



Karelia University of Applied Sciences  
Bachelor of Business and Administration

# Development of an International Communication Plan

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This thesis investigates the development of effective communication within organizations, with a focus on the impact on productivity and employee engagement. The study's goal is to learn how better communication practices can help companies succeed, employees feel satisfied, and create a positive work environment. A review of relevant theories and models serves as the foundation for investigating effective communication strategies, as well as case studies demonstrating communication challenges and improvements in real-world settings.

The findings reveal key patterns in communication behavior that connect to higher employee morale and operational efficiency. The findings suggest that organizations can benefit from implementing specific communication strategies that promote open dialogue, feedback and adaptability. This study contributes to the field by making actionable recommendations and identifying potential areas for future research, such as the impact of digital communication tools on group dynamics.

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# **1 Introduction**

## **1.1 Background of internal communication**

Internal communication is critical for keeping staff informed, motivated, and aligned with a company's aims and values. A well-structured internal communication plan improves collaboration, trust, and overall productivity by utilizing many channels such as email, intranet, chat apps, and in-person meetings. Effective communication helps employees understand their responsibilities and contributions within the organization, which builds a deep connection to the company's mission. This sense of purpose and involvement is critical; according to studies, 85% of employees feel more engaged in their jobs when communication is clear, while more than 40% believe that poor communication weakens trust in leadership. Clear, consistent communication is thus essential for developing a cohesive and engaged staff, which contributes greatly to the success of any firm, large or small. (Blink 2023.)

Multinational corporations confront unique internal communication issues due to their global operations, diversified workforce, and complicated structures. Language limitations can lead to misunderstandings, while cultural differences can cause conflicts or inefficiency in teamwork. Keeping remote or geographically distant employees engaged and connected is critical to preserving morale and an effective company culture. (Duncan 2023.)

## **1.2 Background of case company X**

Company X is a Finnish company that manufactures and supplies copper tubes primarily for plumbing, refrigeration, and industrial applications.

Company X was founded in 2008 and has since focused on providing high-quality, sustainable copper solutions. The company produces over 20,000 tons of copper each year and employs approximately 135 to 140 people. Their main

products are copper tubes for a variety of industrial applications. Company X has an annual turnover of around 100 million euro and is known for delivering reliable, high-quality products across the Nordic region and broader European markets. (Company X 2021.)

### **1.3 Aim of the thesis**

Effective communication is essential for any company's smooth operation, and when it breaks down, it can lead to delays and confusion. This thesis will focus on identifying where communication challenges exist in the company.

The aim of this thesis is to: identify and address internal communication challenges within Company X.

Once these challenges are identified, the next goal is to provide practical solutions to help Company X fix them. This will be accomplished by establishing a communication mapping table to facilitate a more efficient and consistent communication strategy.

This thesis aims to: guide and provide Company X's internal communication standards.

### **1.4 Thesis Outline**

The thesis begins with an introduction, which describes why good communication is crucial in organizations and how it helps employees collaborate more effectively. The following section, titled "Communication Development in an Organization", examines many theories and tactics for improving communication within Company X. Following that, the research methods section describes how data was gathered. The results section summarizes what was discovered, identifying areas for improvement. Finally, the conclusion summarizes the main findings and offers practical suggestions that Company X can use to improve its communication.

### **1.5 AI as a support tool in thesis**

Artificial intelligence played a supportive role in this thesis, aiding in tasks like gathering information, enhancing reading comprehension, and brainstorming ideas. It was used as a tool to complement and strengthen the research and writing process, not as a replacement for critical thinking or original work.

## **2 Communication Development in an Organization**

Effective organizational communication is essential for creating a successful business environment. One key advantage of effective communication is its ability to develop and reinforce a company's brand. A well-developed brand strategy helps clients recognize and connect with a company, which boosts trust and loyalty. This familiarity not only attracts new customers but also keeps existing ones, resulting in long-term sales and growth. In addition, effective organizational communication is critical for managing public relations and projecting a positive corporate image. (Eads A 2009.)

### **2.1 Integrated Communication**

Integrated communication is a strategic approach to ensuring that all forms of communication, internal and external, are consistent and unified across several platforms and channels. It blends elements of corporate, interpersonal, and mass communication to develop unified messages that appeal to a wide range of audiences while also strengthening stakeholder relationships. Message integration allows firms to strengthen their brands, increase engagement, and give clear and coherent information that is aligned with their goals. This technique takes into account context, time, and the continuous flow of both spoken and nonverbal communication. (Bonnye, Marilyn, Sarow, Laurence 2007, 14-15.)

The integration of communication within an organization is a key challenge on an organizational level. External relationship formation is dependent on first developing inside relationships. Duncan (2001,79) emphasizes the difficulty of coordinating the production and distribution of marketing messages. Consequently, the practice of integrated communication frequently includes organizational reorganization. This difficulty in implementation is also why integrated communication is more common and effective in smaller firms. Larger organizations, on the other hand, recognize the importance of integrated communication and are actively seeking greater focus through stronger internal integration. (Niemann 2005, 108-109.)

Most importantly, integration ultimately embraces all aspects of the organization's actions and inaction. This integrated approach emphasizes that integration is a journey that covers the entire organization and is not a quick remedy for communication issues. As a result, organizations must acknowledge and promote integrated communication. (Niemann 2005. 108.)

### **2.1.1 Hunter's model for integrated communication**

Hunter (1997) extensively investigated the challenges of integrated communication and proposed a five-stage model to address them. This model focuses on encouraging collaboration and coordination between public relations and marketing, recognizing their equal importance within the organization, and combining them into a single communication department with three branches: marketing communication, corporate communication, and internal communication. Furthermore, communication and marketing should report directly to the CEO. Duncan and Caywood (1996) proposed incorporating the communication function into a relationship management framework. (Mulder 2008. 166-167.)

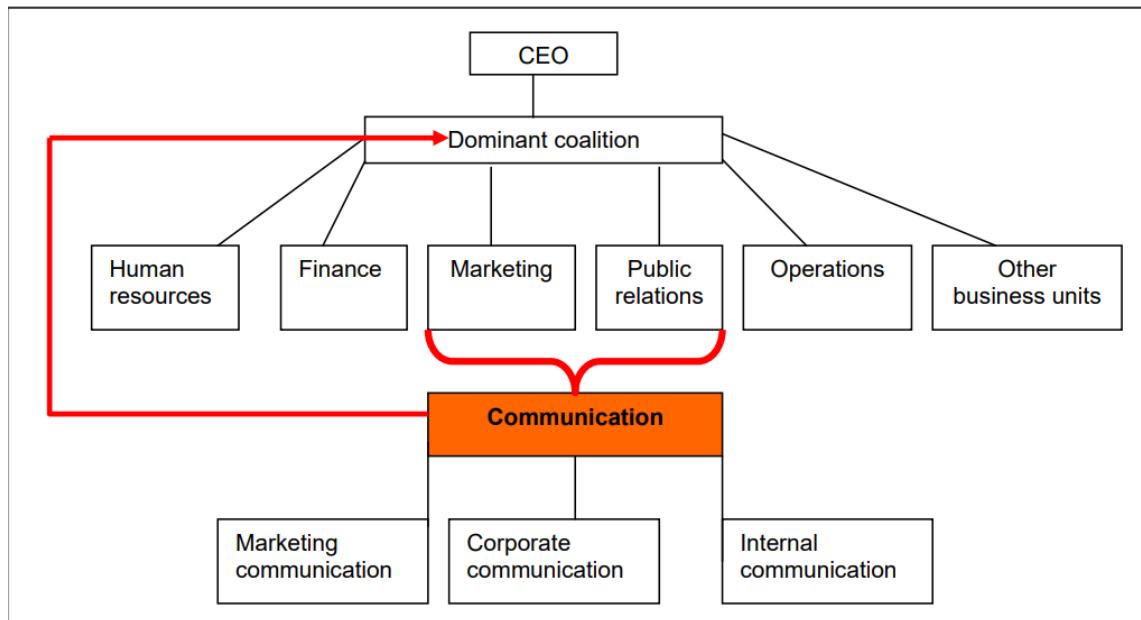


Figure 1. Hunter's five-stage model for integrated communication.

Hunter's (1997) contribution focuses primarily on the internal aspects of integrated communication. Much attention is paid to the organizational structure required to accommodate integrated communication, as well as integrated communication's position within the structure. The larger context in which the organization operates is not considered. Although a relationship management approach is proposed in the fifth stage, the emphasis is once again on internal (with other business units within the organization) rather than external. (Mulder 2008, 195.)

## 2.2 Internal Communication Plan

Effective internal communication is critical to organizational success in today's fast-paced work environment. It is critical for communicating updates, creating loyalty, guaranteeing transparency, and building collaborative cultures. An internal communication plan emphasizes the importance of communication for overall performance, focusing on its components as well as the role of leadership, technology, and tools in improving operations. (Swift 2023.)

An Internal Communication Plan is a strategic framework for improving communication within teams, increasing engagement, aligning actions with business goals, and strengthening company culture. Research, such as Gallup's meta-analysis, demonstrates that engaged teams are more profitable and productive. Poor engagement costs the global economy \$8.8 trillion a year. This strategy employs a structured approach, including social intranets, video updates, and email communications. (Swift 2023.)

Effective communication requires advance planning for measurement and evaluation. It is advisable to create a simple matrix, such as that found in Table 1, to aid in planning. Using it will help to remember and record the steps taken to reach goals, allowing for evaluation to accurately reflect them. (European Commission 2017.)

My objective	My audience	My messages/content
What are your communication objectives?	Who is the best audience for this?	What would you like your audience to learn/known/support
My activity	How will I show success	How it can be evaluated
What activity will you undertake to achieve it?	What are the signs of success for this activity? How many people doing/known/supporting what? What indicators will best show success?	How will you collect data to inform your indicators <sup>116</sup> How will you analyse data → By whom → When

Table 1. Communication planning (European Commission 2017, 89)

Effective communication planning starts with clearly defining the desired outcomes. To align communication with business goals, one should first identify organizational outcomes and ask why the business needs to take action and how it relates to the organization's objectives. Next comes establishing communication goals that address these business needs. Organizations can achieve their goals by establishing specific, measurable outcomes and then selecting the best communication tactics. (Grossman 2021.)



Figure 2. Smart objectives template.

To effectively communicate with various employee groups, it is critical to identify the appropriate audience segments, which may include specific business units, executives, sales teams, or frontline workers. This means identifying their mindsets and stating clearly the expectations regarding thoughts, feelings, and actions resulting from the communication. This approach enables tailored messages that are relevant to the needs and perspectives of each audience. Using a template to outline audience types and desired outcomes ensures that key groups and communication goals are prioritized, with the message tailored to each segment. (Grossman 2021.)

Example Audience types	Mindset	What I want them to <u>Think</u>	<u>Feel</u>	And <u>Do</u> as a result of the communications
All employees				
<Insert additional audience types as needed>				

Figure 3. Communication audience.

Consider using a template as found in Figure 3 to outline the relevant audience types and expectations. This provides an excellent way to stay focused on the key audiences and desired outcomes.

### 2.2.1 Communication plan template

This communication plan template, which was created for construction projects, can be used alone or in conjunction with a more comprehensive communications management report as an efficient planning tool. Columns for communication techniques, objectives, frequency, audience, owner, dates, and concerns are all included in the matrix layout. Make a plan for all forms of communication, including face-to-face meetings, email updates, and shared documents that may be edited. Indicate in the audience column who will get each sort of communication and if it will be sent daily, weekly, monthly, or continuously. (Eby 2021.)

Stakeholder	Communications Method	Frequency	Responsibility	Notes
Client Executive	Executive Steering Committee	Monthly – first Tuesday of each month	Account Manager	<ul style="list-style-type: none"> <li>Review status, key issues, earned milestones</li> <li>Text here</li> </ul>
Client Sponsor	Status Report	Weekly – Friday 2pm	Project Manager	<ul style="list-style-type: none"> <li>Review project status, schedule, change requests</li> <li>Text here</li> </ul>
Development Team	Status Meetings	Weekly – Thursday 3pm	Project Management Office	<ul style="list-style-type: none"> <li>Text here</li> <li>Text here</li> </ul>
Text here	Text here	Text here	Text here	<ul style="list-style-type: none"> <li>Text here</li> <li>Text here</li> </ul>

Figure 4. Communication plan template

### 2.3 Role responsibilities

The C-suite, also known as the "C-level suite," is a group of senior executives in charge of a company's overall strategy, vision, and operational direction. The term "C-suite" is derived from the titles of these positions, which usually begin with "Chief," such as Chief Executive Officer (CEO), Chief Financial Officer (CFO), and Chief Operating Officer (COO). These leaders have the highest level of authority in their respective domains within an organization and play critical roles in making high-impact decisions that affect company performance, growth, and culture. (Sciuk 2023, 1-2.)

Middle management serves as the link between C-Suite's directives and front-line employees. Middle managers enforce the organizational communication strategy by maintaining the same brand identity and communicating with their teams on a regular basis, mirroring the tone set by the C-Suite. Their responsibilities include tailoring messages to the intended audience, using appropriate communication channels, and providing clear, concise, and credible information. Middle managers are not only information conduits, but also strong

interpersonal communicators, ensuring that communication flows smoothly within teams and across the organization. (HSI 2023.)

Employees on the front lines contribute significantly to the success of internal communication. In an era where attention is a valuable commodity, employees are encouraged to communicate selectively and clearly. This dynamic requires practicing inclusive communication, expressing concerns, providing positive feedback, and actively listening. The combined commitment of the C-Suite, middle management, and employees fosters a communicative environment in which messages are not only effectively disseminated but also contribute to the overall organizational culture and success. (HSI 2023.)

#### **2.4 Implementation of new communication platform**

Organizations are increasingly implementing new communication platforms and technologies, such as team messaging apps, video conferencing software, project management systems, and centralized communication hubs, to streamline and improve team communication. These solutions provide real-time communication, allowing teams to remain connected and productive even when working remotely or across time zones. By minimizing reliance on traditional emails and in-person meetings, these systems enable speedier information sharing, promote openness, and improve access to resources and updates.

To effectively integrate a new internal communication platform, a company must take four key actions. First, it is critical to identify specific communication concerns within the business so that the new tool may successfully handle these issues. Organizations can select a solution with capabilities customized to their specific needs by examining present communication gaps, such as problems disseminating information or collaborating remotely. Once potential tools have been found, they should be reviewed based on characteristics such as maximum user capacity, pricing, data storage, user evaluations, and support choices. (deBara 2022.)

After selecting a suitable tool, training is the next priority. Proper training ensures that employees understand how to use the product and are comfortable using it. Creating clear rules for when and how to use the tools, hosting orientation sessions, and offering accessible training materials or tutorials all help to ensure a smooth transition. Following the tool's debut, continuing assistance is critical to its effectiveness. Regular check-ins with employees, obtaining feedback, and making required improvements guarantee that the tool continues to meet the needs of the business. (deBara 2022.)

## **2.5 How to evaluate good communication in company**

To evaluate means to assess the delivery of policies and activities. Evaluation is more than just a formal requirement; it aims to enhance professional skills and experience, as well as assist colleagues in improving their own work. (European Commission 2017.)

Employee feedback, communication metrics, and message clarity can all be used to assess a company's effective communication. Regular satisfaction surveys provide useful information about how employees perceive the clarity, openness, and effectiveness of internal communication. Questions can focus on information accessibility, manager and colleague responsiveness, and employees' comfort level when providing feedback or raising concerns. Analyzing communication metrics, such as response times and meeting participation rates, can reveal additional information about engagement and efficiency. Furthermore, focus groups and follow-up discussions help determine whether important messages from management resonate with employees, ensuring that company goals and values are understood at all levels. (Market-xcel 2024.)

Collaboration, conflict resolution, and employee engagement are also reliable indicators of communication quality. High-functioning teams frequently demonstrate effective communication, resulting in smoother workflows and more collaborative projects. Furthermore, evaluating how conflicts are handled

within the company sheds light on whether employees feel heard and understood, which is an important aspect of open communication. Comparing communication practices to industry standards provides an objective benchmark for determining areas where the company excels or needs to improve. Ultimately, by combining these approaches, companies can ensure that communication practices support an engaged, aligned, and productive workforce. (Pollack 2024.)

### **3 Research methods**

#### **3.1 Internal communications survey**

The purpose of the survey is to investigate how internal communication functions within the company. The survey allows us to collect quantitative data, providing numerical insights into different aspects of internal communication. This includes employee satisfaction levels, preferred communication channels and frequency of communication. The aim of the survey is to highlight specific areas where internal communication may be lacking or where improvements are needed. This information can guide the company to targeted interventions to enhance communication effectiveness within the organization.

##### **3.1.1 Survey questions**

The survey questions are available in Appendix 1. The survey consisted of multiple-choice questions. The questions were taken from Google Forms, where the survey was conducted.

##### **3.1.2 Practical implementation of the survey**

The survey was conducted at the company by distributing a structured questionnaire via email to all employees and management. The goal was to

gather insights on workplace satisfaction, organizational culture, and areas for improvement. The survey was designed using an online platform, ensuring it was easily accessible and anonymous to encourage honest feedback. A link to the survey was emailed to the company's entire workforce, including management, with clear instructions on how to complete it and set a deadline (two weeks). Reminders were sent to ensure maximum participation, and responses were automatically compiled for analysis. Overall, the survey received responses from 40 users.

### **3.1.3 Data analysis**

Data analysis for the survey began with collecting responses in categories such as employee satisfaction, feedback, and suggestions for improvements. The results are visualized through charts and graphs to make the findings easily interpretable. This is followed by a summary report highlighting key insights for the company.

## **3.2 Objectives, Anonymity, Data privacy**

The goal of Company X's survey is to get detailed input from staff members regarding the efficiency of internal communication channels, knowledge of the company's objectives and plans, and how staff would want to be updated and given feedback. The study seeks to find opportunities for improvement by assessing employee satisfaction with present communication methods, determining the best routes for updates, and learning how staff members like to interact with leadership. It also aims to learn more about how frequently team meetings and performance reviews are thought to be essential for improving engagement and collaboration. The ultimate objective is to use this input to improve internal communication procedures and bring them closer to the demands and expectations of the workforce.

Ensuring anonymity in the Company X survey aims to encourage open and honest feedback from staff members without worrying about consequences or

criticism. Anonymity promotes a more accurate and thorough picture of the existing condition of internal communication, feedback procedures, and business culture by enabling participants to share their genuine thoughts and experiences. The poll seeks to remove bias, reduce response anxiety, and promote more sincere involvement by shielding respondents' identities. This should ultimately result in more useful insights for boosting employee happiness and internal operations.

Protecting each participant's responses and personal data is the aim of the Company X survey's data privacy measures. The survey seeks to protect sensitive data by enforcing stringent privacy measures, guaranteeing that each respondent's answers are kept private and utilized only to enhance internal communication and business procedures. Employee trust is increased by this emphasis on data privacy, which motivates them to give candid feedback when they know that their information is safe and will not be shared without permission.

## **4 Results**

The survey aims to gather information about employees' experiences with communication and feedback within the organization. Questions about the frequency, comfort level, and effectiveness of feedback and updates can reveal how well employees feel supported and informed. This data helps identify any gaps or issues in internal communication, allowing the company to make targeted improvements.

The primary goal of developing this type of survey is to improve organizational communication, employee satisfaction, and overall efficiency. Effective communication is critical for a productive workplace because it directly influences morale, engagement, and alignment with company goals. The survey

seeks to ensure that employees feel valued, heard, and well-informed, resulting in a more cohesive and motivated workforce.

Figure 5 shows employee satisfaction with the company's internal communication channels, rated on a scale of 1 to 5, with 1 being the least satisfied and 5 being the most. Out of 38 responses, the largest group, 11 (29%), rated their satisfaction as level 4, indicating relatively high satisfaction. This is followed by 10 respondents (26%) at level 3, indicating moderate satisfaction, and 9 respondents (24%) at level 2, indicating potential for improvement. At the extremes, levels 1 and 5 each received four responses (11%), representing the smallest groups with the lowest and highest levels of satisfaction.

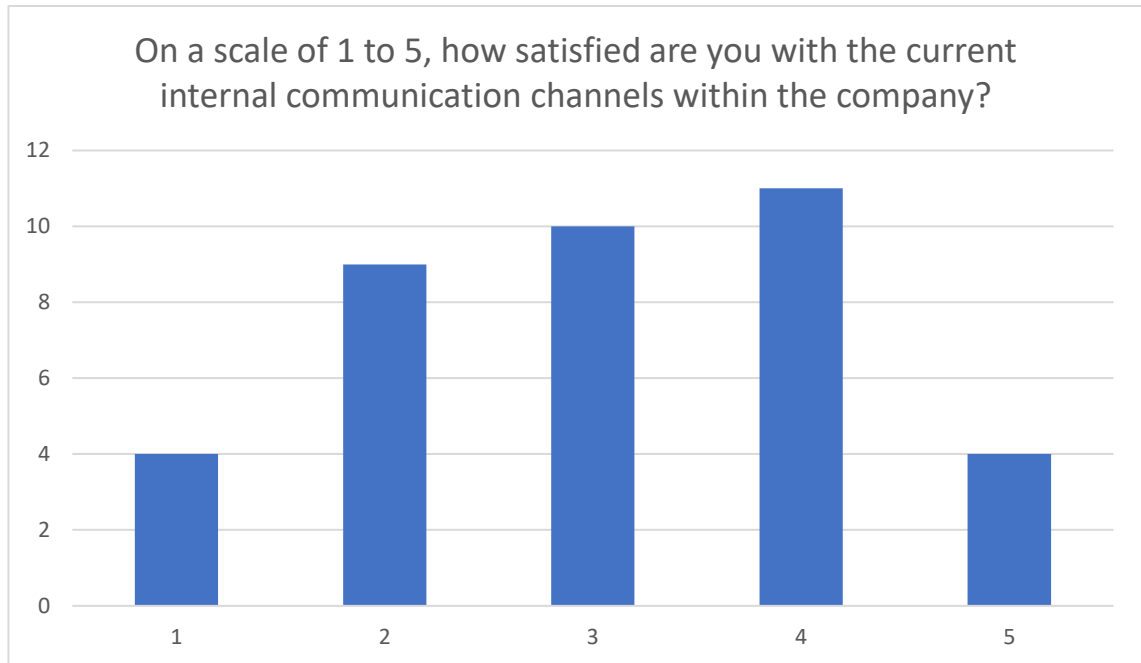


Figure 5. Satisfaction with internal communication channels.

Satisfaction with communication channels aids in identifying issues that may be slowing down work or causing confusion. Employees who are dissatisfied with the way information is shared may make mistakes, experience delays, or become frustrated. On the other hand, if communication is effective, employees can perform their jobs more efficiently and work together effectively with their teams.

Figure 6 shows that most employees feel well-informed about the company's goals and strategy, with 53% rating their awareness as 4 on a 1–5 scale, and 25% indicating moderate knowledge with a rating of 3. However, only 5% feel very well-informed (level 5), while 17% report minimal awareness, rating themselves at levels 1 or 2. These results suggest that while communication within the organization is generally effective, there is a need to enhance efforts to ensure all employees have a deeper understanding of company objectives. Improved communication strategies could help bridge gaps, especially for those who currently feel less informed.

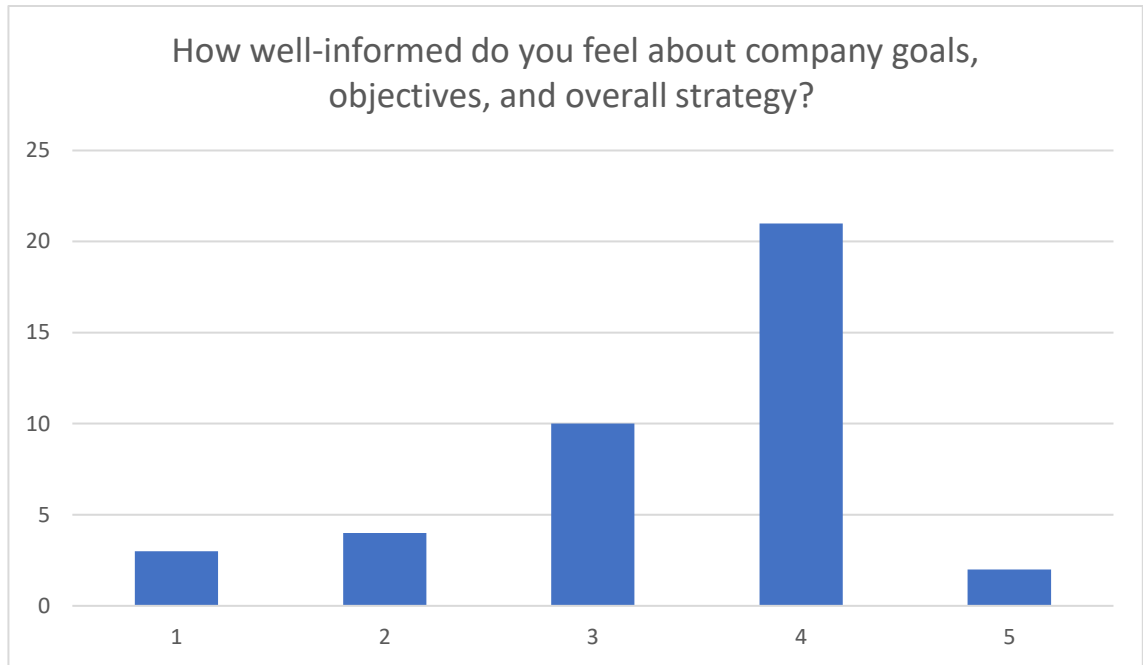


Figure 6. How well-informed do you feel about company goals, objectives, and overall strategy?

Understanding how informed employees are about the company's goals, objectives, and overall strategy has a direct impact on engagement and motivation with organizational goals. Employees who are well-informed are more likely to understand their role in achieving these goals, which boosts their sense of purpose and loyalty to the company.

The survey results reveal that intranet and in-person meetings are the most preferred channels for receiving important updates, each receiving 27% of the total votes. Email is also a popular choice, accounting for 22%, while briefings garnered 20%. Teams received the fewest votes, with only 16% preferring this method. These findings suggest that while digital communication channels like intranet and email are widely used, in-person communication remains important for effectively delivering important updates. This highlights the need to balance digital and face-to-face methods to meet diverse preferences.

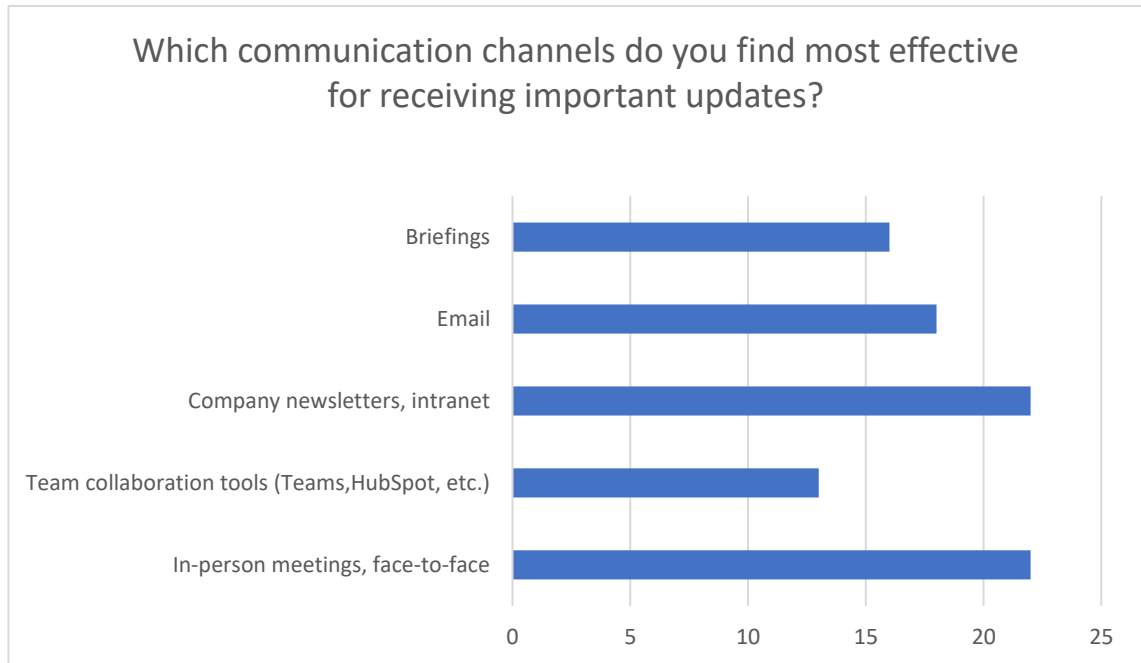


Figure 7. Which communication channels do you find most effective for receiving important updates?

The poll highlights the significance of using a balanced approach to communication inside the organization. While digital channels such as the intranet and email are widely used, in-person interactions remain important. By combining digital and face-to-face approaches, organizations may successfully respond to their audience's diverse tastes, ensuring that essential updates are provided swiftly and inclusively.

The survey results indicate that people prefer to receive feedback from their supervisors or team members. In-person meetings received the most votes (34), accounting for approximately 43% of all responses. Teams was the next most popular option, receiving 22 votes, or approximately 28%. Written feedback was preferred by 12 people (about 15%), while formal performance reviews were the least popular, with eight votes (about 10%). This suggests that people prefer direct, personal feedback, particularly in face-to-face meetings, over formal reviews or written messages.

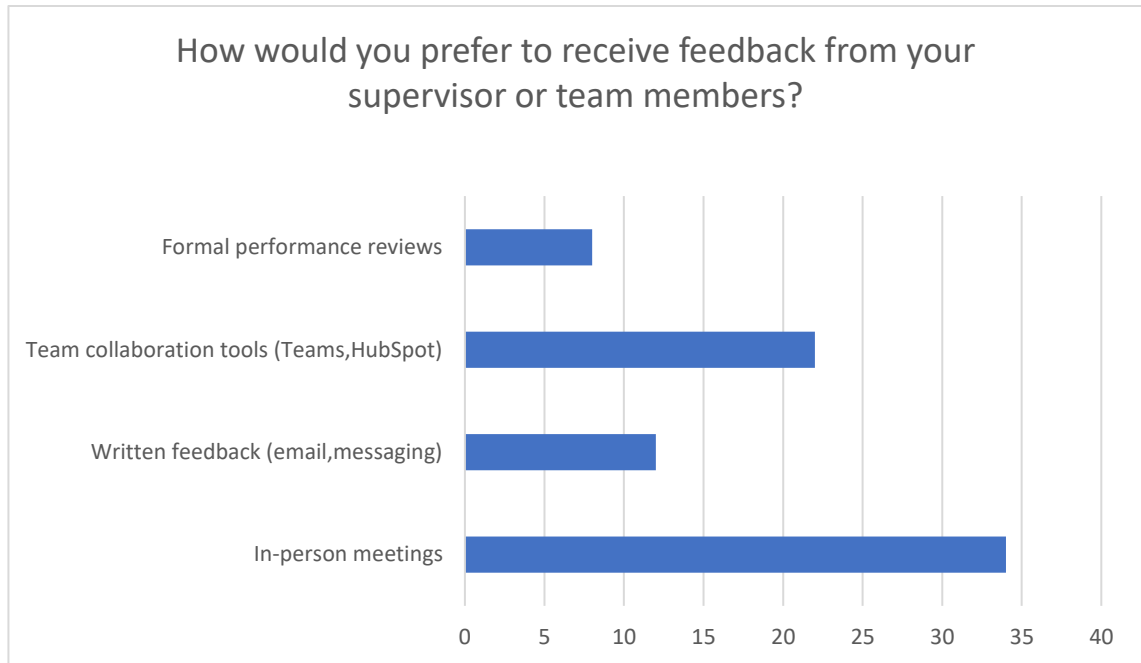


Figure 8. How would you prefer to receive feedback from your supervisor or team members?

The research shows a strong preference to receive feedback directly and personally, with in-person meetings being the most popular way. While digital platforms such as Teams have significant appeal, traditional performance assessments and written comments are less common. These findings highlight the need to encourage open, personal communication methods, particularly face-to-face contacts, to ensure that feedback is both effective and well-received.

The survey results show how frequently people want to hear from company leadership about overall company performance and strategy. Monthly updates were the most popular option, receiving 20 votes, or roughly 50% of responses. Quarterly updates were also popular, receiving ten votes (roughly 25%). Weekly updates received six votes, accounting for approximately 15% of the total, while bi-weekly updates received only three votes (about 8%). This suggests that most people prefer regular updates, preferably on a monthly basis, rather than weekly updates.

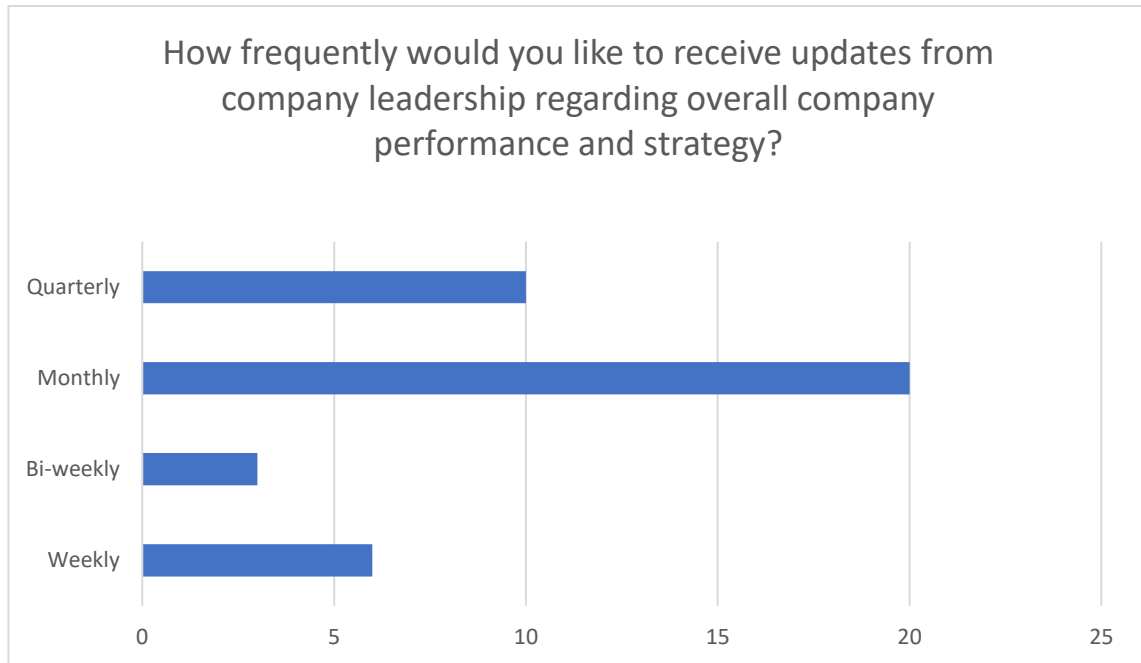


Figure 9. How frequently would you like to receive updates from company leadership regarding overall company performance and strategy?

According to the survey, employees strongly prefer regular updates from corporate leadership, with monthly updates being the most popular. Quarterly updates are also appealing, although weekly or biweekly updates are less desirable. These findings indicate that providing continuous, monthly communication achieves an optimal compromise between keeping staff informed and preventing information overload.

The survey results indicate how frequently people believe team meetings are required for effective communication and collaboration. Weekly meetings were the most popular, with 15 votes, accounting for approximately 38% of the responses. As-needed meetings were also popular, receiving 13 votes (approximately 33%). Daily meetings received nine votes (about 23%), while bi-weekly and monthly meetings were the least popular, receiving five votes (about 13%) and three votes (about 8%), respectively. This suggests that while many people value regular, weekly meetings, there is also a strong preference for holding meetings only as needed.

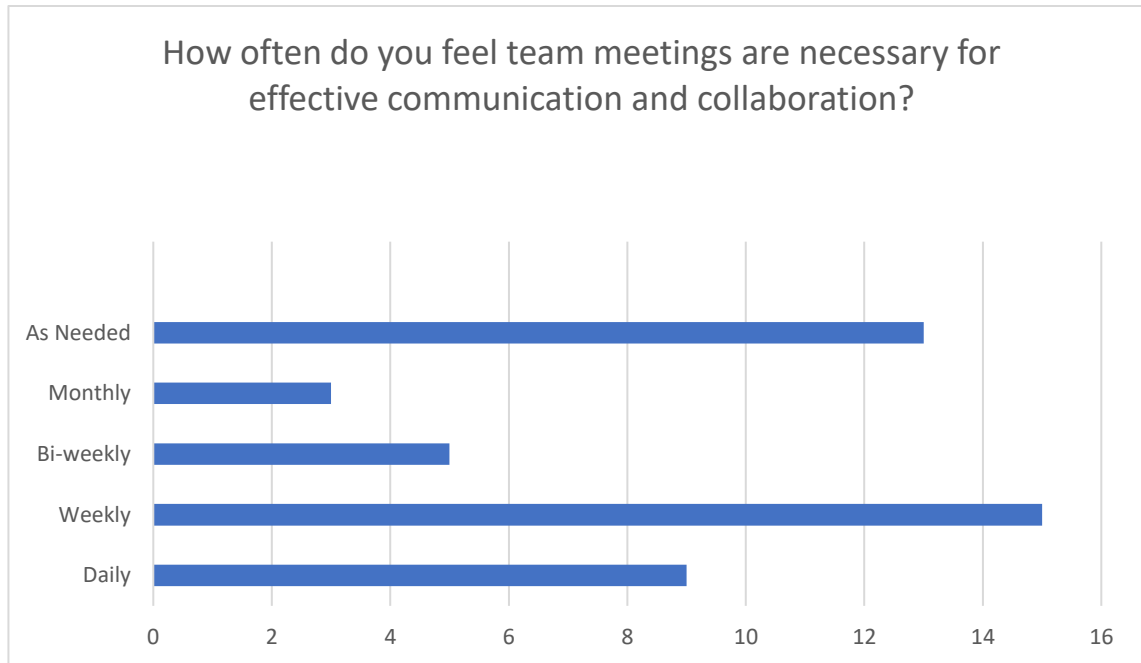


Figure 10. How often do you feel team meetings are necessary for effective communication and collaboration?

The study shows a preference for regular team meetings, with weekly meetings being the most popular. However, a considerable number of responders enjoy the ability to schedule meetings as needed. These findings imply that, while organized, recurrent meetings are vital for efficient communication and collaboration, organizations should also consider the benefits of adjusting meeting frequency to team needs.

The survey results show how comfortable people are with providing feedback to their immediate supervisors, 1 being very uncomfortable and 5 being very comfortable. The majority of respondents are positive, with 16 rating their comfort level as 5 (very comfortable), accounting for approximately 40% of the total. Another 14 people selected 4, or 35%, indicating that they are also relatively comfortable. Five people rated their comfort level as 3 (neutral), accounting for 13%. Only a few people are uncomfortable: two people rated 1 (very uncomfortable), or approximately 5%, and one person rated 2 (7%). Overall, most employees are comfortable providing feedback to their supervisors.

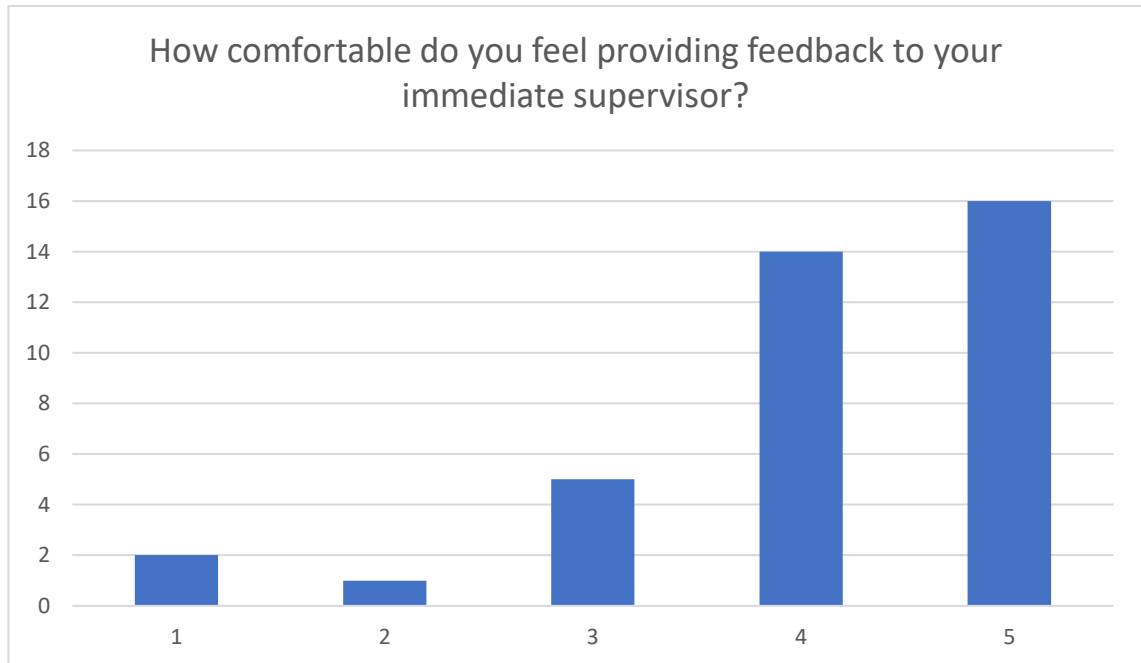


Figure 11. How comfortable do you feel providing feedback to your immediate supervisor?

In summary, most respondents rated their comfort level as high, indicating that most employees feel comfortable giving feedback to their direct supervisors. Despite a tiny minority of respondents expressing uneasiness, the overall findings point to a supportive and encouraging work environment where direct contact with superiors is welcomed.

The survey results show how frequently employees receive positive or constructive feedback from their supervisors. The majority of respondents receive feedback on a regular basis, with 14 people selecting 4 (somewhat often), accounting for 35% of responses. Twelve people selected 3 (neutral frequency), accounting for 30%. Seven people gave their experience a five-star rating (often), accounting for approximately 18%. On the low end, four people chose 2 (infrequent feedback), or 10%, while two chose 1 (rarely), or 5%. Overall, the majority of respondents receive feedback on a regular basis, but not as frequently as they would prefer.

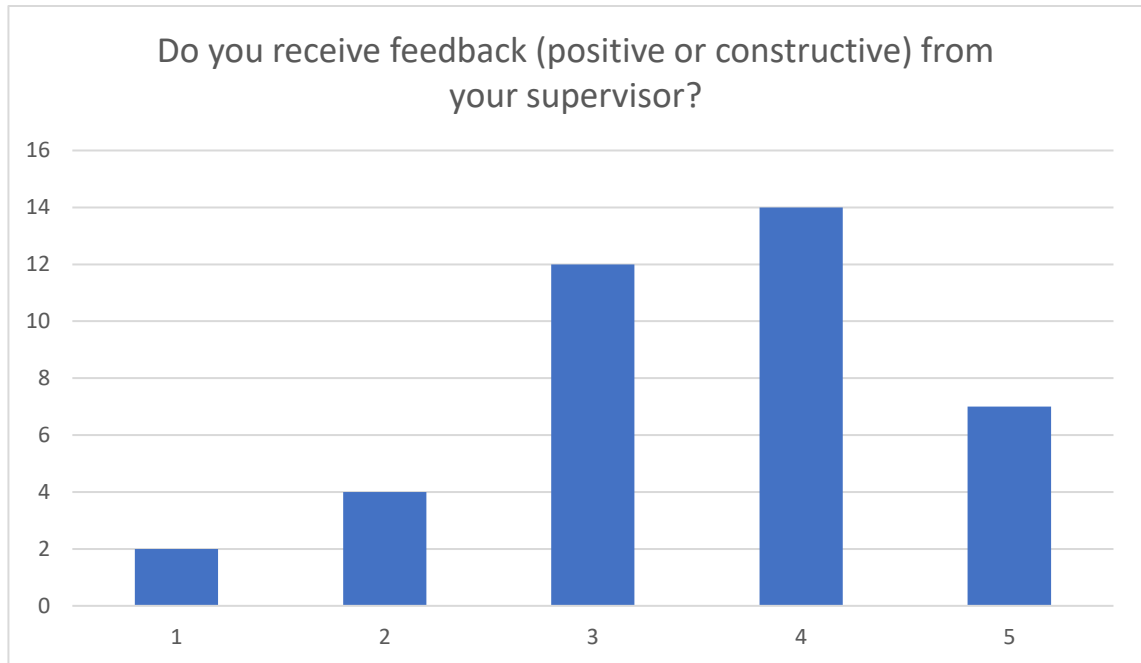


Figure 12. Do you receive feedback (positive or constructive) from your supervisor?

Finally, most employees receive feedback from their supervisors on a regular basis, but consistency could be improved. Some employees report receiving feedback infrequently, implying that supervisors should intervene more often.

## 5 Conclusion

Effective communication within an organization is crucial to its success, as it directly impacts employee engagement, productivity, and overall efficiency. This thesis focused on identifying and addressing the internal communication challenges at Company X, with the goal of providing practical solutions to enhance the flow of information. Through a detailed survey of employees, this study examined various aspects of internal communication, including satisfaction with communication channels, the frequency of updates from leadership, preferred methods for feedback, and the frequency of team

meetings. By analyzing these responses, a clear picture of the current communication standards at Company X was formed, which will serve as the foundation for developing a communication mapping table to streamline and improve internal communication strategies.

The survey results highlighted several key areas where communication at Company X is functioning well, as well as areas that require improvement. One of the notable findings was that a significant portion of employees expressed moderate to high satisfaction with the company's internal communication channels. Specifically, 40% of respondents rated their satisfaction with communication channels as a level 4 to 5 rating, indicating that while there are positive aspects, there is still room for improvement. However, 35% of respondents indicated a level 1-2 rating, suggesting that these employees feel there is considerable room for improvement. This feedback aligns with the objective of this thesis, which sought to identify challenges and address them through practical solutions, specifically focusing on enhancing the internal communication infrastructure.

In addition to satisfaction with communication methods, the survey examined how frequently employees wanted to receive updates from leadership regarding company performance and strategy. A strong preference for monthly updates was evident, with 50% of respondents selecting this option, followed by quarterly updates. This indicates a desire for regular, but not excessive, communication from leadership. Weekly updates were less popular, further confirming that employees value consistent updates without overwhelming frequency. This finding provides important insight into how Company X can structure its communication strategy to balance keeping employees informed while avoiding information overload.

Another significant aspect of communication examined in this thesis was employee awareness of the company's goals and strategy. While a majority of employees reported being well-informed about company objectives, a notable proportion (17%) felt they were not well informed. This gap in knowledge highlights the need for improved communication standards that can ensure all

employees are aligned with the company's goals. One approach to improving awareness could be the introduction of more interactive and engaging communication channels that provide opportunities for employees to ask questions and gain a deeper understanding of the company's direction.

The preferences for communication methods were another focal point of this study. Intranet and in-person meetings emerged as the most preferred channels for receiving important updates, followed closely by email. Despite the growing prevalence of digital communication tools like Teams, these were found to be less favored for receiving important updates. This suggests that, while digital platforms are important for communication, face-to-face communication remains essential for effectively delivering critical information. Therefore, Company X should consider adopting a hybrid approach to communication, where both digital and in-person methods are utilized to reach employees based on their preferences.

When it comes to feedback, employees at Company X expressed a clear preference for receiving feedback from their supervisors in person. In-person meetings accounted for 43% of responses, highlighting the value employees place on direct, personal feedback. This contrasts with the relatively low preference for formal performance reviews or written feedback, indicating that employees prefer informal, face-to-face conversations when it comes to performance discussions. This preference shows the importance of building relationships between employees and supervisors to ensure that feedback is both constructive and well-received.

The survey results also revealed that employees are generally comfortable providing feedback to their supervisors, with 75% of respondents rating their comfort level as 4 or 5. This positive response indicates that employees feel they can share their thoughts and concerns with management, which is essential for creating a healthy, transparent workplace culture. However, there is always room to further improve the feedback culture by ensuring that employees feel their input is valued and acted upon.

The findings from the survey and the data analysis reveal key areas where Company X can make significant improvements in its internal communication strategy. Based on these insights, this thesis proposes the development of a communication mapping table, which would help identify the most effective communication channels, frequency, and methods for delivering important information.

In conclusion, the results of this thesis highlight the critical role that communication plays in the success of any organization. While Company X has made strides in maintaining effective communication, the survey results indicate areas where improvements are needed, particularly in enhancing employee awareness of company goals and refining the channels through which updates and feedback are delivered. By addressing these challenges and implementing the recommendations provided in this thesis, Company X will be better positioned to improve its internal communication, strengthen employee engagement, and drive overall organizational success. The communication mapping table proposed will serve as a tool to help achieve these objectives, ensuring that communication remains consistent, clear, and effective across all levels of the organization.

## Management communication plan (example)

Supervisor			Date			
Responsibility	COMMUNICATIONS METHOD	OBJECTIVES / KEY MESSAGES	FREQUENCY	AUDIENCE	START DATE	NOTES
Head of manufacturing	Team meeting in person	Current state of production, orders and operations	Weekly / As needed	Manufacturing team	X	
Human Resources	Intra	Distributing files, communicating decisions, status updates	Weekly	Company X	X	
Head of Sales	In person meeting / Teams	Update on sales and budget	As needed	Sales	X	
Management team members	One to One meetings/Teams	Feedback / Performance appraisal	As needed	Company X	X	
CEO	Teams meeting/In person meeting	Company performance and strategy	Monthly	Company X	X	

Figure 13. Communication Template for Company X

This template serves as an example for Company X to manage and control the ongoing and new communication objectives effectively. Template can be updated in real time and for the preferences and needs. A communication plan is designed to save you time, ensure consistency, and increase professionalism.

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## Appendix 1 Survey questions

Employee satisfaction



Kuvaus (valinnainen)

On a scale of 1 to 5, how satisfied are you with the current internal communication channels within the company? \*

	1	2	3	4	5	
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

How well-informed do you feel about company goals, objectives, and overall strategy? \*

	1	2	3	4	5	
Very uninformed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very well-informed

Preferred Communication Channels



Kuvaus (valinnainen)

Which communication channels do you find most effective for receiving important updates? \*

- In-person meetings, face-to-face
- Team collaboration tools (Teams, HubSpot, etc.)
- Company newsletters, intranet
- Email
- Briefings
- Muu...

How would you prefer to receive feedback from your supervisor or team members? \*

- In-person meetings
- Written feedback (email, messaging)
- Team collaboration tools (Teams, HubSpot)
- Formal performance reviews
- Muu...

Are there specific topics or information that you feel are NOT communicated effectively within the company?

Pitkä vastaukseteksti

What barriers or challenges do you face when trying to communicate with team members or other departments?

Pitkä vastaukseteksti

Communication Standards



Kuvaus (valinnainen)

How frequently would you like to receive updates from company leadership regarding overall company performance and strategy?

- Weekly
- Bi-weekly
- Monthly
- Quarterly

How often do you feel team meetings are necessary for effective communication and collaboration?

- Daily
- Weekly
- Bi-weekly
- Monthly
- As needed

How comfortable do you feel providing feedback to your immediate supervisor? \*

	1	2	3	4	5	
Very uncomfortable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very comfortable

Do you receive feedback (positive or constructive) from your supervisor?

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

