-time or some student. Such employees are not entitled to any benefits, bonuses and they can be laid off any time the employer wants. This support should help to reduce overtimes and to improve the atmosphere. If employees are dissatisfied, they can leave, but the employer has a lot of other candidates.

Not only extension of employees but also **team building** between individual departments can improve this problem. Base on the author's experience, the company organises some team building activities such as company football, ball, or bowling, but these activities are for the whole company or only within a single department. The HR department should find out by their observation or based on talks with managers of departments which departments have to communicate with other one the most or where people do not know each other well. Then in between these

departments they can organise some team building activities such as pinball, bowling, or other teambuilding activities organised by some agency. In case of leaving and coming people, these team building activities should be organised at least once a year or every six months.

Even if these suggestions can be expensive, the company would not lose. These targeted team building activities can improve and intensify employee relationships and avoid communication problems. When employees are satisfied and communication is effective, also customers are satisfied. A good image and a profitable business is advantage for the company.

- Problems related to using SAP

Problems with SAP referring to development, harmonization, and possibly teaching re recommended to be solved by **signing on experts on SAP**. Even if this recommendation is really expensive, according to the author there is no other better solution. To avoid wrong input data more careful work of Coordinators and Master data team s needed. That should be controlled by their managers.

- Awareness of employees

As operators do not have access to PCs as much as office workers, current and common information such as organizational changes, working plan for future few weeks, etc., **could be passed by their product leaders** or could be **placed on the boards**. The author will pass the feedback from employees to HR department and they will evaluate which information will be published and where.

Even if the author does not know which, or if required information of employees is public, she recommends organising **a meeting lead by the Directors** in order to inform not only operators, but also office workers about company's financial situation and situation in the market, future expectations related to the job, and planned changes and projects. Since the company has about 350 of employees, the meeting should be done separately for operations and office workers at least every six months, or more often in case of sudden significant changes or news.

The meeting will take better effect than some announcements because employees will feel more important and they can place direct questions to directors.

6.1.2 External communication

- Communication problems and their causes

To solve the problem of unwillingness of employees, customers or others is quite difficult, if not impossible. In addition it is important to say that **managers should set an example of the corporate culture**. Beyond the rules of corporate culture, the author has one recommendation, but not a solution. It is based on **manager observations**. Each manager should know his/her team and also should know strengths and weaknesses of this team. This can be achieved by team building activities which were mentioned earlier. Then the manager should keep watch of the unwilling members of his team. These unwilling people should be aware of this watching to change their attitude. After finding such person the manager should inform him/her about monitoring his/her attitude to his/her duties and work. In case that the attitude of unwilling employees does not change they may forfeit their incentive payment.

This recommendation is possible to apply only in JC Sigma, because the attitude to work of customers, suppliers or others the company cannot influence. The thing that company can do is, **to ask these people to be more responsible** and willing to help when dealing. That needs a lot of patience and good will.

- Difficult and no communicative customers/suppliers/foreign colleagues

The problem of unwilling co-workers, customers and others was described earlier. Another problem, of bad language skills of Indians, can be solved quite easily. Even if a phone call or face to face communication is faster, in this case communication by emails is the best solution. There will not be any noisy transmission and any problems with bad pronunciation or accent. The author recommends **asking Indians to communicate by email** in order to avoid misunderstandings.

- Communication training

Since employees are interested in some communication training, the company, specifically the HR department, should do **deeper investigation**, e.g. questionnaire, what type of communication training are employees interested in. They can be interested in how to deal and communicate with difficult people, assertiveness, etc. According to this finding HR can organise some communication training with the help of specialized agency. These trainings should be mainly for those employees who deal

with customers, suppliers or foreign co-workers the most, which is approximately 20 people.

- Satisfaction of customers

Even if the company has not to be afraid of losing customers, they definitely want to have satisfied customers who build a good image of the company. How to improve communication between customers, foreign co-workers, etc, and JC Sigma employees, the author discussed in previous section.

Another recommendation referring to customers is to do **deeper investigation of the most dissatisfied customers**, see Table 1. The investigation should be focused on the elements which were evaluated as adequate and less. This should be done by coordinators who communicate with these customers every day. After discussing problems with customers, they should try to find an adequate solution for both customers and the company. The author cannot suggest any specific solutions as she does not know the results of the discussion. When customers are satisfied, communication and cooperation with them will be easier.

Unfortunately, the company does not have to apply these suggestions and recommendations made by the author, since JC is the world leader and supplier of mechanical seals. Moreover, since the unemployment is very high these days, they are not afraid of losing neither their customers nor employees. On the other hand, if the company applies the author's suggestions and recommendations, it may benefit from the point of view of more satisfied employees and customers related to easier communication, cooperation, good image of the company and possibility to getting new customers.

CONCLUSION

The goal of this thesis was to analyse the situation of communication in the company John Crane Sigma. The author has been working for this company since January 2008.

The author decided to analyse this field because of her work experience and based on a suspicion of communication problems. This suspicion was based on some bad and slow communication experience; to be specific co-workers and customers did not respond to emails or when they did, they did so with a delay. At the time when the author decided to analyse this field, the situation in the company was quite hectic and disorganize because of the implementation of a new business software - SAP. The situation in the company has changed quite a bit recently and thus the obtained results are different than what the author expected. The author decided to investigate this situation by using questionnaires, observation, and intercompany documents. These questionnaires focused on the internal communication, from the point of view of company and its employees, on communication between employees (office workers, operators), and external communication, from the point of view of employees who communicate with customers, suppliers or foreign co-workers and sister companies which are John Crane Sigma customers.

Even if results of the analysis did not confirm author's suspicion and she did not find any significant communication problems, she has found some communication weaknesses which should be taken into consideration and should be solved.

One of internal communication weaknesses is the bad communication and relationships between operators. The situation is not too bad, but if the company does not deal with it, it would become a problem. The author recommended carrying out a deeper investigation to identify difficult people, and according to the results implement a solution. The author recommended changing the work shifts of the difficult people.

Another weakness related to bad and slow communication is caused by overworked employees. The author suggested deep monitoring of individual departments in order to find where employees are overworked. Based on this monitoring and found problems, which are not known yet, the author can only guess the possible next steps, such as hiring new people. Another recommendation how to support communication and relationships between employees is team building activities.

Yet one more weakness is related to the SAP implementation which is not sufficiently developed and tailored to the Czech conditions. The recommendation of the author is to sign on some SAP experts.

The last of the internal communication weaknesses is caused by missing information about the situation of company in the market, future expectations related to jobs and planned changes in projects. The author recommended organising meetings led by directors at least every six months.

A positive finding of this internal communication analysis is the good communication and relationships between employees and supervisors.

The author also found some external communication weaknesses such as possible unwillingness of customers. This problem is very difficult to solve. The author recommended asking customers to be more responsible and willing to help when dealing with the company.

Another weakness is bad communication with customers, suppliers and co-workers from India caused by their poor language skills. The author suggested asking them to communicate by email in order to avoid misunderstandings.

The last external weakness is some dissatisfied sister company customers. This problem needs deeper investigation focused on single elements which were evaluated as adequate and less. After this investigation the company should try to find an adequate solution.

It is important to mention that not always problem in communication have to be caused of unwillingness or unreliability, but they may be caused just by overworked people, lack of information and time which hamper effective communication.

The company does not have to apply author's recommendation since it is not afraid of losing its customers (JC is the world's leader of its products) and employees. Nevertheless, when the communication is effective and good, employees and customers are satisfied. This satisfaction avoids fluctuation of employees and builds a good image of the company.

Since the author did not prove her suspicion, next time she would focus on deeper details of communication or other field of possible problems.

The author is very satisfied in the company as there are friendly co-workers and comfortable atmosphere. Company afforded to the author all possible and required materials and supported her in this analysis.

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LIST OF ABBREVIATIONS

SAP	System Applications Products
JC	John Crane
CRM	Customer Relationship Management
EU	European Union
WTO	World Trade Organization
IT	Information Technology
HR	Human Resources
CAD	Computer Aided Design

APPENDICES

P I: QUESTIONNAIRE INTERNAL COMMUNICATION.

P II: QUESTIONNAIRE EXTERNAL COMMUNICATION

P III: CUSTOMER'S PERCEPTION OF JC SIGMA

P IV: RESULTS OF INTERNAL QUESTIONNAIRE

P V: RESULTS OF EXTERNAL QUESTIONNAIRE

P IV: RESULTS OF CUSTOMER'S PERCEPTION OF JC SIGMA

APPENDIX P I: QUESTIONNAIRE INTERNAL COMMUNICAION

Dear colleagues,

my name is Veronika Malíčková and I am a student of T.Baťa University in Zlín. I will be very glad if you fill in this questionnaire in purpose of my Bachelor Thesis. My topic is Analyze of communication strategy of John Crane Sigma. Following questions are going to deal with this issue. This questionnaire may also help to improve communication in your company. It doesn't take you more than 5 minutes.

Thank you very much for your time cooperation.

What is your position in the company?

1. What type of communication do you prefer?

Phone Email Face to Face

2. How would you evaluate the internal communication within the company with colleagues?

Bad No bad Quite good Perfect

3. How would you evaluate your relationship and communication with your supervisor?

Bad No bad Quite good Perfect

4. Do you feel any problem in internal communication in the company?

Yes No

5. If yes, why? You can choose more than one.

Because of:

- | | |
|--|---|
| <input type="checkbox"/> Bad language skills | <input type="checkbox"/> Misunderstanding |
| <input type="checkbox"/> Unwillingness | <input type="checkbox"/> Lack of time |
| <input type="checkbox"/> Unreliability | <input type="checkbox"/> Other |
| <input type="checkbox"/> Lack of information | <input type="text"/> |

6. Do you have any suggestion or recommendation how to possibly improve an internal communication in your company?

7. Do you think that communication is easier since SAP has been implemented?

Yes No

8. If not, why? You can choose more than one.

It is new and not all functions are running properly

I'm still not so skilled to get all information I need

There is wrong input of data

Missing authorizations for some transactions

Other

9. Do you feel to be informed enough about the company news?

Yes No

10. If not, which information do you miss and how would you like to be informed?

APPENDIX P II: QUESTIONNAIRE EXTERNAL COMMUNICATION

Dear colleagues,

my name is Veronika Malíčková and I am a student of T.Baťa University in Zlín. I will be very glad if you fill in this questionnaire in purpose of my Bachelor Thesis. My topic is Analyze of communication strategy of John Crane Sigma. Following questions are going to deal with this issue. This questionnaire may also help to improve communication in your company. It doesn't take you more than 5 minutes.

Thank you very much for your time cooperation.

What is your position in the company?

1. What type of communication do you prefer?

Phone Email Face to Face

2. What style of language do you use, when you communicate with customers/suppliers?

Formal Informal It depends on

3. How many percent of your time do you have to deal with communicating with customers/suppliers and with your colleagues within company (necessary for doing your job)?

Customers /suppliers Colleagues

4. How would you evaluate the internal communication within company with colleagues?

Bad No bad Quite good Perfect

5. Do you feel any problem in communication in the company both internal and external?

Yes No

6. If yes, why? You can choose more than one.

Bad language skills Misunderstanding

Unwillingness Lack of time

Unreliability Other

Lack of information

7. Do you think that communication is easier since SAP has been implemented?

- Yes No

8. If not, why? You can choose more than one.

- It is new and not all functions are running properly
- I'm still not so skilled to get all information I need
- There is wrong input of data
- Missing authorizations for some transactions

Other

9. What is usually the reason why customers/suppliers do not communicate with you?

- | | |
|--|---|
| <input type="checkbox"/> Bad language skills | <input type="checkbox"/> Misunderstanding |
| <input type="checkbox"/> Unwillingness | <input type="checkbox"/> Lack of time |
| <input type="checkbox"/> Unreliability | <input type="checkbox"/> Other |
| <input type="checkbox"/> Lack of information | <input type="text"/> |

10. What nationality seems to you to be the most difficult to communicate with?

- USA Europe Asia

You can specify

11. Why?

- Bad language skills
- Unwillingness
- Unreliability
- Lack of information
- Misunderstanding
- Lack of time
- Other

12. What nationality seems to you to be the easiest to communicate with?

- USA Europe Asia

You can specify

13. How do you deal with the difficult customers?

- I ignore them
- I am on watch of them
- I am difficult to them as well

Other

14. Do you feel any danger of not communication well?

- Yes No

15. Would you embrace any communication training?

- Yes No

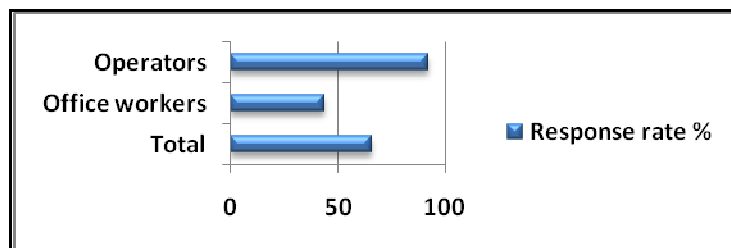
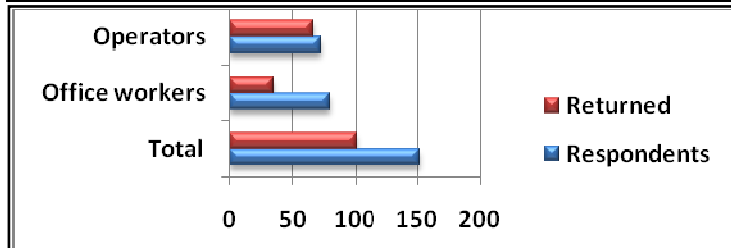
APPENDIX P III: CUSTOMER'S PERCEPTION OF JC SIGMA

Customer's Perception of John Crane Sigma Performance

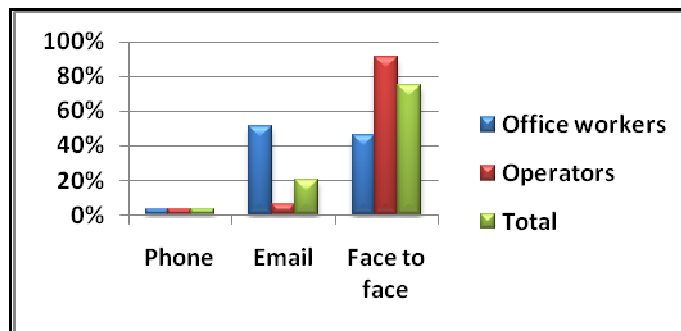
ELEMENT		SCORE									
		POOR		MEDIocre		ADEQUATE		GOOD		EXCELLENT	
		1	2	3	4	5	6	7	8	9	10
1.	On Time Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Quality Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	General Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Acknowledgement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Technical Clarification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Commercial Clarification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Packaging of Products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Warranty Resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Flexibility / Change Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
										Target = 90 points	

APPENDIX P IV: RESULTS OF INTERNAL COMMUNICATION

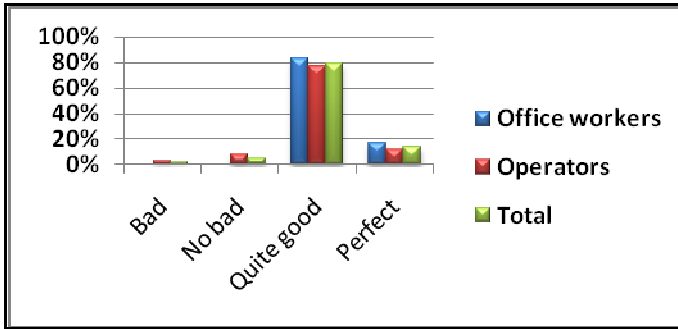
	Respondents	Returned	Response rate %
Total	152	101	66
Office workers	80	35	44
Operators	72	66	92



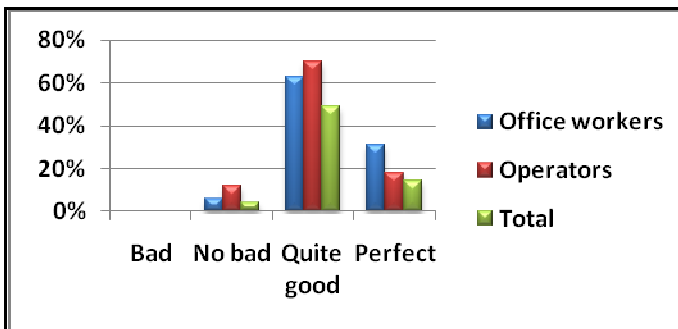
1	Phone	Email	Face to face
Office workers	3%	51%	46%
Operators	3%	6%	91%
Total	3%	20%	75%



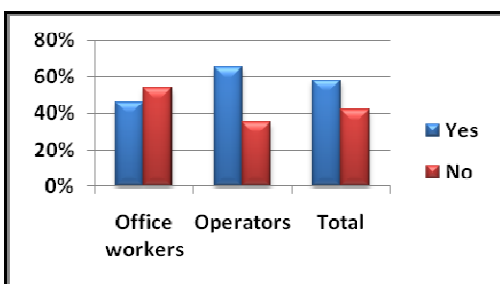
2	Bad	No bad	Quite good	Perfect
Office workers	0%	0%	83%	17%
Operators	3%	8%	77%	12%
Total	2%	5%	79%	14%



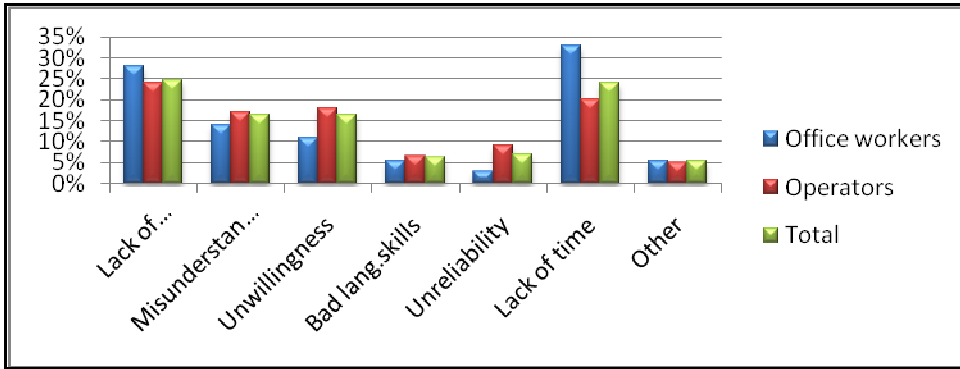
3	Bad	No bad	Quite good	Perfect
Office workers	0%	6%	63%	31%
Operators	0%	12%	70%	18%
Total	0%	4%	49%	14%



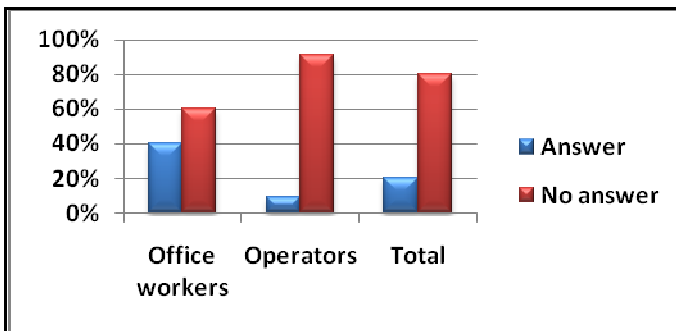
4	Yes	No
Office workers	46%	54%
Operators	65%	35%
Total	58%	42%



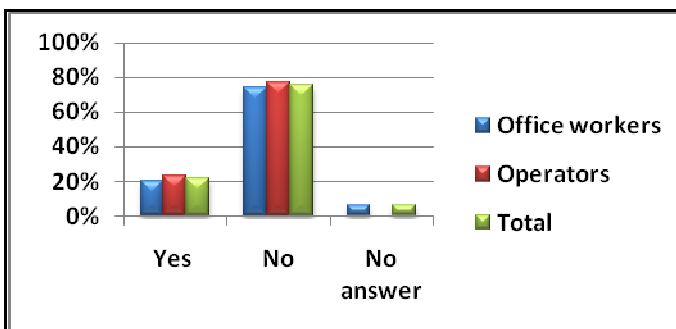
5	Lack of info.	Misunderst.	Unwillingness	Bad lang.	Unreliability	Lack of time	Other
Office workers	28%	14%	11%	6%	3%	33%	6%
Operators	24%	17%	18%	7%	9%	20%	5%
Total	25%	16%	16%	6%	7%	24%	5%



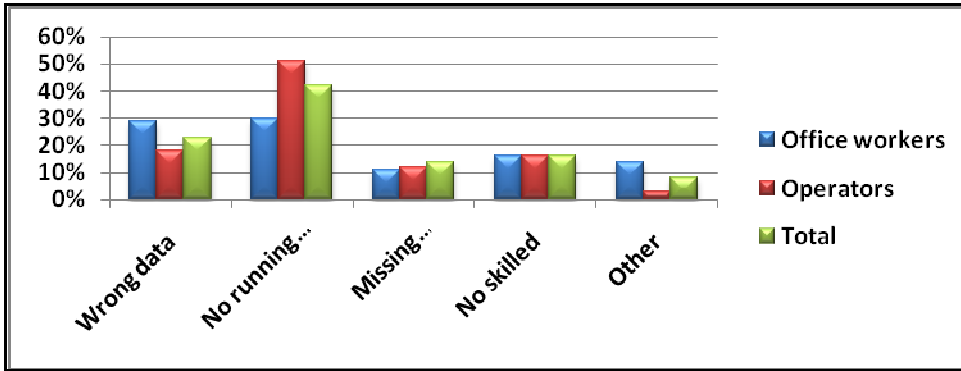
6	Answer	No answer
Office workers	40%	60%
Operators	9%	91%
Total	20%	80%



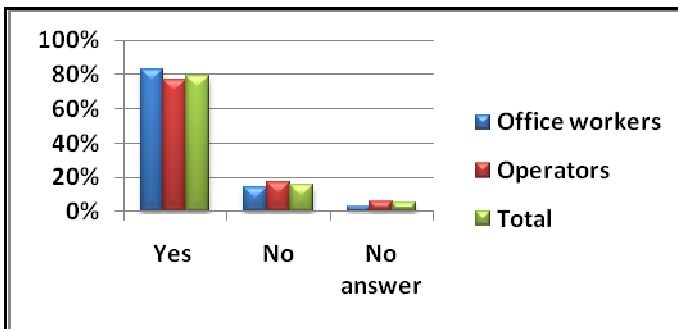
7	Yes	No	No answer
Office workers	20%	74%	6%
Operators	23%	77%	0%
Total	22%	76%	6%



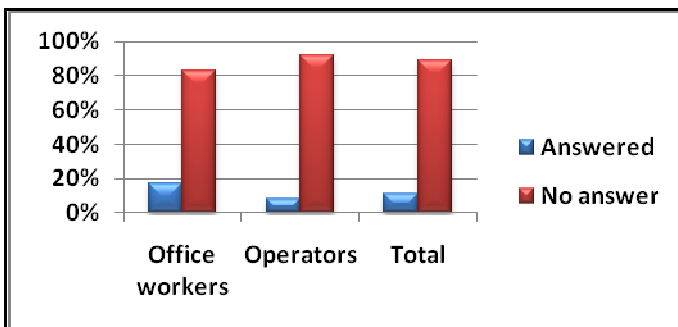
8	Wrong data	No running properly	Missing autorization	No skilled	Other
Office workers	29%	30%	11%	16%	14%
Operators	18%	51%	12%	16%	3%
Total	23%	42%	14%	16%	8%



9	Yes	No	No answer
Office workers	83%	14%	3%
Operators	77%	17%	6%
Total	79%	16%	5%

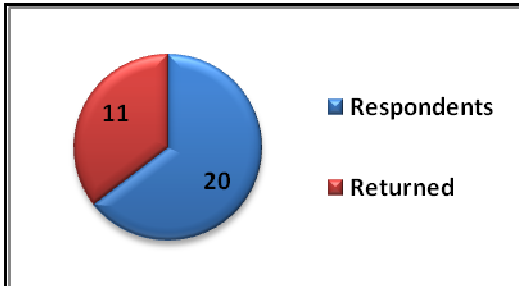


10	Answered	No answer
Office workers	17%	83%
Operators	8%	92%
Total	11%	89%

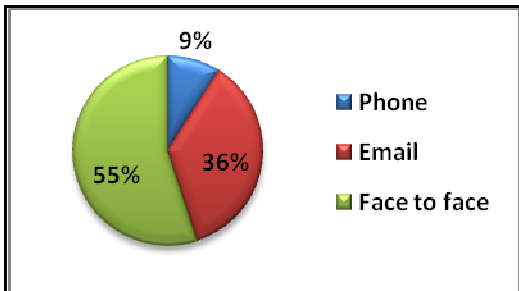


APPENDIX P V: RESULTS OF EXTERNAL COMMUNICATION

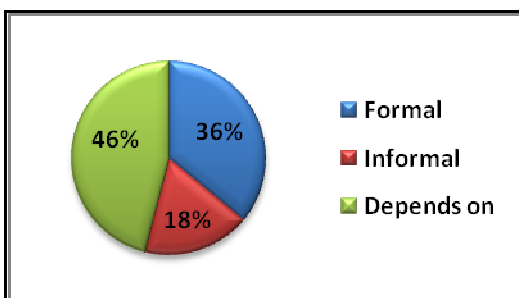
Respondents	Returned	Response rate %
20	11	55



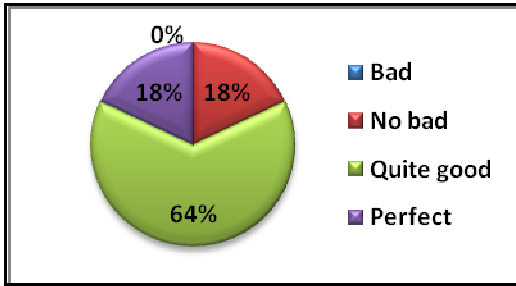
1	Phone	Email	Face to face
	9%	36%	55%



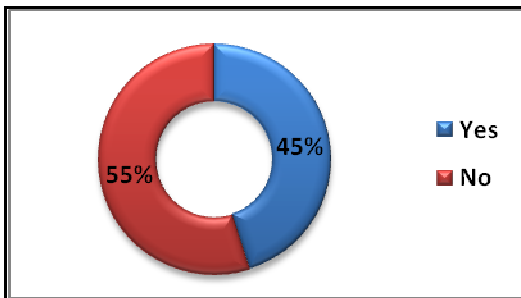
2	Formal	Informal	Depends on
	36%	18%	46%



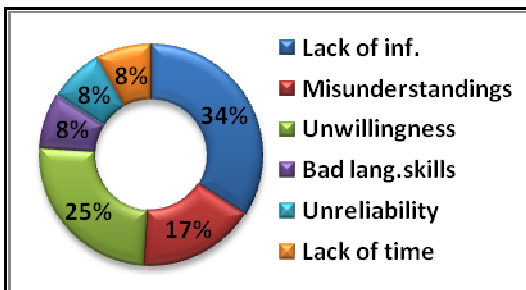
4	Bad	No bad	Quite good	Perfect
	0%	18%	64%	18%



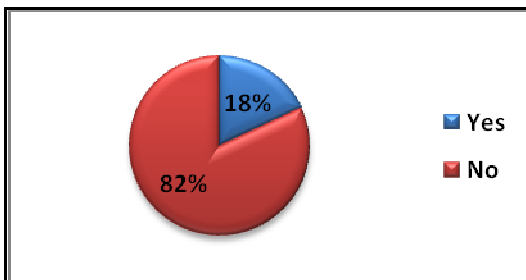
5	Yes	No
	45%	55%



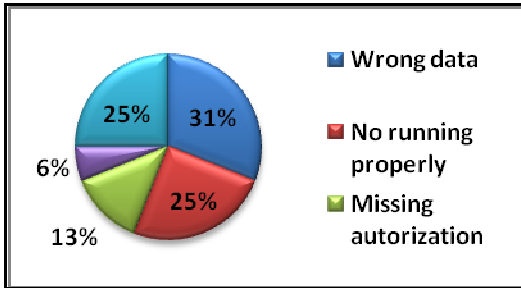
6	Lack of inf.	Misunderstandings	Unwillingness	Bad lang.skills	Unreliability	Lack of time
	34%	17%	25%	8%	8%	8%



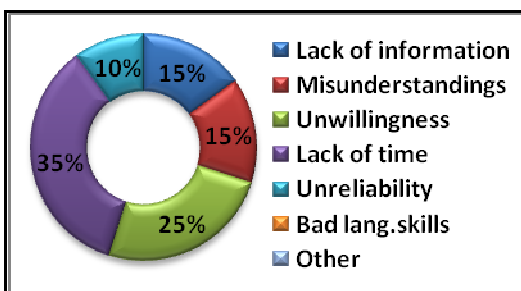
7	Yes	No
	18%	82%



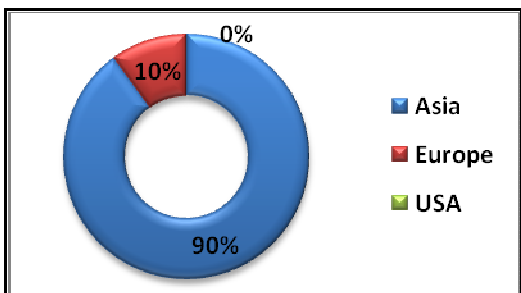
Wrong data	No running properly	Missing autorization	No skilled	Other
31%	25%	13%	6%	25%



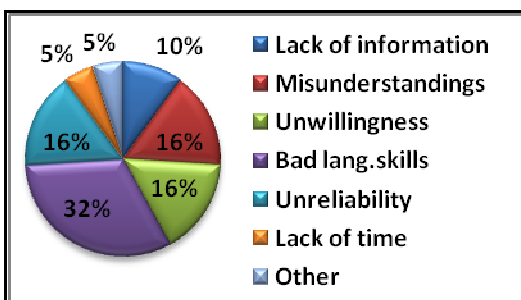
	Lack of info.	Misunderstand.	Unwillingness	Lack of time	Unreliability	Bad lang.	Other
9	15%	15%	25%	35%	10%	0%	0%



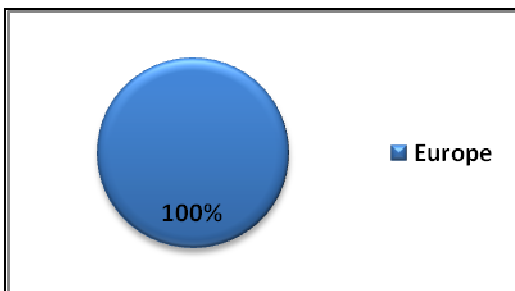
10	Asia	Europe	USA
	90%	10%	0%



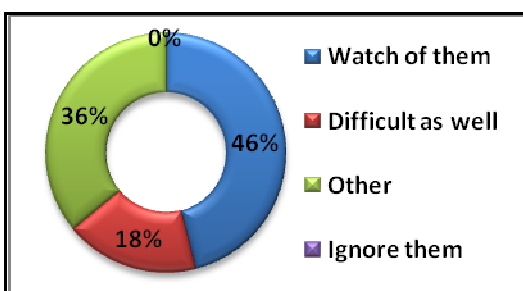
11	Lack of info.	Misunderstand.	Unwillingness	Bad lang.	Unreliability	Lack of time	Other
	10%	16%	16%	32%	16%	5%	5%



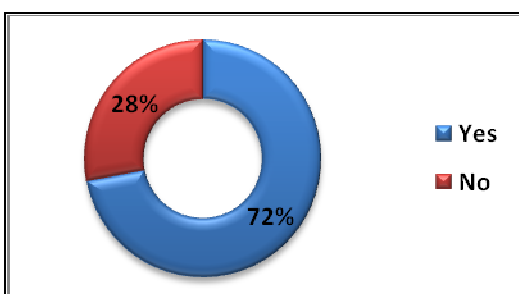
12	Asia	Europe	USA
	0%	100%	0%



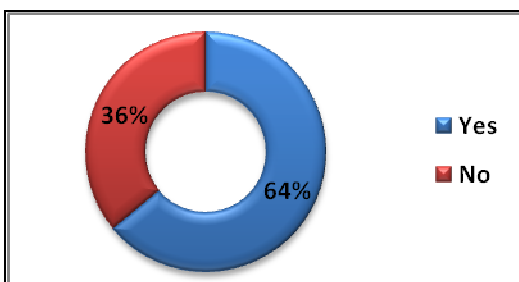
13	Watch of them	Difficult as well	Other	Ignore them
	46%	18%	36%	0%



14	Yes	No
	72%	28%

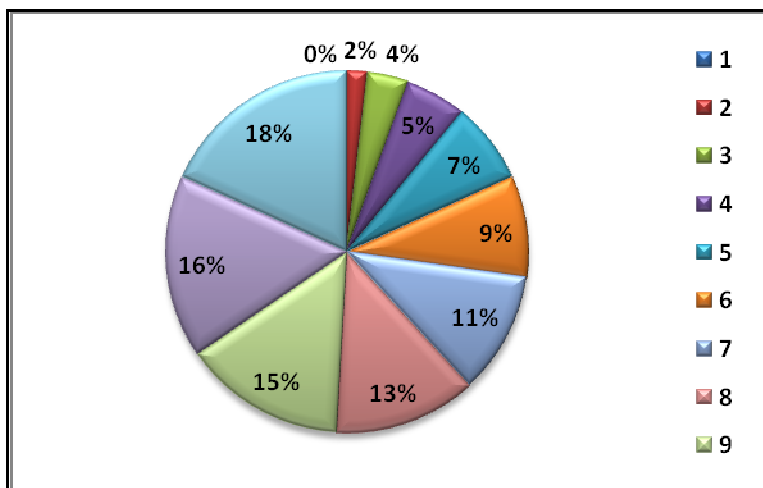


15	Yes	No
	64%	36%



APPENDIX P VI: RESULTS OF CUSTOMER’S PERCEPTION

Question	0	1	2	3	4	5	6	7	8	9	10
Clasification	Any	Poor		Mediocre	Adequate		Good		Excellent		
On time delivery	0%	0%	0%	0%	4%	0%	20%	16%	48%	12%	0%
Quality control	0%	0%	0%	0%	8%	0%	16%	8%	28%	40%	0%
General com.	0%	0%	0%	0%	0%	0%	8%	28%	24%	40%	0%
Acceptance	4%	0%	0%	4%	8%	8%	4%	24%	8%	40%	0%
Technic.clarif	4%	0%	0%	0%	4%	12%	16%	24%	28%	4%	8%
Commerc.clarif	0%	0%	0%	4%	0%	4%	8%	16%	40%	24%	4%
Packaging of prod.	0%	0%	8%	4%	0%	0%	8%	28%	24%	24%	4%
Waranty resolut.	12%	0%	0%	4%	0%	12%	8%	20%	20%	20%	4%
Flexibility	0%	0%	0%	0%	0%	16%	8%	24%	28%	20%	4%
Problem solving	0%	0%	0%	0%	8%	12%	0%	28%	44%	8%	0%
Total	2%	0%	1%	2%	3%	6%	10%	22%	29%	23%	2%



Elements	Any	Poor	Mediocre	Adequate	Good	Excellent
On time delivery	0%	0%	4%	20%	64%	12%
Quality control	0%	0%	8%	16%	36%	40%
General com.	0%	0%	0%	8%	52%	40%
Acceptance	4%	0%	12%	12%	32%	40%
Technic.clarif	4%	0%	4%	28%	52%	12%
Commerc.clarif	0%	0%	4%	12%	56%	28%
Packaging of prod.	0%	8%	4%	8%	52%	28%
Waranty resolut.	12%	0%	4%	20%	40%	24%
Flexibility	0%	0%	0%	24%	52%	24%
Problem solving	0%	0%	8%	12%	72%	8%
Total	2%	1%	5%	16%	51%	26%

