



SEINÄJOEN AMMATTIKORKEAKOULU  
SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

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# **Developing a company's brand by improving the company's communication about their corporate culture towards internal and external stakeholders**

A study for internal and external brand consumers

Thesis

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Bachelor of Business Administration



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## **Thesis abstract**

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The aim of this thesis was to develop a company's brand by improving their communication about the company's corporate culture towards their internal and external stakeholders. The goals included gaining visibility and awareness for the company, called Wirokit, and, ultimately, finding new customers and employees. Another objective was to enhance the internal communication about the company's culture. The commissioner company is a small IT company, founded in 2018. Wirokit has 19 staff.

The primary data for this qualitative study was collected with semi-structured one-on-one interviews. The sample included a total of 8 interviewees, with Wirokit's 3 external and 5 internal stakeholders. The aim was to gather information on the current status of the company's corporate culture, external and internal communication, and brand image, to create a development plan for Wirokit.

Based on the study, suggestions for improvement were created for the company, for both internal and external communication. The company's internal communication was found to be functional and effective. Nevertheless, there was a need for new ideas to further improve its effectiveness. The company's external communication was analyzed using SOSTAC's marketing plan and Schein's organizational culture model. Putting these theories into practice allowed generating ideas to improve the company's external communication. These ideas not only address the goals of the thesis but also contribute to refining the brand in alignment with Wirokit's corporate culture.

<sup>1</sup> Keywords: corporate culture, communication, brand, marketing

SEINÄJOEN AMMATTIKORKEAKOULU

## Opinnäytetyön tiivistelmä

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Tämän opinnäytetyön tarkoituksena on kehittää yrityksen brändiä parantamalla yrityskulttuurin viestintää sisäisille ja ulkoisille sidosryhmille. Tavoitteisiin kuuluu Wirokit-nimisen yrityksen näkyvyyden ja tunnettuuden lisääminen ja lopulta uusien asiakkaiden ja työntekijöiden saaminen. Toinen tavoite on tehostaa sisäistä viestintää yrityskulttuurista. Toimeksiantajayritys on vuonna 2018 perustettu pieni IT-alan yritys, jossa on 19 työntekijää.

Tämän haastattelun ensisijainen aineisto kerättiin puolistrukturoidulla laadullisella tutkimuksella, joka toteutettiin yksilöhaastatteluilla. Otokseen kuuluu yhteensä 8 haastateltavaa, joista 3 on Wirokitin ulkoisia sidosryhmiä ja 5 sisäisiä sidosryhmiä. Tavoitteena oli kerätä tietoa yrityskulttuurin, ulkoisen ja sisäisen viestinnän sekä brändimielikuvan nykytilanteesta Wirokitin kehittämissuunnitelman laatimiseksi.

Tutkimuksen perusteella yritykselle luotiin kehitysideoita ja ne jaettiin sisäistä ja ulkoista viestintää varten. Pohdinnassa todettiin, että vaikka sisäinen viestintä toimii tehokkaasti, on silti tarvetta uusille kehittämisideoille, joiden tarkoituksena on parantaa yrityksen tehokkuutta entisestään. Ulkoiseen viestintään käytettiin SOSTACin markkinointisuunnitelmaa sekä Scheinin organisaatiokulttuurimallia. Kun näitä teorioita sovellettiin käytäntöön, oli mahdollista luoda kehitysideoita ulkoista viestintää varten. Nämä ideat eivät ainoastaan vastaa opinnäytetyön tavoitteisiin, vaan myös edistävät brändin kehittämistä Wirokitin yrityskulttuurin mukaisesti.

<sup>1</sup> Asiasanat: yrityskulttuuri, viestintä, brändi, markkinointi

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## Terms and Abbreviations

<b>SOSTAC</b>	Situation, Objectives, Strategy, Tactics, Action, and Control
<b>LTD</b>	Limited company
<b>IT</b>	Information technology
<b>Stakeholder</b>	individuals or group that can be affected by the business (for example customers, owners, employees, investors, media, the general public)

# 1 INTRODUCTION

Nowadays, people are starting to pay more attention to their own values, and this shows in how they go about their daily lives, including their shopping habits and work routines. So, it is becoming super important for every company to figure out what they stand for – their values, habits, and goals – because these things are a big part of shaping the company's culture. It all begins from within the company, and communicating well is crucial for the company to grow and get good results.

As time goes on, and the company's culture takes shape, there is a chance to use it in how the company presents itself to the world – its branding. The brand is basically what people outside the company think and assume about it. You cannot control what others think, but you can be open and honest when talking about the company to the outside world.

Social media is a major deal in people's lives nowadays, and it is changing how companies show themselves off. Old-school methods like newspapers, and posters, do not really cut it anymore. That's why using social media to get the brand out there is a popular strategy. I picked this topic because it mixes a lot of different business matters and it is something that can help Wirokit down the line. The way that how a company acts inside and outside, the culture it has, and the brand it becomes are all connected. Seeing a company's culture turn into its brand is fascinating, and using social media to make that happen is really up-to-date.

Wirokit is an interesting company where I did my practical training, and that's why it made sense to choose it for my bachelor's thesis. The topic was assigned to me, but I tweaked it to match what I am interested in, while still keeping the main goals in mind.

## 1.1 Background of the topic

Wirokit Ltd is a small company in Seinäjoki, founded in 2018. It has 19 employees, who all are IT professionals, and it is an employee-owned company. Employees have decades of experience in IT consulting and IT services. Mostly the employees are living either in



Seinäjoki or in Tampere. Sales in 2021 were 1.3 million euros and the turnover was 124 thousand euros and increased of 11.2% compared to the previous year. The CEO of the company is Tuukka Rantala. Headquarters is located in Puskantie 16, 60100 Seinäjoki. Wirokit is doing software and information systems for their customers and the target market is big companies who have product development activities in Finland, so it is considered as a B2B business. At the moment, Wirokit is present in LinkedIn and they have their websites in Finnish and English. The author works at the company in communications, which helps to understand the whole picture of the company more clearly.

## **1.2 Research problem**

Wirokit Oy is a relatively small company, having 19 professionals working there. Therefore, it is fair to say that most of the people in the Seinäjoki area are not aware of it, and that needs to be changed. Wirokit Oy has LinkedIn, Instagram, and Facebook. Nowadays, using social media in marketing is necessary to gain visibility, new possible clients, and employees. As a small-sized company, it has only a few resources that need to be utilized wisely to be efficient. According to the CEO, Tuukka Rantala, now the company lacks having clarity on its brand and image, like how is it seen by others outside of the company. This is reflected in difficulties in finding new customers. Therefore, the research problem is the lack of a clear brand image, familiarity, and visibility of the company. The plan is to build the company's image utilizing the cornerstones of the company.

## **1.3 Objectives of the thesis**

The objectives of this research are to answer the research question:

- How to develop the company's brand by improving the communication of corporate culture to internal and external stakeholders.

Sub-questions:

- How to improve the internal communication of the culture among the company's own workers and how to empower them

- How to gain familiarity and visibility of the company's brand to external stakeholders?

The author will build the brand image utilizing the cornerstones of Wirokit Oy. The plan how to do it is to gather and examine the information from inside the company, including its corporate culture and how the employees see the company's values and activities. The company's culture and how the employees view the company has a significant impact on the brand image and how the people outside the company see it. In this research, the examination focuses on the internal and external stakeholders and based on that, development ideas for external and internal communication will be proposed. Development ideas are given to gain visibility and awareness to the company and the goal is to get the tools to implement the plan in the future. The plan is not implemented in the thesis.

#### **1.4 Aims of the thesis**

The main goal is to plan a way to communicate the corporate culture and find a way to message them internally and externally. The aims are to research the company's current situation and analyze the company's culture in a way it is beneficial to plan the suggestion ideas for marketing and in a way the company can have the best outcome which is the possible new customers and employees in the future. The company wants to grow its business and this thesis is aimed to have the plan ready for use and to have a clear structure of the company's culture to also use it internally. The plan is also to get a way to communicate this information for external use.

#### **1.5 Structure of the thesis**

This thesis starts with a table of content, abstract, and introduction of the topic. It is followed by the methodology used in this thesis which is explained in more detail including aspects like research approach, research environment, and data collection methods. After that, the next part is a literature review, where subjects such as corporate culture and why is it important, digital marketing in general and in B2B businesses, SOSTAC analysis, digital marketing plan, different social media platforms, and some statistics are reviewed. The study and

interviews come next, where the results to the answers are presented. Then, the findings of the study and interviews are next. The discussion part includes the author's own thoughts on the thesis and lastly, the conclusion of the subject.

Figure 1 illustrates the structure of the thesis.

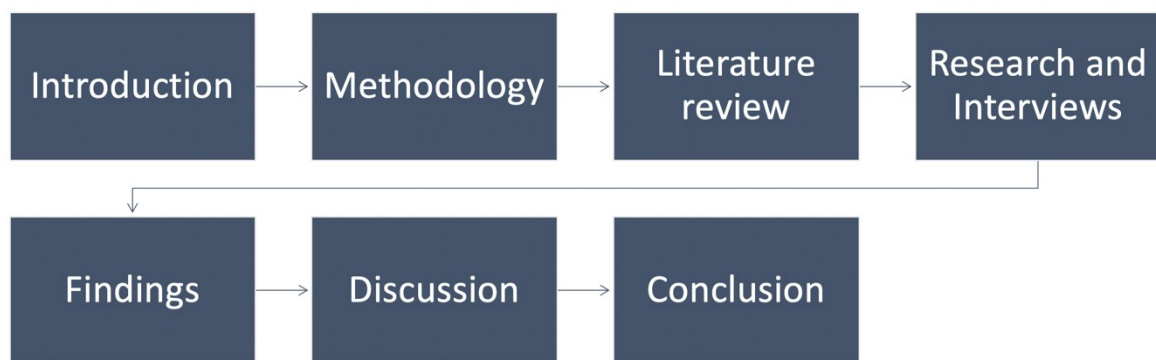


Figure 1. Structure of the thesis.

## **2 METHODOLOGY USED IN THIS THESIS**

The definition of Research method according to Budert-Waltz (2021), is to discover new information about a subject based on the researched data by using a specific technique for it.

### **2.1 Research approach**

In order to obtain an understanding of a particular phenomenon, qualitative research involves the gathering, analysis, and interpretation of extensive narrative and visual data (Budert-Waltz, 2021). The simultaneous examination of several features of a phenomenon and an effort to observe things in their natural settings are two characteristics of qualitative research. Inductive reasoning is applied in this strategy.

This study is qualitative research, which in this case is used to understand how the participants behave and influence inside the company and how the corporate culture is seen, and how external interviewees see Wirokit. Qualitative research is chosen because the development ideas for the external stakeholders requires non-measurable data, more detailed and deeper data as well as for the communication of the corporate culture for internal stakeholders.

### **2.2 Research environment**

The research was conducted in a peaceful environment, to give the interviewees and interviewer a calm and reliable environment for getting the best results possible. Internal interviews were in the negotiation room in the Wirokit office, Seinäjoki. External interviews were conducted via Google Meet which is familiar to the interviewer as face-to-face interviews were not possible due to the distance.

### **2.3 Data collection method**

Data is collected through primary and secondary sources. Primary data include the interview conducted by the author, as well as the employee survey. Secondary data is reviewed in the literature chapter. George (2022) determines that the definition of an interview is a face-to-face process, where two or more people are present, and the interviewer asks questions from the interviewee. Interviews that are called semi-structured combine elements of both

organized and unstructured interviews. The questions do not need to be asked in a certain order or with a specific phrasing, even when the interviewer has a basic idea of what they want to ask.

The data collection involves a combination of open-ended and closed-ended questions, utilizing a semi-structured interview format. The participants in these interviews comprise both company employees having significant insights into the company's culture and communication as well as external stakeholders. The sample is 8 people. Also, an anonymous employee survey that is done by a third party for the employees, a few times a year, is used to analyze the group dynamic and culture. Cornerstones that are defined within the company are utilized in this thesis, as well as graphic instructions created for Wirokit that can be used in their media to create a cohesive look. In the picture (Figure 2), you can see the methodology used in this thesis.



Figure 2. Research approach, method, and data collection.

### 3 LITERATURE REVIEW

The literature review delves into topics such as corporate culture and its significance, brand image, internal and external communication, digital media, and relevant theories including the SOSTAC marketing plan (2017) and Schein's organizational culture model (2022). This comprehensive review equips the researcher with the necessary knowledge and tools to effectively carry out the research and address the research question.

#### 3.1 Corporate culture

Corporate culture is what are considered as the values, attitudes, and practices that affect how the employees and management of the firm interact with others and how they perform and act (Traver, 2022). It reflects in actions and regulations inside the company, like business hours, employee benefits, dress code, and hiring processes and -decisions. Corporate culture is affecting how stakeholders are treated and satisfied. Corporate culture includes six important characteristics: vision, values, practices, people and narrative, and place.

Often, vision and mission statement that states the purpose of the company is needed for building a great corporate culture (Coleman, 2013). It is a foundation for the culture and a guide for the employees. While vision is the foundation of the culture, values are the core element. Values are based on the vision and state the behavior and mindsets of the people inside of the company and what is reflected to external stakeholders. Values become less important if they are not seen in actual practices. The values of the company should be visible through daily-life practices.

Building a culture involves people sharing and using core values in their work life (Coleman, 2013). This is also taken into account in the recruiting process. Recruiting people who feel engaged in the culture, strengthens the company's culture that they already have. Every company has its own story and formulating the unique history into a narrative is a part of the culture. Place, architecturally, geographically, or aesthetically impacts and shapes the company's values and culture.

According to Luukka (2020, p. 25), corporate culture consists of different features:

1. It is always associated with a group
2. Corporate culture is something that is created together
3. Culture can be learned and taught
4. It is shared to all, brings people together and distinguishes them from other groups
5. A group's attitudes, beliefs, and behavior are influenced by and united by culture.
6. Culture always has more power than an individual person.

### **3.2 Schein's organizational Culture model**

According to *Management Study Guide* (2022), there are three levels of Schein's organizational culture model. The organization's traits that can be quickly seen, heard, and felt by people are referred to as artifacts which is the first level of the model. It includes how the employees dress, the equipment they use, company's vision and mission which has a significant impact on the company's culture. The values of the members of staff, in Schein's estimation, make up the next level that makes up the organizational culture. The organizational culture is significantly influenced by the values of the people who work there. The way that employees think and behave greatly influences the culture of any given firm. The last level consists of the workers' presumptive values, which cannot be quantified but do affect the corporate culture. There are some ideas and information that are kept secret yet have an impact on the culture of the firm.

In figure 3., there is Schein's organizational culture model as a pyramid.



Figure 3. Schein's organizational Culture model (Doam, 2015).

### 3.3 Why is culture important?

According to Flamholtz and Randle (2011, p. 13), culture can be a very valuable asset and competitive advantage to majority corporates and have a strong effect on the organization if properly directed. It is most likely to have an impact on their goal achievement if the employees of the company feel connected to the corporate culture. Reasons that organizational culture resonates with success are that it affects the financial performance of the company and the motivation of the employees. Successful corporate culture makes the employees feel like a connected team, even though their employees work with little interaction with others when the feeling of being part of something special comes very important.

According to Traver (2022), corporate culture is supporting the long-lasting success of the company. It will create a positive work atmosphere and environment, and make a difference in the workforce, such as engaged, motivated, and energetic employees. It has an effect on the performance quality and productivity in a good way, as well as result a



numeric business growth for the company. Good corporate culture will also attract high-value customers and employees.

### **3.4 Brand image and its importance**

A brand is a channel for an organization's culture (Yang, 2010, p. 223). A company's culture is the ideas, practices, behavior norms, and group dynamics that an organization expresses in the establishment of its brand as well as during the process of brand function. Since a company's culture, particularly its guiding principles and operational psychology, cannot be seen from the outside of an organization, it must be expressed via the qualities and services that represent the fundamental foundation of brand culture. In order to improve internal cohesiveness, increase external competitiveness, and ultimately translate cultural impacts into market effects and financial gains, corporate culture can be broadened to include the market with the assistance of the brand.

The customer's opinion of the brand is known as the brand image (Pahwa, 2022). It is the culmination of a customer's perceptions, thoughts, and views of the brand. The consumers' view of the brand based on the way they interact and experience with the brand or their assumptions about what the brand may be is a straightforward description of a brand image.

Building a company's brand identity takes up the majority of its attention, resources, and time (Pahwa, 2022). They choose the brand's visual identity, the customer experience it should provide, the positioning of the brand in consumers' thoughts, as well as other connotations. When all of these factors are considered, a brand personality is created, which when an individual engages with the business or learns about it, creates a brand image.

### **3.5 Digital media design**

A company's own digital media channels should be designed in a specific way in order to be successful (Chaffey & Smith, 2017, p. 297). There are different parts that influence the customer's experience online, which are accessibility, user-centered design and usability, information architecture and findability, and Visual design. Accessibility means that digital media is easy to access on every device. User-centered websites are designed so that users can find easily the information they are seeking for. Findable designs are designed for the user to

have a clear structure and headings. Visual design is an important part, with creative visuals the design stays in visitors mind.

### **3.6 Internal and external communication**

According to LGBTI Equal Rights Association (n.d., p. 5), internal communication includes all information that has been communicated inside the company. There are different ways and channels where the message can be exchanged. Phone, in-person, email, and intranet are examples of ways to exchange information. Internal communication is beneficial for the employer's performance, as it clears up the mission of the organization and helps to identify and solve possible problems that might occur. External communication is exchanging messages inside the company, as well as outside the company that can be divided into formal and informal communication. Formal external communication is all about making an appropriate impression with a formal style, regardless of the way it is communicated.

There are different types of internal and external communications (StudySmarter, n. d.):

Internal communication:

- Leadership communication: Communication between leaders and others in the hierarchy inside the company.
- Vertical communication: Communication between different levels- of employees.
- Top-down or downward communication: From top management to lower-level communication.
- Bottom-up communication: From lower-level employees to upper management.
- Horizontal communication: Communication between people from the same level of the hierarchy.
- Diagonal communication: Communication between different departmental groups inside the organization, who do not work normally together.
- Grapevine communication: Informal communication that is hard to control as it involves gossip and rumors.

External communication:

- Advertising: highlighting the benefit of a service/product by using different channels.

- Public relations: happens with stakeholders of the company, where the goal is to maintain a good image and reputation of the organization
- Customer service: Answering customers' worries and questions
- Personal selling: In-person- communication where the goal is to sell a product or a service.
- Corporate communication: communication about the company's vision, values, and goals to stakeholders.

### **3.7 Digital Marketing**

To be effective, digital marketing should be interacted with and integrated between the traditional way and internet channels (Chaffey & Ellis-Chadwick, 2016, p.16). A digitally implemented marketing strategy should have clear objectives, be available and easy to find for the target market, have a value proposition communicated to the customers, be consistent with the customers, and to mix offline and online tools in a good balance.

Chaffey and Ellis-Chadwick (2016, p. 11) states that the definition of digital marketing is reaching marketing goals via the use of digital media with different technologies. Online company presence means in which platforms (social media, company websites) the company has activity, and managing such platforms are part of digital marketing.

Platforms can be divided into three main media: paid media, owned media, and earned media (Chaffey & Ellis-Chadwick, 2016, p. 11). Display ad networks, search, and affiliate marketing are considered as paid media that are brought to get reach, visitors, or conversions. Owned media is the company's own platforms like LinkedIn, Facebook, Instagram, websites, and applications. Having different media presence highlights that a mix of different channels is a need. Lastly, there is earned media. It includes conversations between consumers and companies in different ways both offline and online. It is getting visibility through partners like influencers, publishers, and bloggers, as well as through word-of-mouth talk on social media.

### **3.7.1 How to use digital media channels to reach business objectives**

The first part is to identify the platforms where the company wants to be present and what to use in the digital strategic marketing plan (Chaffey & Ellis-Chadwick, 2016, p. 31). But how to reach the business objectives? There are 4 steps for supporting the objectives: Reach, interact, convert, and engage. The first step is to build awareness of the brand and services, both offline and online. One way to do it is to build awareness by getting visits to websites and social media. The second step is to interact with the audience by encouraging them to contact or act with the company. Step three is to Convert. In order to reach sales or leads, accomplish the conversion. The last step is to engage with the customers and build relationships to achieve the goals.

### **3.7.2 Different digital media channels**

There are different media channels for marketing that companies can benefit from (Chaffey & Ellis-Chadwick, 2016 p. 32). Search engine marketing is one tool which is displaying words on a search engine to promote clicks to a website when a buyer searches a certain keyword phrase. Online PR is utilizing mentions from a third-party person in different media like social networks, blogs, or feeds, where they talk about your company or services and where the target audience is most likely to visit. An online partnership is having a long-time partnership with other companies for promoting your services for example on their websites or other communication tools like email.

According to Chaffey and Ellis-Chadwick (2016, p. 31), display advertising is advertising your product or service on third-party websites by using visual ads for getting visibility. Opt-in email marketing is including your product or service to a third-party e-newsletter. Lastly, social media marketing is where companies use social networks to advertise their products or services and spread awareness for the company. It is an important part and includes encouraging customers to engage and communicate with the company and answering the comments is essential.

### **3.7.3 Digital media in general and for B2B marketing**

Finland is one of the countries that have the biggest percentage of access to the internet, as 96 % of all households have the capability to use broadband internet (Statista, 2022). In

2022, according to a survey made by J. Clausnitzer, one of the top purposes that are ranked 4th for using the internet is finding information about products or services that 85% of the respondents use.

Business-to-business (B2B), sometimes known as B-to-B, is a way for businesses to deal with one another (Chen, 2022). Business-to-business refers to transactions that take place between businesses rather than between a firm and a specific customer.

According to 11<sup>th</sup> annual content marketing survey by content marketing institute (2020) Social media platforms are the most used channel (89%) for B2B marketers for the last 12 months. Next follows, Email (87%) and their organization's website/blog (86%). So, the three most used channels with very close percentage are social media platforms, Email, and the organization's website/blog.

The three most used platforms for B2B businesses are LinkedIn (96%), Twitter (82%), and Facebook (82%) (Content marketing institute 2020). Almost 50 % of B2B businesses use Instagram as a platform. 72 % of the marketers have used paid content distribution channels for content marketing purposes. The most used paid content distribution channel is social media advertising/promoted posts (83%), and the second platform is search engine marketing (SEM)/pay-per-click. From last year, using social media advertising/ promoted posts increased by 23 %.

In figure 4. there are presented the most popular paid social media platforms for B2B businesses.

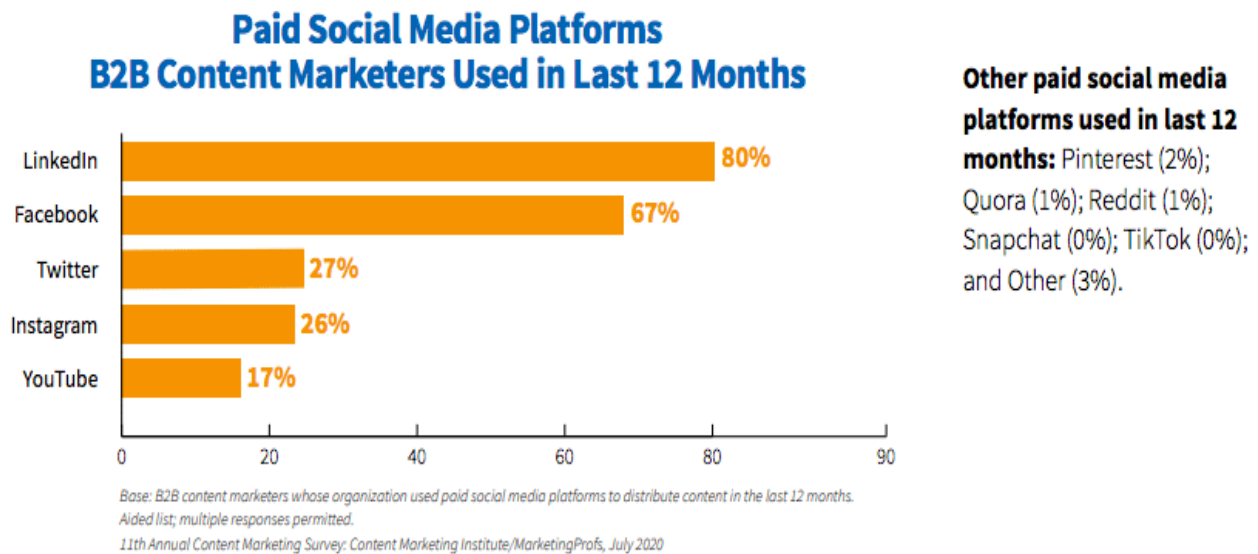


Figure 4. Paid social media platforms (Content marketing institute, 2020).

According to the 11<sup>th</sup> annual content marketing survey by content marketing institute (2020), the goals that B2B marketers have achieved by using content marketing are creating brand awareness (87%), building credibility/trust (81%), and educating the audience (79%).

### 3.8 SEO and Pay-Per-Click

Search engine marketing is one of the most important digital marketing tactics (Chaffey & Smith, 2017, p. 369). The most common method used by those seeking for new products or services to find ones that suit their needs is Google search. Search engines are more likely to be used when a person has a specific search in mind, is already familiar with a product or service, and wants to learn more about it.

The company's website should be constructed in such a way that it appears high in the results when a person or potential customer types specific keywords into a search engine which is known as search engine optimization, or SEO (Chaffey & Smith, 2017, p. 384). Pay-Per-Click (PPC) marketing is a cost-effective strategy for promoting a business. PPC is a method of bringing customers to a business's website; as the name implies, you only

pay when a customer clicks on an advertisement and visits the website as a result. Organic listings follow PPC in the list of results.

### **3.9 SOSTAC marketing plan**

Planning is an important part of a business and provides direction, control, and balanced work. According to Chaffey and Smith (2017, p. 558). The marketing plan can be divided based on the timeline of the plan. Short-term, one-year plan, and long-term, three-to-five-year plan, are widely used concepts. SOSTAC can be used in either. SOSTAC is a very popular planning tool used in business plans, digital marketing plans, and advertising plans. SOSTAC is formed from situation analysis, objectives, and strategy, tactics, action, and control.

#### **3.9.1 Situation analysis**

Situational analysis should answer the question "Where are we now?" (Chaffey & Smith 2017, p. 562). Situational analysis should include customers, competitors, partners, competencies analysis, and market trends. Complete customer analysis provides answers to the questions "Who," "Why," and "How". In this part, also your competitors are analyzed, and taking the expected increase into account. This part should be the biggest part of the whole digital business plan since it will allow you later to make better-educated decisions that will affect your business.

One method that might be useful in situational analysis is the SWOT analysis (Kenton, 2023). A metric used to assess a company's competitive situation is the SWOT analysis. It includes assessing opportunities, risks, opportunities, and vulnerabilities. It is a method of strategic planning that incorporates both internal and external factors. Using both internal and external data, a SWOT analysis may assist in developing a plan for the business to be more successful.

Political, Economic, Social, and Technological (PEST) Analysis is a management technique that enables a company to evaluate the key external elements that affect its operation in order to increase its competitiveness in the market (Kenton, 2022).

### 3.9.2 Objectives

"Where are we going?" or "Where do we wish to be?" are example questions of objectives (Chaffey & Smith, 2017, p. 574). This part should include the 5Ss and defines the purpose and benefits of the digital business plan. Moreover, the key performance indicator (KPI) pyramid, which starts with ROI and moves through market share, revenue, inquiries, and visitors, among other metrics can be included. Good goals include specific numbers and clear deadlines.

According to Chaffey and Smith (2017, p. 578), a straightforward structure for examining and outlining a company's top-level digital marketing objectives is called the 5S of digital marketing which stands for sell, serve, speak, save, and sizzle. The first is for increasing sales. includes both sales made directly online, where things may be purchased online, and internet-influenced offline sales. Speak with customers and approach them. establishing a two-way discussion online and carrying out formal surveys for market research. Save - Cut expenses. Savings are made possible via "web self-service," when clients respond to inquiries by reading online material. Expand the brand online with sizzle. achieved through offering fresh ideas, fresh services, and fresh experiences online, notably by fostering communities.

### 3.9.3 Strategy

Strategy's main question is: "How do we get there?" (Chaffey & Smith, 2017, p. 581). A plan outlines how to accomplish goals. While it is the smallest section of the strategy, it is probably the most crucial because it directs all the succeeding approaches. This part includes going through questions like which media will be applied to attract new clients, and which contact method will be used to keep existing clients. Also, what kind of communication strategies are the most beneficial and what position and segment is the product/service in?

### 3.9.4 Tactics and action

Tactics are how to implement in detail the strategy and what tools to use for the strategy which can be communication mix, marketing mix, and channel mix (Chaffey & Smith, 2017, p. 590–597). Action is a detailed plan for the tactics used and goes through who is responsible for doing the plan, when, and how it is implemented. Tactics include internal work like communication, execution, and task allocation.



### 3.9.5 Control

Control specifies what metrics you must use to measure when to use them, and what should happen when a flaw is detected (Chaffey & Smith, 2017, p. 601). The plan's control section makes sure you are aware of your progress while it is still changeable. A strategy must incorporate control, including who will report on which area. Figure 5. shows every step of SOSTAC marketing plan.



Figure 5. SOSTAC Model (Antevenio, 2019).

## 4 RESEARCH AND INTERVIEWS

This section goes through the research done in this thesis. It will explain specifically how the interviews were constructed, the timeline, and the type of research.

The research method is qualitative research, done by semi-structured interviews where the questions were thought through before the interview. The questionnaire includes both open- and closed questions. Conducting a semi-structured interview, it gives freedom to the interviewer to go back to the questions or ask more specifically if the question was unclear for the interviewee. According to the *Indeed* career guide (2023), closed-ended questions are typically formed in a way that the answer is “yes” or “no”.

According to Hirsjärvi et al. (2007, p. 159), qualitative research does not aim for statistical generalizations but rather aims to describe an event, understand a certain activity, or give a theoretically meaningful interpretation of a phenomenon. In this research, I am trying to understand which issues are brought up by the interviewees.

The method used is a themed interview, i.e., the interviewees talk about things and the interviewer keeps the conversation going around the theme. The thematic interview is based on pre-selected questions related to specific themes (Tuomi & Sarajärvi, 2009, p. 74).

The interviews were done one-on-one, and originally the sample was in total 9 people, 5 internal and 4 external stakeholders. One of the external possible interviewees did not answer the invitation for the interview. The interviews were both in-person and online. In-person interviews were done for internal stakeholders, as they were able to participate to the interviews at the office in the negotiation room. External stakeholders were interviewed online.

When thinking about the interview questions, the most critical aspect was that the questions are reflected in the research question. Therefore, it is helpful for planning the strategic marketing plan and improving the internal communication of corporate culture. Questions for the internal and external groups were different, although both concentrated the corporate culture and communication (see Appendix 2).

*The steps of data collection:*

7. For internal interviews, email message was sent on 12 May 2023 and for externals 1 June 2023 and 6 June 2023. One of the external interviewees did not answer, so, therefore, there were only 3 external interviewees.
8. Internal interviews were conducted between 19 April 2023–24 April 2023 in the negotiation room in the office. The interviews were recorded.
9. External interviews were via Google Meet, between 6 June 2023–14 June 2023. The interviews were recorded.
10. Listening to the interviews and transcription.
11. Analyzing the interviews

Interviewees were told that the interviews are recorded, the purpose of the research, and that the answers remain anonymous. There was one hour reserved for the interview, but on average the interviews were 30 minutes. Interviews were conducted to gather data regarding the current state of communication, and development ideas. This research method was chosen as it gives a deeper understanding of the situation. The sample for internal stakeholders is chosen based on their position inside the company. For a versatile view, the interviewees were chosen together with the CEO from different positions of the firm. The external stakeholders were also chosen by the connection of the firm, getting different sorts of connections and points of view. Interviews are conducted in a trustworthy way, even though according to Mcleod (2023) in qualitative research, it is difficult to measure the reliability and validity, as the data has subjective nature.

## 5 FINDINGS

The method of analysis used was data-driven content analysis (Tuomi & Sarajärvi, 2009, pp. 108–113), in which the data is first reduced by collecting various descriptive expressions from the interview data. The data was then grouped into two different themes: internal communication of the culture and familiarity and visibility of the brand.

### 5.1 Internal communication of the culture

Within this theme, I have observed three major topics related to it, which are company competence, customer focus, and work environment. Next, I will open each topic in more detail.

#### 5.1.1 Company competence

Reflecting on the interviews to the first sub-question (*How to improve the internal communication of the culture among the company's own workers and how to empower them*), the first theme that came up from the interview was company competence. Wirokit was described as representing professionalism as an IT company. Wirokit employees see professionalism and their competencies as a big part of as their values. the values, that are connected to company competencies were:

- entrepreneurial spirit
- efficiency
- courage for taking risks
- problem-solving
- quality

All respondents had a clear understanding of the four cornerstones of the company which include: Wirokit live, Band camp, Hitting the high notes, and Bass. In addition, some respondents stated that the cornerstones are decided together, and they agree with them.

“Se on kiva kun ne vastaa omia arvoja...” (‘It is nice when they match your own values’)

Bass as a cornerstone shows that employees are good at what they do and that there is not a situation that someone cannot solve. A strong knowledge of your own competencies is in good shape, and independent working skills but there is help available if needed. Professionalism is seen in the quality of work when aiming for the best results.

### **5.1.2 Customer focus**

The second theme that was discovered from the interviews was what the company means to its customers, which is related to customer focus. As a company, interviewees told that Wirokit is a consulting company, helping its clients to develop their products. Values that employees brought up were:

- honesty
- trustworthy
- straightforwardness

As everyday working life, Wirokit wants to deliver its best for its customers. As their cornerstones, Wirokit Live is seen that it has grown from a small company by trying new things and being brave enough to try things that are unfamiliar as well as bringing their own ideas to the table. Hitting the high notes is seen in the quality of the work, as there is a desire to do everything fully and perfectly.

### **5.1.3 Work environment**

The third theme that was visible from the interviews was what the company means to its employees and what is the work environment like. Describing what the company stands for included working together as a group. Values that were said when asking, were:

- work commitment
- supporting others

Band camp as a cornerstone is seen in everyday working life and aligns with the working environment theme. Band camp is visible when helping a co-worker even when mistakes

happen, good working atmosphere, getting along with others, and when having a new employee in the company.

Communication inside the company is mostly clear and easy, but there is always room for development. Also, if something is unclear, it is easy to ask. When organizing events, information could be more communicated. It was said that too much openness is not advisable if the matter is unfinished. Improvement ideas included two-way communication more in a dialogue way, making a closure if the subject is dealt with already, clearness in communication between the management group, transparency, and more information.

The next question was about if the decisions are made together. There were both yes and no answers. In bigger things, the executive team is deciding. The dividing line in decision-making is suitable.

Wirokit has every two weeks a meeting where the current matters are shared. 2 times per month information meetings are a good amount for most of the interviewees. The time is cut out from the working time and the work will suffer from it if there are too many meetings. However, it was also mentioned that more meetings might strengthen team spirit. Wirokit organizes 4 times a year events for their employees. It was seen that it is a big impact for a small company to organize events 4 times a year, so it is a good amount. There were suggestions about events and meetings that the company could benefit from, which were:

- bowling
- workshops
- Google meetings between Tampere and Seinäjoki employees
- goal-oriented coaching discussions

Depending on the activity/event, employees might attend to these, while some answered that they would, or that the current amount is enough.

There are certain communication channels that Wirokit uses. The use of communication channels includes Email, Google chat, Google Meet, information meetings twice a month, Intranet, and coffee table discussions. For some respondents, these were enough, but also activity increase in Intranet would be necessary. A more active channel could be good or more activity in current channels and their enhancement was said as an improvement ideas.

## **5.2 Familiarity and visibility of the brand to external stakeholders**

Familiarity and visibility of the brand to external stakeholders is the second theme that was discovered from the interviews. Within this theme, I have identified three primary subtopics associated with it, which are potential brand growth, professionalism, and partnership.

### **5.2.1 Potential brand growth**

Internal interviews revealed that Wirokit is not well known in the Seinäjoki area and that it's a small, new, and potential company. Wirokit was seen also as a stealthy company, but it is not seen as a disadvantage because it also brings fascination. In part, it is because most of the client relationships are secret.

Employees told that Wirokit is seen as a suitably small workplace with a long history. Previously there were issues with being an outward-looking company. Also being a consulting company, the expertise could be more visible as Wirokit does not own any product.

External interviews revealed that since the new CEO joined the company, the picture has improved because he is focusing on attracting new customers. Wirokit is still growing in the telecommunications field and is quite unknown. Based on external interviews, Wirokit is in a position of challenger but there is nothing specific about why they could attract more customers than competitors. On the other hand, it was brought up that it differs a lot from others as there is no references. One of Wirokit's benefits is the rare testing laboratory.

One interviewee said that communication used to be better when there were more face-to-face interactions. The company's values are not known by external interviewees, and they mentioned that the values should be visible and available for all. All interviewees said that the channel for better understanding and reaching current external stakeholders would be LinkedIn as it is what they use in a professional use.

One external interviewee stated that the image of Wirokit's brand is not the worst or neither the strongest brand, so it does not stand out in a good or a bad sense. Also, one felt like it was not common to bring out the brand, they wanted a worker and got one.

For one of the interviewees, it was clear what Wirokit is but does not know what it is the specialty and at what level it operates. One answered that for a better picture of the company, they would appreciate more customer stories and customer references when something good happens.

“This is something that can be improved”

### 5.2.2 Professionalism

As previously, company competence was one of the themes that came up in the interviews. Reflecting on the interviews also for the second research sub-question (*How to gain familiarity and visibility of the company's brand to external stakeholders?*) The professionalism stood out as a theme as well. Employees told that Wirokit is specialist company and there is a lot of knowledge. In the interview, the employees suggested that the expertise should be marketed outside.

Wirokit wants to be seen as:

- having high-quality work
- getting through hard things
- competent
- enthusiastic
- a good working group with professionalism

External interviewees sees wirokit as fun, confident with problem-solving skills and having a good atmosphere. They know that wirokit offers which are consulting services for special industries. Wirokit has the key competencies which are critical for the interviewee and no one else has these competences anywhere.

One external interviewee said that communication goes both ways and the matter has always been resolved. Other answers regarding about the communication included:

- straightforward



- uncomplicated
- matter-of-fact
- informal
- object-orientated

### **5.2.3 Partnership**

One of the themes that came up was partnership. When asking how do the employees want Wirokit to be seen by others, answers included:

- reliable partner
- honest partner
- important
- almost as an own employee, the downside of it is still being a company and aiming to grow
- cooperative
- customers get what is promised when working with Wirokit
- wishing long term partnerships

In the external interview, it was revealed that Wirokit's current partner wants to support Wirokit's brand. There is a need for a general meeting to share the results with the client and if there is an issue there could be a discussion to improve the collaboration, the interviewee elaborated. Wirokit was described as a flexible company, which is a good element for partnership.

## 6 DISCUSSION

In the discussion, I'll share my own thoughts by connecting them to what I've learned from the literature review and the research. I will also explore how Schein's organizational culture model can be applied to Wirokit and dive into the details of the SOSTAC marketing plan for external use. Additionally, I'll explore internal communication strategies and propose development ideas.

### 6.1 Employee survey

Wirokit makes twice a year anonymous employee surveys about the current situation of satisfaction. It starts with the cornerstones of the company and how well are they seen in the working life. The survey goes through aspects like vision, company development, goals, communication, and motivation. There are suggestions for what to improve in the future:

- more visibility and openness between the executive team and others, since almost all of the employees are shareholders of the company
- new employees to grow the skills and professionalism of the company
- common experiences to increase community spirit

### 6.2 Schein's organizational culture model

In this chapter, Schein's organizational model (Management Study Guide 2022) is used to review Wirokit's company's culture. It will give a frame of the culture and whether there is something to improve. All the steps of the cultural model should be tied together. Reviewing the culture gives a possibility for a clearer brand image and general communication inside the company. information for this part is general knowledge from the author as an employee as well as the data that Wirokit has. Also, some of the information is based on the questionnaire.

As seen in Schein's organizational culture model, culture can be divided into three different platforms. It has often been described as a pyramid, having assumptions as the foundation and base of the model. Therefore, it is important that the basic assumptions is in resemblance with espoused values and that the values reflect the artifacts which are the most visible part of the model. Espoused values are also somewhat visible to the customers, whereas basic assumptions are more unconscious and not generally talked about.

### 6.2.1 Basic assumptions

Basic assumptions are the underlying reasons, processes, and thoughts of the employees. It is reasonable to utilize the answers from the interview as a source of basic assumptions, even though examining this part usually takes more time and observation since these are not usually talked about. For Wirokit employees, values like efficiency, entrepreneurial spirit, quality, easy for asking help, and stealthy were brought up. Employees experience great professional pride in their profession. In the interview, “stealthy” was brought up significantly.

### 6.2.2 Espoused values

Espoused values include visible and invisible structures. In addition to Wirokit’s website, there is a relatively new career page for open job opportunities with extra information about the company. Wirokit does not have a mission and vision determined which should be part of great corporate culture, as Coleman (2013) stated.

This part of the model includes the organized events, that Wirokit has 4 times a year, as well as the meetings twice a month. As suggestion ideas, in the interview google meetings between Seinäjoki and Tampere employees were brought up. Like Coleman (2013) said, core values should be seen in their working life, and one of Wirokit’s cornerstones includes band camp, which states the open and united group of employees. Also, Traver (2022) states that great corporate culture has an impact on numeric business growth as well as attracting customers.

One of the development ideas also included goal-orientated coaching sessions, which is one on one discussions with employees and the CEO. This could improve employee engagement and going through the individual employee goals would improve the efficiency of work, as well as the quality of the work. High-quality work is also one of the things that how employees want Wirokit to be seen.

Espoused values include strategies and goals. One of the goals of Wirokit is growth, which this thesis also supports. In this industry, references are a very visible element that gives more trust and brings out the professionalism and skills of the company’s employees. For Wirokit, it is very difficult to bring out the references because the clients are confidential. Therefore, if it is not possible to give any references, the reason should be visible to the

public why it is not possible. Now, it can give a picture that there are no successful customer stories available for sharing, even though that is not the case. The lack of references was also brought up in the external interviews as well.

Wirokit has defined 4 cornerstones for the company (See appendix 1). The employees participated in deciding the 4 cornerstones. The cornerstones are called:

*Bass - Our professional skills are the driving heart, Band camp - Our rocking band is unbeatable, Wirokit Live! - At our best in a tight situation and Hitting the high notes - Looking at the face of the impossible, and winking!*

### 6.2.3 Artifacts

Artifacts includes everything that is visible and possible to observe. At the moment, Wirokit only has one office in the center of Seinäjoki. Employees have the freedom to choose whether they want to work remotely or in the office, and many are also working from Tampere city. The dress code is also informal, as a matter of fact, there is no dress code in Wirokit and everyone can express themselves as they please.

The company is owned by the majority of employees, which creates a very different group dynamic than in most companies. In Wirokit, communication is informal, which was said also by external interviewees. As the entrepreneurial spirit and ownership of the employees, it is difficult to put this organization into one box, as it includes vertical communication as well as Horizontal communication. When in vertical communication the information goes through in different levels in the hierarchy, in horizontal communication the messages go through the same level of hierarchy. Even though Wirokit can be seen as a very nonhierarchical organization because of the ownership of the employees, there are still different levels inside the company- team leaders in projects, people who is owning a part of the company, and people who do not, and employees who are part of the executive team. Therefore, there is both vertical and horizontal communication.

As an improvement idea, like having the band camp one of the main values, in the communication the two-way, dialog change of information could be improved inside the company, as it was stated also in the interview. This would also help to keep the group dynamic more non-

hierarchical, using more horizontal communication, and avoiding downward communication which is more common in organizations where there is a high level- hierarchy structure.

Artifacts also include logos and the name of the company. The name Wirokit is a sentence: “We rock it!”, which is also a slogan that the company has. “We rock it!” attitude is seen in for example in Wirokit’s websites and cornerstones. It was very noticeable from the research that Wirokit is about professionalism and quality, and it is not enough visible I Wirokit’s website. Lately, Wirokit has got graphic instructions, which includes specific colors, logos, typography (fonts), and graphic elements. These are for all social media, posters, and websites, and it is helpful for the clearness of the brand image. As Chaffey and Smith (2017) stated, good visual design stays in the visitor’s mind and should be designed carefully in order to be successful, and that is why it is valuable that third party created graphic instructions for Wirokit.

In the following pyramid, there is the organizational culture model created for Wirokit (Figure 6).

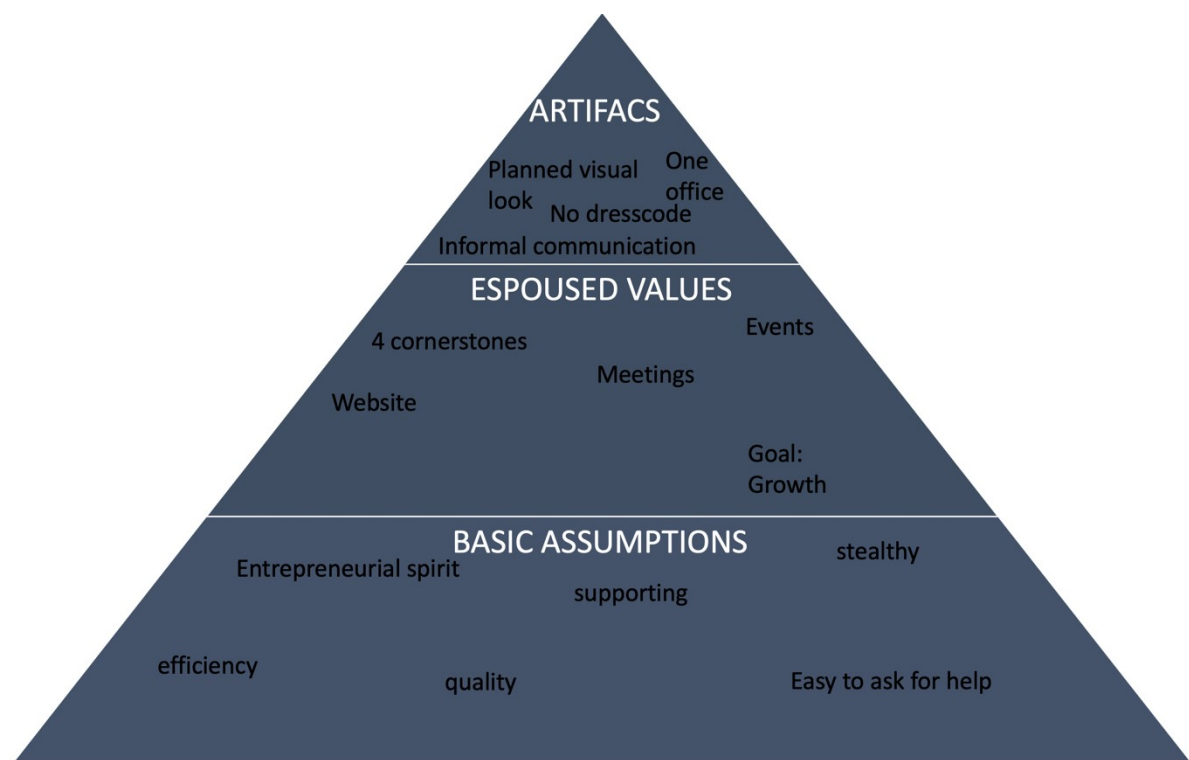


Figure 6. Schein’s organization culture model for Wirokit.

As written before, the basic assumptions should be in connection with the espoused values. It is safe to say, that the basic assumptions stated before are in connection with the cornerstones Wirokit has created for the company. In the research, many internal interviewees stated that they rely on the cornerstones.

### **6.3 SOSTAC**

SOSTAC Marketing plan is partly used to create development ideas for external communication. Even though SOSTAC analysis is usually a broad analysis including different parts explained in the theoretical part, the three first parts will be used as a frame for the development ideas for Wirokit.

#### **6.3.1 Situation analysis**

According to the CEO of Wirokit, the current situation of Wirokit is that it lacks visibility and clarity of its brand image. Wirokit is only active on LinkedIn and freshly started accounts in Instagram and Facebook. As it was explored in the research, there could be improvements in the clarity of the brand image. Research also revealed that as a small company, there are no prejudices about the company which is a good starting point.

#### **6.3.2 Objectives**

Wirokit wants more visibility and clearness of its brand image. Through visibility, ultimately the goal is also to attract new customers and employees in order to grow the business. In the survey became clear that Wirokit wants to be seen as a professional company with a lot of expertise with high-quality work.

In addition, the study revealed that there are not enough recommendations to bring expertise to the fore, due to client confidentiality. Therefore, answering the question "*Where do we want to be*" is to be better known as a brand and present Wirok according to the cornerstones, which are very precise and according to the survey, the employees also feel they are their own. According to content marketing survey (2020), 87% of B2B marketers have achieved creating brand awareness by using content marketing, which is also one of the goals of this thesis.

### 6.3.3 Strategy

This chapter presents a comprehensive range of marketing strategies designed to uplift Wirokit's brand image, boost its visibility, and synchronize its communication practices with its fundamental corporate culture. With the overarching objective of drawing in fresh customers and employees, these strategies are positioned to propel the company's expansion and recognition in the industry.

- **Leveraging social media Channels**

As LinkedIn is the most common social media for B2B companies according to the content marketing institute. and the external interviewees also prefer LinkedIn, the most important social media is LinkedIn for Wirokit. Instagram and Facebook are also commonly used, and therefore these are two other important channels for Wirokit to build general awareness of the company. These three channels are called their own medias. Paid media are not included in this plan, as the budget is limited.

- **Emphasizing Professionalism**

A big part of the strategy should be professionalism in the information shared, as professionalism can be seen as a competitive advantage of the company and because it was discovered in the survey. Focusing more on the first cornerstone Wirokit has (Bass) professionalism, the social media content could include:

- Stories about the employees and their expertise
- References if possible
- how employees keep up with the change in the industry and develop their skills

- **Showcasing Expertise on the Website**

As it has been said earlier, when going through Wirokit's artifacts, the websites could be showing more of the expertise. Even though showing the chill, laid-back working environment is important, and part of Wirokit's culture, the expertness and professionalism is left in the shadow in the websites of Wirokit, which is not providing a lot of general information about Wirokit and the business industry they operate overall. Therefore, Wirokit could concentrate

on the career page, where there is already more information including the cornerstones of the company, which should be also visible to the public as it describes what is the company like the best and are important for possible employee candidates. Another option is to add cornerstones and more information where the professionalism is based on the current website.

- **Interaction and Relationship Building**

As written in the literature part, according to Chaffey & Ellis-Chadwick (2016), for supporting the objectives, there are 4 steps: react, interact convert and engage. When getting visibility, interacting with the customers should happen which eventually leads to new relationships which is the goal for Wirokit.

- **Prospective Budget Allocation**

If there was given a budget for marketing, also pay-per-click and SEO could be effective ways to promote a business, which could make the objectives more achievable in addition to social media marketing.

Figure 7 describes the situation, objectives and strategy created for Wirokit for developing external communication.





Figure 7. Situation, Objectives, Strategy.

#### 6.4 Internal Communication

External communication improvement ideas were conducted through the SOSTAC plan and Organizational culture model analysis. After analyzing the interviews, it is detectable that internal communication is working well, and interviewees are quite satisfied with it, but there are certain things that could be improved.

The communication channels are found to work well, and those include email, google chat, and google meet, except one, intranet. The intranet is not very active but when used right, it could be a good channel to use. Intranet could be a good channel where to publish more general information about Wirokit. People might use it more frequently if it could be updated to be easier to use and with some training on how to use it, especially for new employees. A meeting concentrating on intranet use and hearing from others what could be improved, while having a dialogical conversation, is a good starting point to engage employees to use intranet. Intranet could be the place where to store everything about Wirokit's own culture.

The suggestions from the research could be taken into account to improve the team spirit and make the cornerstone of the bass camp more visible in everyday working life. That is how the corporate culture also improves and evolves. As written before, these are:

- bowling

- workshops
- Google meetings between Tampere and Seinäjoki employees
- goal-oriented coaching discussions

Even though communication channels are working, there is some improvement in other aspects. Transparency from the executive team was suggested, and transparency is good for the corporate culture when employees know the goals and strategies. On the other hand, it was brought by interviewee, that too much openness is not advisable if the matter is unfinished. Therefore, making some type of rules on how to communicate between the executive team and others would strengthen the team spirit and remove tension.

As basic rules could be considered with the executive team, when the issue is a lack of transparency:

1. Sharing briefly what is the meeting about
2. When is it happening
3. What is the conclusion
4. Comments

In this way, the management team's communication to the employees could be more transparent, but not too open while the problem is still being processed.

During the process of analyzing the interviews, it became evident that the subjects discussed in relation to both internal and external communication shared similarities. This observation indicates a congruence between internal and external communication practices. This underlines the significance of genuinely anchoring the brand-building process in the authentic values and practices entrenched within the company.

## 7 CONCLUSION

Wirokit has dedicated considerable thought to its corporate culture and is primed to align various initiatives with it. A core objective of this thesis was to enhance the internal communication of company culture. The organization has successfully integrated values that resonate with its employees, fostering a sense of identification. It can be seen that the company's internal communication has been thought through, which is one of the elements of a functioning corporate culture.

To improve communication, the meetings should go through the aspects of Wirokit's corporate culture highlighted in the study using Schein's organizational culture model (Figure 6.). For example, it should be agreed whether there is any tacit knowledge or unwritten rules that should be written down for new employees. Sharing tacit knowledge builds trust and expertise within Wirokit, which also maintains a competitive advantage. Ultimately, it also attracts new employees. In addition, the subject areas of meetings, objectives, opportunities for influence, and the joint introduction and visualization of the Intranet, which could be the main internal communication channel, should be updated. Consequently, the intranet should encompass the corporate culture model of Wirokit, as this inclusion serves to enhance knowledge dissemination and facilitate the communication of the company's culture.

Expertise is strong at Wirokit and communicating it together, both in-house and externally, would help build the brand, maintain customer relationships, and attract new customers. The website needs to be more informative. Based on the website, the brand that Wirokit is going for is more relaxed and fun, which is also part of what the company stands for. From my perspective, this stands as the foremost challenge, as Wirokit is brimming with seasoned professionals boasting decades of experience and consistently delivering top-notch services. Therefore, this aspect should be accentuated within the marketing strategy and should be reflected and communicated on the official website to be seen by external stakeholders.

An option to streamline the process of recalling information and managing various aspects at Wirokit could involve implementing an annual calendar. This calendar would outline the timing of meetings, scheduled joint training sessions, responsible parties for conducting coaching discussions, the methodology and frequency of objective assessments, as well as the scheduling of collective events associated with client acquisition, among other recurring

activities. The annual calendar helps to outline marketing objectives, measures, social media, and the budget decided upon.

Wirokit has a great visual look for the company, and the company's values and cornerstones have been thought about a lot and are in line with the employees' values and should be marketed externally. I used the SOSTAC analysis to suggest ideas for improvement. All these strategies come together to form a complete approach that will boost Wirokit's branding and communication efforts. By using online platforms to their advantage, showing professionalism, improving the website, encouraging interactions, and considering budget-friendly options, Wirokit is all set to navigate the marketing scene. These steps will bring their practices in line with their core values and pave the way for growth and recognition. As previously noted, the current plan operates without a budgetary allocation, allowing for its immediate implementation. However, I advise considering the expansion of paid media marketing in the forthcoming years.

Regarding the upkeep of the agreed-upon social media platforms – LinkedIn, Instagram, and Facebook – there should be a clear understanding of how the staff's involvement will contribute to maintaining these channels. Ensuring uniform communication with customers holds significant importance, and all team members are expected to adhere to the same practices. This encompasses elements such as utilizing consistent signatures and including website and social media links. Moreover, engaging in the process of learning about and reinforcing the company's culture will play a significant role in the gradual development of the brand. Further research topic could be the effect of social media marketing for new customer acquisition.

This thesis provides practical tools to enhance the company's brand image and improve communication, both internally and externally. Given Wirokit's relatively new and small scale, it's an opportune moment to begin weaving the brand around the company's culture. This ongoing process requires continuous effort and implementation.

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## **APPENDICES**

Appendix 1. The cornerstones of Wirokit

Appendix 2. Interview Questions

## Appendix 1. The cornerstones of Wirokit

## BASS

Our professional skills and knowledge are like a song's proficient and driving bass line. Its powerful thumping dependability is the root and heart of everything. It won't let you down.

We at Wirokit create all kinds of compositions, but the base is always our convincing skill. Trust in our own knowledge gives space for brave and inspirational solutions and experimentation. The bass lays down a driving rhythm, providing the platform, so others can show-off their creative flare.

It is said that you don't notice the bass until it is missing. We see the bass as the core element, holding the band together and defining the music. Without bass the tune does not rock.



## BAND CAMP

Above all Wirokit is Us. At our band camp there is a feeling of solidarity and togetherness. Anything goes at band camp. Openness breeds trust. There are many mirrors on the walls of our band camp. In those you sometimes see yourself and often your colleagues' faces. Faces that you trust!

We also interact in difficult situations. We have the courage to say when someone's guitar is out of tune or when the drummer is offbeat. Openness is in our own operations and in our co-operation with our customers.

The Wirokit band lays down the rhythm and backing, giving full support for our customer, our soloist, to shine in your spotlight.





## WIROKIT LIVE!

We at Wirokit don't freeze when surprises come along. We are at the heart of the mosh pit! We also have the guts to pogo on the live stage – we don't mime or need Auto-Tune. We stage dive into challenges. We have ability and a desire to learn and also provide solutions quickly. Even in changing customer situations we never miss a beat.

We are constantly adding new songs to our set list. We don't only play our greatest hits, that we can knock out with our eyes closed.



## HITTING THE HIGH NOTES

The crescendo of a rock song raises the hairs on the back of your neck. How can someone hit those high notes? With the same inspiration, we at Wirokit try and pull-off super-human feats. This flows from our entrepreneurial attitude, which drives us to give our all for each performance and to go the extra mile. We go all the way to 11.

We always strive for perfection, even when we know it is unreachable.

Most important are results and what is best for the customer. We do not cut corners in that work. Gold, platinum and diamond record awards only increase our hunger to do our job even better.



## Appendix 2. Internal And External Interviews

### Internal Interviews:

- Job position?
- How long have you been working in Wirokit?
- Do you know what the company stands for?
- Do you know what the company's values are?
- Are the cornerstones clear to you?
- How are they seen in everyday working life?
- When you think of Wirokit, what comes to your mind?
- How do you think Wirokit is seen by customers?
- How do you want Wirokit to be seen by others?
- Do you think that communication inside the company is enough?
- If not, what would you add?
- What kind of weekly/monthly meetings would you like to have?
- Do you think there are enough weekly/monthly meetings, or would you like to have more of them?
- Would you like to attend if there were more events for staff?
- Which internal communication channels do you use inside the company?
- Which communication channels do you prefer?
- Are the decisions made together?

**External interviews:**

- What is your work position?
- What kind of cooperation do you have with the company?
- How did the collaboration start?
- What comes to your mind when we talk about Wirokit? Is it a positive, neutral, or negative image? Please explain.
- What do you think this company does? What kind of services do you think they sell?
- How does Wirokit differ from other competitors?
- How would you describe communication with Wirokit staff?
- Do you know what the company's values are?
- If yes, how did you get familiar with them?
- If not, where do you think the information should be?
- Which social media channels would you follow?
- do you think that Wirokit provides a clear picture of its brand?
- If no, what is unclear, and which information you would like to know more about Wirokit?