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# **Internal marketing as part of Case Company X's operations**

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## ABSTRACT

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Internal marketing plays a crucial role in modern organizations as it fosters employee engagement, enhance motivation, and aligns internal processes with external customer satisfaction. In today's competitive business environment, effective internal marketing strategies are essential for creating a positive workplace culture, improving communication, and building trust between employees and leadership. Despite its significance, internal marketing remains an underutilized concept in many organizations, highlighting the need for further exploration and practical implementation.

The objective of this thesis was to examine the current state of internal marketing at the case company and evaluate its impact on employee engagement, satisfaction and motivation. The study also aimed to identify areas for development and provide actionable recommendations to optimize internal marketing practises. A qualitative and quantitative research method was employed, focusing on surveys conducted with the Finnish and Swedish sales teams.

The results demonstrated that internal marketing significantly influences employee engagement and satisfaction, although notable areas for improvement were identified. Key findings highlighted challenges in organizational communication, leadership practises, and insufficient incentive systems. The Finnish sales team emphasized the need for clearer and more consistent communication, while the Swedish team underscored the importance of transparency on organizational changes. Both teams recognized the value of strengthening team spirit and fostering interdepartmental collaboration.

Based on the findings, the study proposed practical recommendations, such as centralizing communication platforms, organizing regular strategy meetings, improving leadership training, and enhancing team-building initiatives. These actions aim to create a more cohesive and engaging workplace culture.

This thesis underscores the significance of internal marketing as a critical factor in organizational success. The findings provide valuable insights and actionable suggestions for companies to improve employee well-being, engagement, and overall job satisfaction.

Keywords: Internal marketing, leadership, organizational culture, employee engagement, employee motivation, internal communication

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## 1 INTRODUCTION

Internal marketing encompasses the strategies and practices organizations use to engage, motivate, and align employees with their goals, values, and brand. In today's highly competitive and complex business environment, internal marketing has become increasingly important. As market dynamics continue to evolve, employees have become more critical than ever as the driving force behind a company's success. (Lead marketing strategies, 2023.)

Employees are no longer just workers; they serve as brand ambassadors, influencing the company's reputation in both internal and external interactions. Effective internal marketing ensures that employees are informed, motivated, and aligned with the company's mission. This not only boosts morale and job satisfaction but also enhances productivity, innovation and overall organizational performance. Internal marketing plays a pivotal role in fostering a strong organizational culture and creating a committed workforce. (Wilson et al., 2016, p. 372.)

The purpose of this thesis is to explore the concept of internal marketing, analyze its impact on organizational success and provide practical recommendations for improving internal marketing practices at the case company. The idea for this thesis originated during my employment at the company, where my supervisor introduced the concept of internal marketing. The topic immediately captured my interest, and I recognized its untapped potential in driving organizational success. Despite its importance, internal marketing remains underutilized in many organizations. Given the increasing emphasis on employee engagement and alignment with company values, this topic is both relevant and timely. This study aims to highlight the strategic importance of internal marketing and its tangible benefits for organizations. The findings will provide the case company with insights to enhance their internal marketing strategies.

Moreover, the thesis will contribute to the broader business community by underscoring how effective internal marketing can improve organizational performance and employee satisfaction.

## 2 OBJECTIVES AND RESEARCH QUESTIONS

### 2.1 Purpose, objectives and boundaries

The purpose of this thesis is to provide the case company with valuable insights into the current state of their internal marketing, assessing its impact on employee engagement and satisfaction and identify areas for improvement based on employee survey results. These insights will enable the case company to make informed decisions and implement effective strategies to enhance internal marketing practices, ultimately improving employee satisfaction and engagement. The specific objectives of this thesis are as follows:

1. To evaluate the current state of internal marketing in the case company from the perspective of the sales organization in Finland and Sweden.
2. To understand the impact of current internal marketing practices on employee engagement and satisfaction.
3. To provide practical recommendations for enhancing internal marketing practices based on survey and interview findings.

This study focuses on the sales organizations in Finland and Sweden for both practical and strategic reasons. My previous experience working in the Finnish sales organization has given me a firsthand understanding of its operations and potential development needs; while including the Swedish sale organization broadens the perspective and provides more diverse data for comparative analysis. Although the study is intended to offer insights relevant to the entire company, the primary data is gathered from employees in these two sales

units. The goal is that both the case company and its employees benefit from this thesis.

To achieve objectives, both quantitative and qualitative methods were employed. A primary survey was conducted with 26 employees in the Finnish sales organization to gather insights into the current state of internal marketing and potential areas for improvement. Additionally, another survey was conducted with five employees in the Swedish sales organization. This approach provides data from both regions, offering insights that can be applied to the entire company.

## 2.2 Research questions

This thesis investigates how internal marketing practices at case company can be improved to enhance employee engagement, commitment, and job satisfaction. The focus is on identifying gaps in the current strategies and suggesting ways to optimize them for better outcomes. The main research question guiding this study is: How can internal marketing practices be optimized to improve employee engagement, commitment and overall job satisfaction at the company? To explore this in more depth, the following sub-questions have been formulated:

1. What is the current state of internal marketing according to the employees at the company?
2. How do current internal marketing practices influence employee alignment, engagement and satisfaction?
3. What key areas for improvement exist in the company's internal marketing strategies?
4. What factors influence employee motivation to engage with internal marketing activities?

These research questions aim to address both the present effectiveness and potential improvements of internal marketing within the company.

## 2.3 Theoretical framework

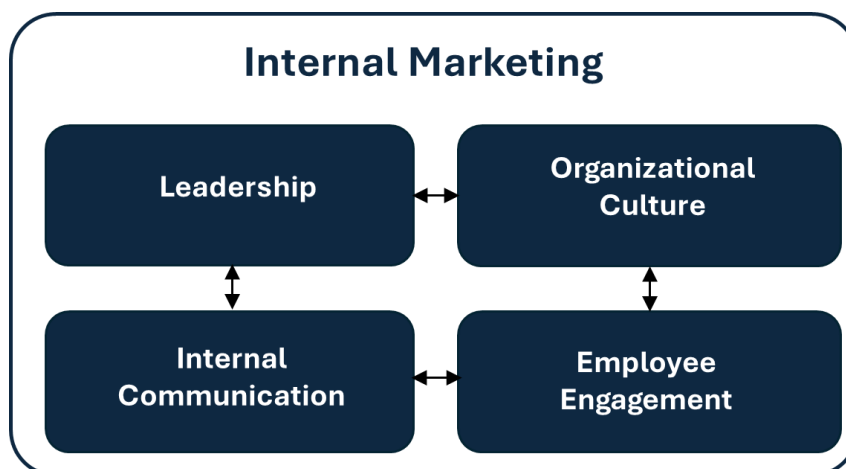


Table 1. Theoretical framework of the thesis

The theoretical framework of the thesis Table 1 above focuses on key components of internal marketing: leadership, organizational culture, employee engagement and internal communication. These elements are interconnected, playing a crucial role in fostering a motivated and engaged workforce. Internal marketing practices aim to align employee behaviors and attitudes with organizational goals, which ultimately boosts both satisfaction and performance.

Leadership provides direction and vision, which is communicated throughout the organization. Internal communication ensures that the message reaches all levels, while organizational culture and employee engagement further enhance internal marketing efforts. By creating a continuous feedback loop, these components strengthen each other by improving the work environment and supporting long-term success for the company.

## 3 CASE COMPANY X

Case Company is a leading provider of advanced technical products, specializing in precision-engineered solutions for both residential and commercial

applications. Established in the mid-20th century, the company has grown into a recognized brand known for its focus in innovation, sustainability, and high-quality offerings. With operations in multiple countries, company serves a broad range of markets, ensuring a strong presence in key European regions. In Finland, the company employs a total of 420 workers, of whom a survey was distributed to 26 employees within the sales organization. Additionally, data was collected through survey with five employees from the Swedish sales organization. With these combined perspectives, valuable insights into how internal marketing is experienced within both sales departments will be gained.

The company employs various internal marketing strategies aimed at fostering employee engagement and satisfaction. These include regular internal communications, training programs, and employee recognition systems. Additionally, they organize team-building activities and provide opportunities for professional development to maintain a motivated workforce. During my tenure as a marketing assistant, I had the opportunity to participate in social events hosted by the company, which not only boosted team spirit but also allowed me to connect with colleagues on personal level. These interactions contributed significantly to a collaborative work environment, enhancing relationships across departments. The company has also conducted regular employee satisfaction surveys to measure engagement, motivation, skills development, and communication, indicating that these aspects have been evaluated previously.

However, this study aims to conduct a comprehensive examination of internal marketing practises extending beyond just internal communication. By exploring a wider range of internal marketing strategies, the research seeks to provide new insights and actionable recommendations for enhancing employee engagement, commitment, and overall job satisfaction. This case study was conducted in Finland and Sweden, focusing on the company's internal marketing practices within these two sales organizations. The questionnaire used in this research was created in Finnish to target employees in the Finnish operations, ensuring that respondents could easily comprehend the questions and answer them accurately, minimizing potential misunderstandings due to language barriers. In addition, the Swedish sales team survey was conducted in

English to provide complementary insights. This approach enhanced the reliability of the data and facilitated a more accurate evaluation of the internal marketing practises across the company.

## 4 INTERNAL MARKETING

### 4.1 Definition of internal marketing

Ahmed and Rafiq (2003, chapter 1) emphasize that there is no single, universally accepted definition of internal marketing. The concept is interpreted in various ways, with different perspectives on what it entails, how it should be implemented, and whose benefit. Effective internal marketing, according to them, requires adopting marketing techniques and philosophy, fostering customer and market orientation, and employing an inclusive management approach. Furthermore, strategic human resource management and coordination of leadership functions are essential to achieving customer or market-oriented goals.

Internal marketing refers to the strategies used by organizations to engage, motivate and empower employees. The goal is to improve customer service and enhance overall business success by aligning employee efforts with organizational objectives. It treats employees as internal customers, recognizing that their satisfaction directly impacts the quality of external customer service. By ensuring that employees feel valued and motivated, companies can create a positive work environment that contributes to sustained success. (Grönroos, 2020, Section 14.)

Kurvinen and Seppä (2016, p.81-83) describe internal marketing as a process of inspiring people, bringing meaning to their work, coaching them to take initiative. It unifies the workforce around shared goals and consistent standards, which creates uniformity across the organization. This uniformity enhances the

customer experience, as employees adhering to the same standards offer seamless and cohesive service. Ultimately, internal marketing helps build a motivated, aligned workforce, which directly supports the overall success of the organization. Furthermore, internal marketing not only strengthens the customer experience but also bolsters the company's ability to fulfil its promises. A single message is not enough, employees must be continuously engaged and involved in the company's vision. When internal marketing becomes a regular practise, employees feel more motivated and passionate about their work, and this enthusiasm radiates outward, positively influencing both customers and the company's broader image.

According to Sipilä (2008, p. 96-98), internal marketing remains an underutilized yet powerful tool for creating a competitive advantage. Employees must believe in the value of their work, as confidence and enthusiasm are fostered through effective leadership and communication. This belief cannot be spontaneously generated, it must be cultivated by the organization. When employees are confident, engaged, and passionate about their roles, the company benefits from improved performance and a stronger competitive position.

#### 4.2 Background and requirements

The concept of internal marketing emerged in the late 1970's, when companies recognized that satisfied employees are crucial for delivering quality service. Initially prevalent in service industries, internal marketing has since expanded to all sectors, emphasizing communication, motivation, employee engagement, organizational culture and internal brand alignment. Today, internal marketing is viewed as a strategic tool for aligning employees with the company's values, mission and vision. This strategic shift reflects a growing understanding that internal marketing is more than just a set of practises, it is a philosophy that integrates marketing and human resource management to enhance organizational performance. (Grönroos, 2020, Section 14.)

The early work of Berry et al. (1976) was foundational in introducing the idea of treating employees as internal customers and applying marketing principles to motivate and engage them. This concept was further developed by Grönroos (1983), who introduced the idea of creating a state of mind in employees that would allow them to deliver excellent customer service. Over time, internal marketing evolved from a focus on operational practises, such as employee training and communication, to a broader, strategic framework aimed aligning employee behaviour with the company's overall objectives. (Huang & Rudle-Thiele, 2015, Selected Functionalities section.)

As internal marketing has developed, it had become clear that employee satisfaction is the precursor to customer satisfaction. According to Ahmed and Rafiq (2003, chapter 1) the core principle of internal marketing is to achieve customer satisfaction, a company must first ensure employee satisfaction, treating employees with the same care as customers. Key requirements for effective internal marketing include:

- Acceptance of marketing techniques and philosophy
- Customer and market orientation
- A participate management approach
- Strategic alignment human recourse management with organizational goals
- Coordination of management activities to achieve customer-focused orientation

These principles guide the design of internal marketing programs and help to create a work environment where employees are engaged, motivated, and aligned with the company's mission and values.

The figure 2 below illustrates the key elements of successful internal marketing and its impact on a company's performance. At the foundation are motivated employees who are skilled in their work and enjoy what they do. Such employees generate new ideas and improvements, actively listen to customers, and

contribute to reduces recruitment needs due to higher retention rates. Motivated and satisfied employees provide excellent customer service, leading to satisfies customers. These customers are more likely to remain and recommend the company to others, positively impacting profitability. Furthermore, good customers experiences enhance the company's reputation, attracting even more clients.



Figure 2. Company personnel and service as a competitive advantage (Bergström & Leppänen, 2021, Chapter 4)

In addition to these foundational principles, Grönroos (2015, p. 419) identifies three prerequisites for successful internal marketing:

1. Internal marketing must be integrated into strategic management. It cannot be seen as a separate function but should be embedded in the overall strategic planning and decision-making processes of the organization.
2. The organizational structure must support internal marketing efforts. Internal marketing efforts should not be undermined by a rigid or misaligned organizational structure that impedes communication or collaboration between departments.

3. Active leadership and management support are critical. Top management must demonstrate continuous leadership and support for internal marketing processes, ensuring that systems, resources, and physical support are in place to enable success. Without this commitment from the top, internal marketing efforts are likely to falter.

#### 4.3 Leadership's role in internal marketing

Effective internal marketing begins with leadership, as top management must be committed to internal marketing initiatives to set a clear example for middle management and employees to follow. Leadership alignment at all levels is essential for fostering a service-oriented culture, where internal marketing can thrive. Leadership plays a crucial role in shaping the work environment and supporting the implementation of internal marketing strategies. Managers should not only focus on administrative tasks but also actively support employees in adopting and implementing new ideas, making leadership a key component of internal marketing. Recognizing employee contributions and involving them in decision making processes promotes a sense of ownership and commitment, which strengthens internal marketing efforts. Leadership is also vital in maintaining open communication and nurturing a healthy organizational culture, both of which are central to effective internal marketing. By treating employees as internal customers, internal marketing becomes a management philosophy that relies heavily on leadership to create a supportive and engaging environment. (Grönroos, 2020, Section 14.)

Leadership not only sets the tone for internal marketing but also serves as a bridge for instilling organizational identification (OI) among employees. Leaders play an important role in fostering a sense of belonging, aligning employees with organizational values, and promoting a service-oriented culture. Charismatic leadership enhances this process by inspiring and motivating employees through shared vision, while effective communication and participative decision making strengthen engagement. Research shows that leadership alignment across all organizational levels, top management, middle managers and

supervisors is essential for cascading internal marketing principles effectively. Furthermore, leaders' ability to instil OI has been empirically linked to improved employee performance and even measurable financial outcomes at the business unit level, underscoring their strategic role in internal marketing success. (Wieseke et al., 2009, p. 124.)

Leadership and organizational culture are integral to the success of internal marketing. Strong top-management support and clear leadership are crucial for creating a marketing and service-oriented climate. Leaders must foster open communication and collaboration across different levels of the organization, which helps employees feel empowered and motivated to deliver high quality services. Additionally, effective leadership promotes shared vision of organizational objectives, encouraging employees to actively participate in extra role behaviours, such as enhancing customer experiences and driving innovation. Studies show that leadership and organizational culture act as enablers for other dimensions of internal marketing, such as employee development and reward systems. They provide a strategic framework that allows organizations to enhance both employee and customer experiences. (Qiu et al, 2022, p. 58.)

Figure 3 below emphasizes the centrality of internal marketing and highlights the essential role of supportive management in the process. Supportive management creates an environment where participative leadership fosters motivated, customer-conscious employees. These motivated employees are aware of their roles and contribute to quality interactions with customers. Internal marketing relies heavily on the alignment of leadership, as it drives interactive marketing strategies that ultimately lead to increased sales. This module illustrated the vital connection between supportive management and the overall success of internal marketing efforts. (Ahmed and Rafiq, 2003, p.14-15.)

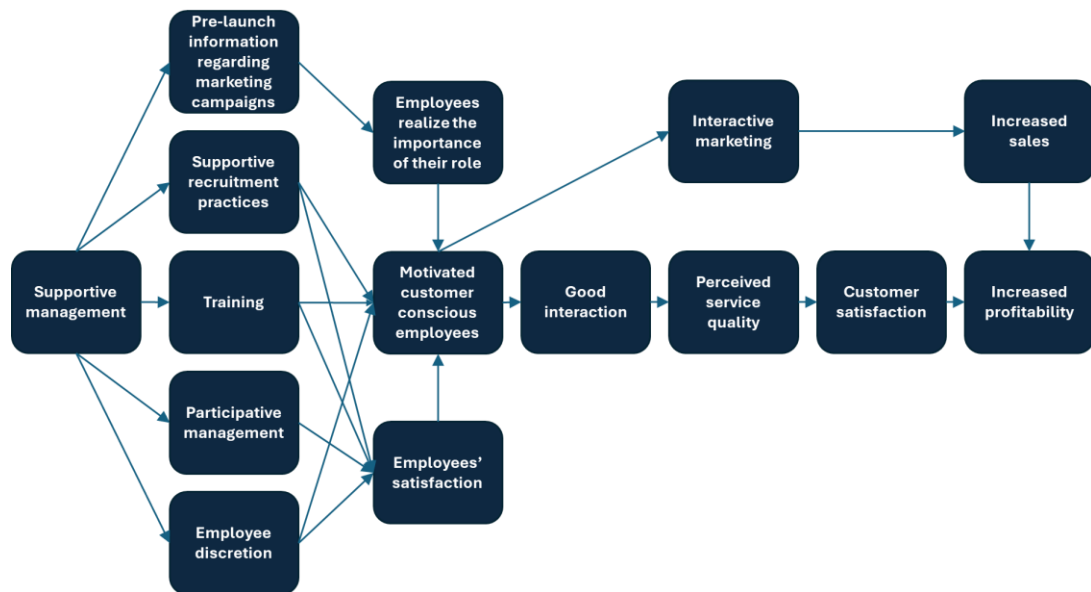


Figure 3. Adapted from Grönroos' model of internal marketing (Ahmed and Rafiq, 2003, p. 16)

Figure 4 below illustrates the components of internal marketing planning. This framework emphasizes the essential areas that organization should focus on to effectively implement internal marketing strategies. It includes communication, training, incentives, team spirit and personnel. Each of these components plays a pivotal role in engaging employees and aligning their efforts with organizational objectives. Effective communication ensures that all employees are informed and engaged, while training enhances their skills and knowledge. Incentives motivate employees to perform at their best, fostering a strong team spirit through shared activities and values. Finally, personal development is vital, as it empowers employees to understand their roles and enjoy their work, ultimately leading to improved performance and customer satisfaction.



Figure 4. Components of internal marketing planning (Bergström & Leppänen, 2021, Chapter 4)

According to Grönroos (2015, p. 413-414) internal marketing management involves both attitude management and communication management, both essential for a successful internal marketing process. Communication management can be more flexible, involving actions carried out at specific times, whereas attitude management is intended to be continuous. Attitude management is especially important in organizations that aim to gain a competitive advantage through a service-focused strategy. It seeks to foster employees' motivation to work in a customer-oriented and service minded way. Communication management, on the other hand, ensures that employees receive the necessary information to perform their tasks effectively, while also allowing them to express their needs, share insights on customer requirements, and suggest ways to enhance work efficiency.

Grönroos (2015, p. 420) underscores that the role of top and middle management and supervisors is essential for continuity in internal marketing. A management style that encourages trust, openness, and support creates a positive internal climate. Key elements include:

- Consistent training supported by everyday management actions.
- Demonstrating interest in customer service quality.
- Actively encouraging employees and empowering them with decision-making authority.
- Engaging employees in planning and decision-making processes.
- Providing feedback and fostering two-way communication, both formal and informal.
- Establishing an open and encouraging internal atmosphere.
- Building trust among employees.

#### 4.4 Organizational culture and its impact on internal marketing

Organizational culture is also a key factor in the success of internal marketing. It is shaped by many elements, including a company's values, leadership, practises, rules, beliefs, stories, symbols language and overall image. Although organizational culture evolves over time, it can shift rapidly during organizational changes or company mergers. This culture influences how employees interact with customers and maintain relationships, reflecting the company's underlying principles in everyday business. (Bergström & Leppänen, 2021, Section 2.3.)

As it comes to fostering team spirit, that is one of the most complex and challenging aspects of internal marketing. Team spirit acts as a silent yet influential background factor in a company's operations. While its absence is easily noticeable, experiencing its presence is more challenging. A positive team spirit is often recognized by employees' enjoyment of their work environment and their ability to collaborate effectively. Although the significance of team spirit is well understood, enhancing it remains complicated due to the lack of clear-cut guidelines or methods. It is essential for employees to feel comfortable in the workplace, as this directly influences productivity and enables more effective teamwork compared to rigid working conditions. One of the key responsibilities of leadership is to foster a pleasant atmosphere that upholds work morale and

supports the company's hierarchical results. This requires management to avoid claiming special privileges, emphasizing that transforming a group into a cohesive team necessitates leaders being part of the team rather than isolated from others. The creation of team spirit is largely facilitated by events outside regular work duties, such as summer parties, Christmas gatherings, and various hobby groups, which reinforce team cohesion and enhance the dynamics of work community. (Rope, 2005, p. 621-622.)

Internal marketing extends beyond transactional relationships by fostering a culture where employee happiness is prioritized. By treating jobs as products and enriching the work environment, organizations can align employee aspirations with company objectives, creating mutually beneficial dynamic. This approach recognizes that work is more than a means of survival, it is a channel for strengthening self-esteem and achieving personal fulfillment. Promoting happiness in the workplace is increasingly seen as a strategic advantage, as it enhances employee commitment, performance, and overall well-being. A positive organizational culture supports these efforts by creating an environment where employees feel valued, motivated and aligned with the organizational goals. (Vasconcelos, 2008, p. 10.)

Organizational culture forms the foundation for employee commitment and motivation. There is an opportunity to do much better in developing this culture, enabling employees to feel pride in their organization, create a basis for a long tenure with the company, gain clarity about their roles, understand how their positions fit within and benefit the organization and receive adequate encouragement. Such an environment supports employees' daily experiences and perceptions, strengthening their connections to organizational goals and fostering a positive culture where engaged employees enhance customer satisfaction and contribute to sustained organizational growth. (Pollitt & Brown, 2008, p. 19.)

#### 4.5 Employee engagement and motivation

Today's internal marketing, employee engagement and motivation are vital for organizational success. Engaged employees are more likely to bring new ideas and innovations to the company, contribute to improving operations, and enhance customer satisfaction. A motivated workforce forms the backbone of any successful company, leading to increased profitability and competitive advantage. Companies that invest in their employees through effective internal marketing create a positive feedback loop, where engaged employees contribute to improved customer service, which in turn drives business success. (Bergström & Leppänen, 2021, Section 4.1.)

Internal marketing practices have also been shown to significantly improve job satisfaction and performance, enhance employee happiness and contribute to better handling of customers relations. This leads to positive outcomes such as repeat customer behavior and long-term relationships. Furthermore, internal marketing can increase organizational commitment, improve customer-oriented behavior and enhance overall job performance. Together, these benefits drive organizational performance and long-term success. (Qaisar & Muhamad, 2020.)

Employee job satisfaction is one of the central concerns of internal marketing, as it directly impacts motivation and engagement. Achieving a high level of job satisfaction is essential for maintaining employee well-being and ensuring external customer satisfaction. When employees are dissatisfied or demotivated, it becomes nearly impossible to achieve optimal customer satisfaction. Internal marketing communication (IMC) provides a framework for managing the various factors that influence job satisfaction, including relationships within the workplace hierarchy, working conditions, and opportunities for growth and promotion. By addressing these variables, companies can create a work environment that fosters pride, happiness, and a sense of belonging. Job satisfaction is closely linked to subjective well-being and significantly impacts on individuals' quality of life. When employees feel supported and valued, they are most likely to remain engaged, motivated, and committed to their roles, further

reinforcing the positive outcomes of effective internal marketing strategies. (Vasconcelos, 2008, p. 4.)

Internal marketing goes beyond surface-level engagement by addressing how employees perceive and emotionally react to daily work experiences. These perceptions of their role, value within the team, and overall organizational meaning play crucial role in motivation and performance. Motivation at work is generally divided into two segments: extrinsic motivators and intrinsic motivators. Extrinsic motivators are concerned with external factors affecting employees, such as salary, working conditions, and job security. In contrast, intrinsic motivators include opportunities for creativity, the ability to use initiative, and how employees perceive the importance of their work in the outside world. Positive workday events foster pride, happiness, and a sense of belonging, enhancing employee satisfaction and motivation. Conversely, negative experiences can lead to frustration and disengagement, which highlights the importance of internal marketing practices that support positive experiences. (Pollitt & Brown, 2008, p. 20.)

#### 4.5.1 Incentive systems

Incentive systems play a vital role in fostering employee engagement and motivation across an organization. Timo Rope (2005, p.617) emphasizes that effective incentive programs should align with the diverse needs and preferences of employees, ensuring that rewards are both meaningful and impactful. Such systems may include various forms of recognition, monetary rewards, and opportunities for career advancement, all of which contribute to a motivating work environment.

Bergström and Leppänen (2021, Section 4.1), highlight the importance incentives, particularly for sales and service teams, in promoting the company's core business concepts. Common incentives include performance-based bonuses, sales commissions, upgraded tools, and increased responsibilities, promotions or support from supervisors. For long-term success, leadership should

customize incentives to suit the varied motivations of employees. For some, additional time off or flexible schedules are highly motivating, while others may prefer financial rewards or status symbols like a company car. Effective incentives also include non-monetary rewards such as quality feedback, recognition, and opportunities for influence. These incentives not only drive high performance but also help build a supportive internal culture, advancing internal marketing goals by fostering loyalty and engagement.

To fully enhance motivation, it is important for incentive programs to reflect the diverse needs and preferences of the workforce. By including employees in the development of these systems, companies cultivate a collaborative and committed environment. When employees feel valued and heard, job satisfaction and loyalty increase, contributing to both personal fulfillment and organizational success. Balancing intrinsic and extrinsic motivators is key to creating an inspiring workplace that aligns with internal marketing objectives. (Pollitt & Brown, 2008, p. 28-29.)

The figure 5 below illustrates the components of an organization's total incentive system, which includes five key categories: salary, employment relationship and work arrangements, rewards, benefits and development opportunities. Each of these factors are in a key role in employee motivation, engagement and satisfaction, and are key aspects of effective internal marketing. Salary includes task specific pay and personal bonuses tied to performance. Employment relationships and work arrangements focus on job security, flexible working hours, and vacation policies, all contributing to employee satisfaction and loyalty. Rewards can be performance-based and either one time or recurring, encouraging employees to excel. Benefits encompass discounts, wellness programs, and health services, promoting overall well-being. Lastly, development opportunities offer career advancement, learning and job rotation, fostering professional growth. Offering a comprehensive incentive system not only improves employee satisfaction but also enhances their commitment to the company, which is crucial for the success of internal marketing initiatives. (Bergström & Leppänen, 2021, Section 4.1.)

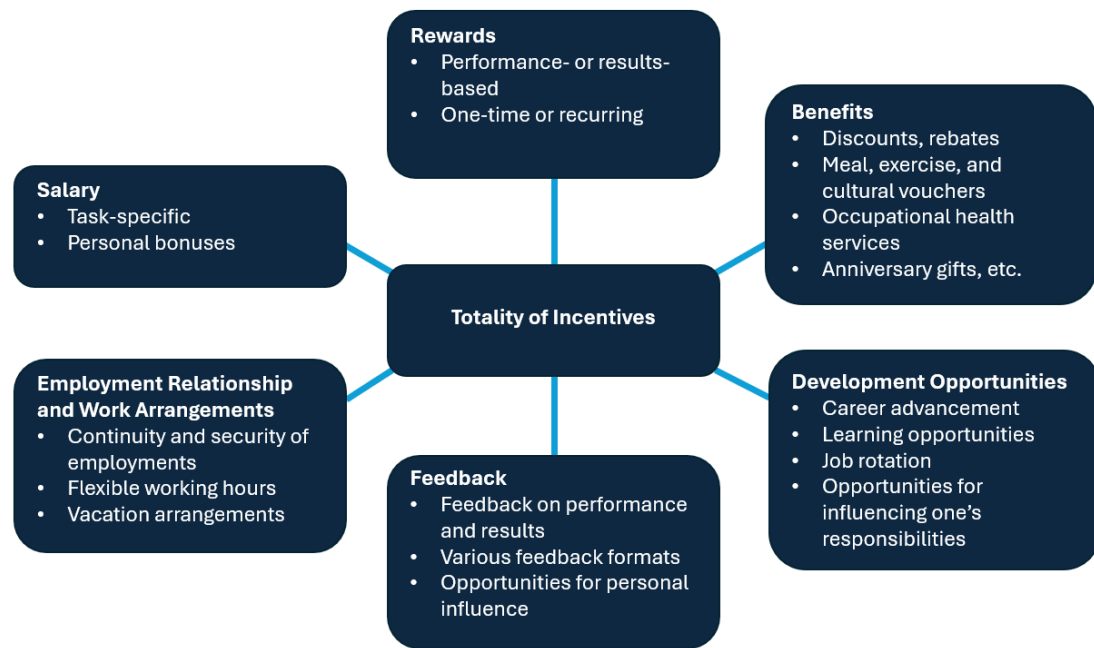


Figure 5. The overall employee incentive framework (Bergström & Leppänen, 2021, Section 4.1.)

#### 4.5.2 Training and development

Training ensures that employees maintain the skills necessary for their roles. It is essential that all employee groups within the company receive tailored training aligned with both their needs and skill levels. The company may organize training internally or procure it from external providers. Some training can be provided online, enabling employees to study at their own pace. Additionally, the company may support employees in pursuing formal qualifications by providing financial assistance, such as paying wage during study periods. Training should be viewed not only to develop professional skills and attitudes but also as a strategic element of internal marketing, encouraging employees and reinforcing their commitment to the company. By investing in their professional growth, the company can foster a satisfied and loyal workforce, less likely to take their expertise to a competitor. This approach strengthens the organizational culture and helps promote the values the company wishes to communicate internally. (Bergström & Leppänen, 2021, Section 4.1.)

To effectively engage employees, companies can implement a range of training types that are tailored to the specific needs of each role. These training

types are utilized at various stages of an employee's career from orientation to ongoing professional development. The selection of training methods depends on the resources available, the industry's requirements, and the company's priorities for employee development.

1. **Technical training:** This training equips employees with essential skills to operate technology relevant to their roles. For example, sales teams might receive training on customer relationship management systems to streamline client interactions. Such training is often conducted in-house.
2. **Quality training:** Quality management training helps employees recognize and address quality issues, reducing waste and exchanging product reliability. In some companies, employees are introduced to international quality standards, like ISO, which can be facilitated through external courses.
3. **Skills training:** Job-specific skills training, such as customer service techniques or product knowledge, is essential for effective performance. This training is usually delivered internally by experienced employees, ensuring that staff meet both customer and organizational expectations.
4. **Soft skills training:** Interpersonal skills, like communication and teamwork, improving workplace morale and customer satisfaction. These skills are often developed through in-house training sessions, though more comprehensive workshops may be outsourced.
5. **Professional and legal training:** For some roles, ongoing professional training is essential to keep up with industry regulations and standards, such as safety and environmental laws. This training can help prevent costly compliance issues and promote an ethical work environment.
6. **Team training:** Team-building exercises strengthen collaboration and improve cross-departmental relationships. Whether conducted in-house, while others are outsourced for additional expertise.
7. **Managerial training:** As employees advance, managerial training prepares them for leadership roles. This training includes both soft skills, like delegation, and technical skills, such as project planning. Some

leadership programs are offered in-house, while others are outsourced for additional expertise.

8. Safety training: In industries with specific risks, training is essential to protect employees and ensure regulatory compliance. Covering areas like emergency procedures and equipment use, this training can be delivered by internal safety officers or through external agencies. A strong safety culture minimizes workplace incidents, enhancing employee well-being. (University of Minnesota Library, 2016.)

#### 4.6 Internal communication in internal marketing

Kurvinen and Seppä (2016, p.78-86) emphasize that the goal of internal communication is to create a shared understanding and future vision among all employees. This is a cornerstone of internal marketing, as it ensures that employees are aligned with the organization's objectives and values. Effective internal communication not only strengthens employee commitment but also fosters understanding of the organization's mission, which is essential for the success of internal marketing initiatives. At its best, it transforms closed, reactive messaging into open, proactive exchanges, enabling authentic interaction among staff, which is essential for the success of internal marketing. Internal communication must be timely, proactive, and people-centred, as it directly impacts workplace efficiency and reinforces a healthy organizational culture. This positive environment increases employee satisfaction, which in turn improves customer service quality, demonstrating the vital role internal communication plays in aligning employees with company goals. When employees feel connected to the organization's purpose, they are more likely to embody the values that create positive customer experiences. Using the right channels at the right time and embracing new communication methods as needed allows companies to cultivate a culture of shared values and commitment.

In internal marketing, communication serves as a tool to strengthen employees' knowledge base, enhance their sense of purpose in their roles, and establish a shared understanding and terminology. Communication is about

fostering skills and commitment while also engaging employees in the company's activities. It is a foundational element in shaping organizational culture. Therefore, internal communication should aim to expand and solidify the shared knowledge and understanding within the organization. Key elements of effective internal communication include: sharing the company's story, vision, strategy and goals, highlighting the core values upheld by the organization, preparing employees for upcoming changes providing updates on the company's financial performance, order status and other factors influencing its future, discussing developments in the industry and prospects for the future, showcasing innovations, received recognitions, new clients and market expansions, celebrating achievements at both the company and unit levels, advertising open positions, introducing new hires and announcing internal role changes and featuring personal employee stories. (Viitala, 2021, Section 3.10.)

Direct supervisors play a pivotal role in internal communication, as research consistently shows that employees value information received from their immediate managers the most (Hertzen, 2006, p. 162-163). Supervisors not only tasked with sharing information but also interpreting and contextualizing it for their teams, enabling employees to understand how organizational messages relate to their roles and responsibilities. This two-way communication process is important for fostering engagement and ensuring that feedback from front-line employees reaches top management. By doing so, supervisors bridge the gap between organizational strategy and daily operations, enhancing alignment and fostering a culture of collaboration and trust. (Gillis, 2011, p. 197). While supervisors are vital for day-to-day communication, effective internal communication leverages a mix of channels, including one-on-one discussions, team meetings, intranets, and electronic or printed bulletins, to meet employee' diverse informational needs. Supervisors must also adapt to modern communication tools, such as web conferencing and telepresence, particularly in geographically dispersed organizations. This flexibility ensures that communication remains effective and engaging, regardless of the medium. (Hertzen, 2006, p. 162).

#### 4.7 The modern marketing mix applied to internal marketing

The traditional marketing mix, commonly known as the Four P's: Product, Price, Place and Promotion, has long served as a foundational framework for developing marketing strategies. This model emphasizes the importance of understanding customer needs and effectively positioning offerings in the marketplace. As noted by Philip Kotler, a leading figure in marketing, the combination of these four elements allows businesses to create products or services that are easily understood and available to their target audience. For example, by building related products at a reduced price or utilizing influencer marketing strategies, companies can better meet customer demands. (Ginty et al, 2012, p. 218.)

However, as marketing practises have evolved, so is understanding how these principles can be adapted to internal marketing. In the context of internal marketing, Kotler and Keller propose an updated version of the four p's, consisting of People, Processes, Programs and Performance. This modern marketing mix provides a comprehensive framework for organizations to enhance employee experience, engagement and satisfaction. (Kotler & Keller, 2012, p. 47.)

**People** are at the core of internal marketing. Employees represent the most critical resource of an organization, and their commitment, satisfaction and motivation directly influence overall success. Organizations should invest in employee well-being, career development, and opportunities for participation to enable them to act as brand ambassadors. For instance, regular feedback can enhance employee experience and commitment to the organization. (Ridge, 2023).

**Processes** refer to the practises through which an organization implements internal marketing. This can include the management of communication channels, employee training, and development programs (Kotler & Keller, 2016, p. 37.) Organizations should ensure that processes are effective and transparent, allowing employees to actively participate in decision-making and provide

feedback. Well-defined processes can also improve employee experience and engagement.

**Programs** encompass the specific initiatives and activities that an organization offers to support employee commitment and satisfaction. For example, internal campaigns highlighting employee achievements or providing training opportunities can enhance the organization's appeal. Programs should be diverse and tailored to different employee groups to best meet their needs and expectations. (Kotler & Keller, 2016, p. 37.)

**Performance** refers to the organization's ability to measure and evaluate the outcomes of internal marketing efforts. This may include assessing employee commitment and satisfaction through surveys and feedback mechanism. Organizations should analyse the collected data and use it to refine their internal practises and programs. Good performance not only promotes organizational success but also strengthens employee trust and engagement. (Fripp, 2024.)

## 5 METHODS

Data collection methods can generally be divided into quantitative and qualitative approaches. In recent years, the idea that these methods can complement each other rather than being entirely incompatible has gained significant traction. The choice of method depends on the nature of the research questions and the type of insight sought. (Hirsjärvi & Hurme, 2022, Section 2.4.3.) Quantitative research methods are particularly suited for answering questions such as "how much" and "why". These methods are often used to produce numerical data that can be analyzed statistically, enabling researchers to explore the prevalence of phenomena, predict outcomes, and investigate the relationship between different variables. (Vilkka, 2021, Section 3.)

In contrast, qualitative research methods aim to address questions like “what” and “how” (Vilkka, 2021, Section 3). This approach seeks to understand the topic more deeply, often from the participants’ perspectives. It focuses on exploring an individual’s experiences, emotions and perceptions, providing rich and detailed insights into the subject. Unlike quantitative methods, qualitative research prioritizes depth over breadth, focusing on smaller samples to uncover nuanced details. This method is particularly valuable when studying phenomena that arise from human interaction or that are difficult to quantify (Juuti & Puusa, 2020, Section 1.1.)

In this thesis, both quantitative and qualitative research methods are combined to provide a comprehensive understanding of internal marketing practices and to answer the research questions in a well-rounded manner. The quantitative method, namely the online survey (Appendix 1), enabled the collection of large-scale, statistically analyzable data on employees’ perceptions and experiences. This approach supports the research objective of mapping the current state of internal marketing within the organization. In addition, the open-ended questions in the survey allowed for the collection of qualitative insights, offering employees an opportunity to share individual perspectives in greater depth, thus complementing the qualitative data.

By combining these methods, it is possible to examine both broad trends and deeper personal experiences, aligning with the research objective of understanding internal marketing practices and their impact within the organization. The broad quantitative data provided an overview of internal marketing practices, while the qualitative responses offered more nuanced insights into specific dynamics and feedback. The goal of using these two methods was to integrate their strengths, capturing both measurable trends and individual perspectives, creating a more holistic understanding of the topic. (Vehkalahti, 2014, p. 13 & 17).

Additionally, a smaller group of employees from Swedish sales team participated in an anonymous qualitative survey (Appendix 2) with five open-ended questions. The survey was distributed via Google Forms, ensuring anonymity

and allowing participants to respond at their convenience. Qualitative research is particularly suitable for examining organizational culture and interpersonal relationships, making it ideal for exploring the nuances of internal marketing (Vilkka, 2015, p. 118-123).

The combination of these methods allowed for a well-rounded view of the topic. While the quantitative data highlighted overarching trends, the qualitative responses offered a deeper understanding of specific experiences and feedback. Ethical considerations, such as ensuring confidentiality and informed consent, were observed throughout the data collection process. This approach not only adheres to ethical principles but also encourages participants to provide honest and reliable responses. (Vilkka, 2015, p. 94).

### 5.1 Study population and sample

The study focused on employees from the Finnish and Swedish sales organizations within the company. The survey (Appendix 1) was directed at 26 sales personnel in Finland, with 22 responding, resulting in a response rate of 84.6%. The respondents represented a diverse demographic range in terms of age, job roles, and length of employment. Additionally, five employees from the Swedish sales organization participated in the qualitative survey (Appendix 2), and all five provided responses, enabling a comparative analysis between the two regions.

The Finnish sales organization employees who participated in the survey included both men and women of varying ages. Among participants, three were aged 25-34 years, two were 35-44, ten were 45-54 years, and seven were over 55 years. Two respondents held managerial positions. The length of employment within the company varied as follows: two respondents had worked for less than one year, four for 1-5 years, one for 6-10 years, five for 11-20 years and ten for over 20 years. These demographic details were collected to examine whether age or employment duration influenced employees' perceptions on internal marketing practices. For the Swedish sales participants, one

respondent was over 55 years old, three were aged 45-54. And one was aged 35-44. Two held managerial positions. In terms of employment duration, four had over 15 years in the company, while one had 8-15 years.

The recruitment process for survey participants prioritized inclusivity and confidentiality. Participation was voluntary, and employees received an invitation via email explaining the study's purpose, objectives and the assurance of anonymity. This approach encouraged honest and open responses, thereby enriching the quality of the collected data.

## 5.2 Data collection

The research was conducted using anonymous online survey to gather data from employees. It was designed to capture insights into several aspects of internal marketing, including employee engagement, satisfaction, communication effectiveness and perceptions of organizational culture. The survey (Appendix 1) initially asked for general background information such as the employee's age, job role and work experience in the company. Before the survey was fully distributed, it was tested with a small group of employees from the same organization to gain preliminary feedback on its functionality and clarity, ensuring that any issues could be addressed before the wider launch.

An email was sent to the potential participants informing them about the upcoming survey and explaining its purpose and importance. This email provided an overview of the study and outlined how the results would be used. Vehkalahti (2014, p.47-48) emphasizes that the cover letter accompanying a survey is essentially its "public face". It provides respondents were selected, and how the results will be used. The importance of the cover letter should not be underestimated, as it plays a crucial role in motivating respondents to participate. Even if the questionnaire itself is well-designed, a vague or unclear cover letter may result respondents ignoring the survey entirely, never even taking a glance at the questions.

The research was conducted after the survey was developed by October 24<sup>th</sup> and then distributed electronically to employees at case company between October 28<sup>th</sup> to November 11<sup>th</sup>, 2024. The email invitation included clear instructions and a brief explanation of the research objectives to encourage participation. Employees were given two weeks' timeline to complete the survey. During the data collection period, a reminder email was sent on November 5<sup>th</sup> to increase participation and maximize response rate. To ensure anonymity and confidentiality, the Google Forms online survey platform was used, allowing respondents to participate anonymously.

In addition to the online survey to Finnish sales team (Appendix 1), a survey was conducted with the sales team in Sweden (Appendix 2) during the same timeframe as the primary survey. The survey was sent to five employees via email using Google Forms, which ensured both anonymity and ease of response. Prior to sending the survey, an introductory email was sent to the participants explaining the purpose of the study and providing a brief overview on internal marketing and its relevance. All five employees completed the survey, resulting in a response rate of 100%. The high response rate was facilitated by the clear communication about the study's objectives and anonymous nature of the data collection process. This aimed to complement the survey findings by capturing insights specific to the Swedish sales team, allowing for a broader understanding of internal marketing practises across different teams within the company.

## 6 ETHICAL CONSIDERATION AND QUALITY OF THE RESEARCH

### 6.1 Ethical guidelines

Conducting research requires adherence to ethical principles and good scientific practises throughout the entire research process. Research ethics involve respecting all parties involved, including the commissioning company and

participants. It also includes respecting prior research on the topic by appropriately citing and referencing sources. Researchers must also possess a thorough understanding of the chosen methodology and maintain a critical approach to the sources used. Good scientific practises demand honesty, diligence, and precision on both the execution of the research and the presentation of findings. (Vilkka, 2015, p. 41-42.)

This thesis ensures that all research activities are conducted ethically by respecting participant privacy and confidentiality and obtaining informed consent from all survey respondents. All participants were fully informed about the survey's purpose and their role in it and participation was entirely voluntary. The research process was conducted transparently, and findings are reported truthfully without distortion. To ensure confidentiality, the company's name is replaced with "Case Company X" throughout the thesis. This approach enables the inclusion of essential information while protecting business secrets. The data was used exclusively for the purposes outlined in the thesis and was not shared with external persons. The data was exclusively accessible to the researcher throughout the study. It was retained for a limited time following the thesis completion to facilitate any potential validation of results. Upon the conclusion of this period, all data was securely deleted to prevent any unauthorized use or misuse.

## 6.2 Reliability and validity factors and limitations

In research evaluation, the concepts of reliability and validity are used to describe the credibility and accuracy of the study. Validity refers to the ability of the measurement or research method to assess what it is intended to measure. A valid study should not contain systematic errors. For instance, in this study, it is crucial to ensure that the respondents clearly understood the survey questions. Results may be distorted if respondents interpret the questions differently than intended by the researcher. A study is valid if the researcher successfully translates the theoretical framework into the survey, ensuring

alignment with the research questions and theoretical framework. (Vilkka, 2021, Section 7.)

Reliability, which refers to the consistency of the study, assesses the reproducibility of its results (Vilkka, 2021, Section 7). In quantitative research, reliability ensures consistent outcomes with similar datasets, while in qualitative research, it emphasizes the careful and consistent execution of the research process. Reliability also encompasses the accuracy of the results, meaning the ability to yield non-random, reproducible outcomes. Together, reliability and validity form the overall quality of the measurement. (Hirsjärvi & Hurme, 2022, Section 8.2.)

In this study, reliability was carefully evaluated in the context of the surveys. These surveys were directed to both the Finnish (Appendix 1) and Swedish (Appendix 2) sales personnel and were pre-tested before being distributed. The survey was reviewed by three individuals from the company, who deemed it clear, functional, and easy to understand. This pre-testing ensured that the survey was reliable and that the questions were comprehensible to the respondents. The clarity of the questions was a critical factor in obtaining reliable and accurate responses.

Further steps were taken to enhance reliability by allowing respondents adequate time to complete the survey and providing opportunities for clarification if any part was unclear. This approach minimized the risk of distorted answers caused by misunderstandings or ambiguous questions. The careful design of the survey, its pre-testing, and the provision of clear instructions provided all contributed to the study's reliability.

Validity, on the other hand, reflects the extent to which the study accurately measures the intended phenomenon (Vilkka, 2021, Section 7). In this study, validity was assessed based on how well the surveys measured the impact of internal marketing practises on employee engagement and job satisfaction. The surveys were designed to support the study's theoretical framework and research objectives. The questions were unambiguous and directly connected

to the theoretical concepts, ensuring that the survey effectively captured the intended information. Validity was further reinforced by clearly communicating the survey's scope and topics to the respondents beforehand. The strong connection between the survey design and the theoretical framework ensured that the responses provided relevant insights into internal marketing practises and their effects on employee's engagement and satisfaction.

External validity, or the generalizability of the findings, is inherently limited due to the study's focus on sales personnel in Finland and Sweden. As a result, the outcomes cannot be generalized to all organizations. However, the study provides insights into the experiences of individuals regarding internal marketing practises and their effects on engagement and job satisfaction within these two sales teams.

## 7 RESULTS AND DISCUSSION

The surveys were conducted from the end of October to mid-November 2024, with a response time of two weeks. A reminder email was sent out on November 5<sup>th</sup> to encourage further responses. The surveys were created as an online survey using the Google Forms tool, and responses were collected anonymously. The online survey to Finnish sales team (Appendix 1) contained a total of 36 questions, 9 of which were open-ended, and the remaining 30 were multiple-choice questions. The survey focused primarily on obtaining development and improvement suggestions. The topics covered in the survey addressed demographics, the current state of internal marketing, the role of leadership in internal marketing, employee engagement and motivation, job satisfaction, internal communication effectiveness, organization culture and team spirit, and development suggestions. At the end of the survey there was a question about whether the survey was clear to understand. The survey with the Swedish sales team (Appendix 2) consisted of five questions, all the same for each participant. The survey questions for the Swedish sales team covered the

current state of internal marketing, leadership, organizational culture, internal communication and employee commitment and motivation.

## 7.1 Insights from The Finnish Sales Team

### 7.1.1 Current state of internal marketing

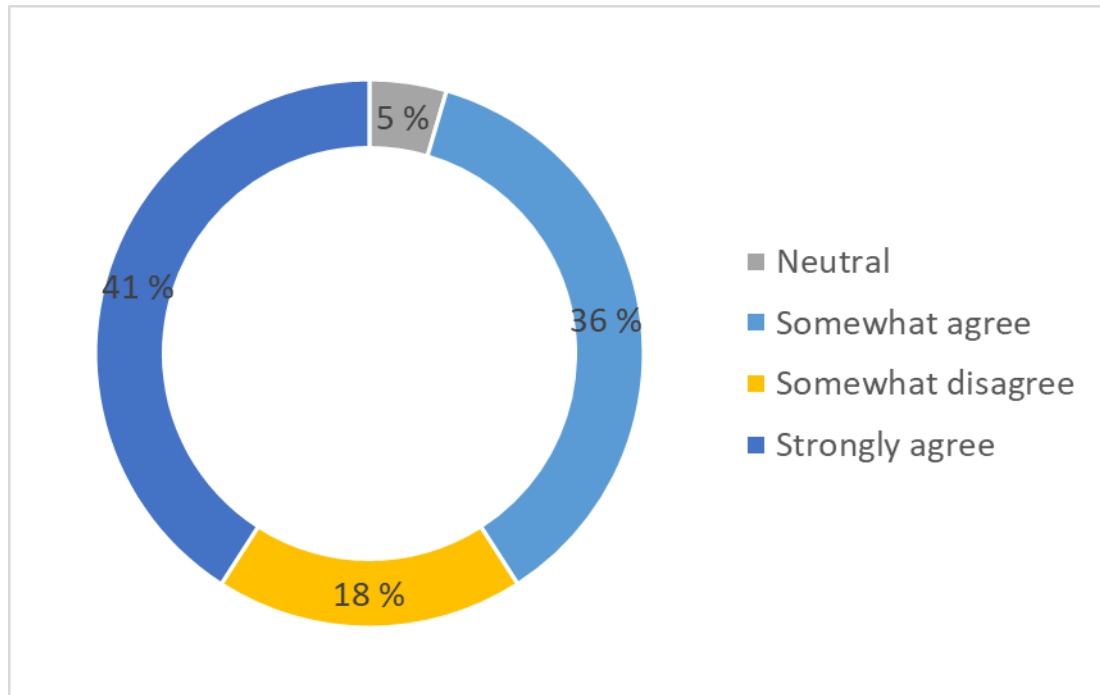


Figure 6. Internal marketing activities (e.g., communications, training, feedback) help me understand and adopt the company's goals.

The results (figure 6) indicate that most employees view internal marketing activities as effective in helping them align with the company's goals. However, a notable portion expressed some level of disagreement or neutrality, highlighting the need for improved communication and engagement strategies to ensure these activities resonate across all employee groups.

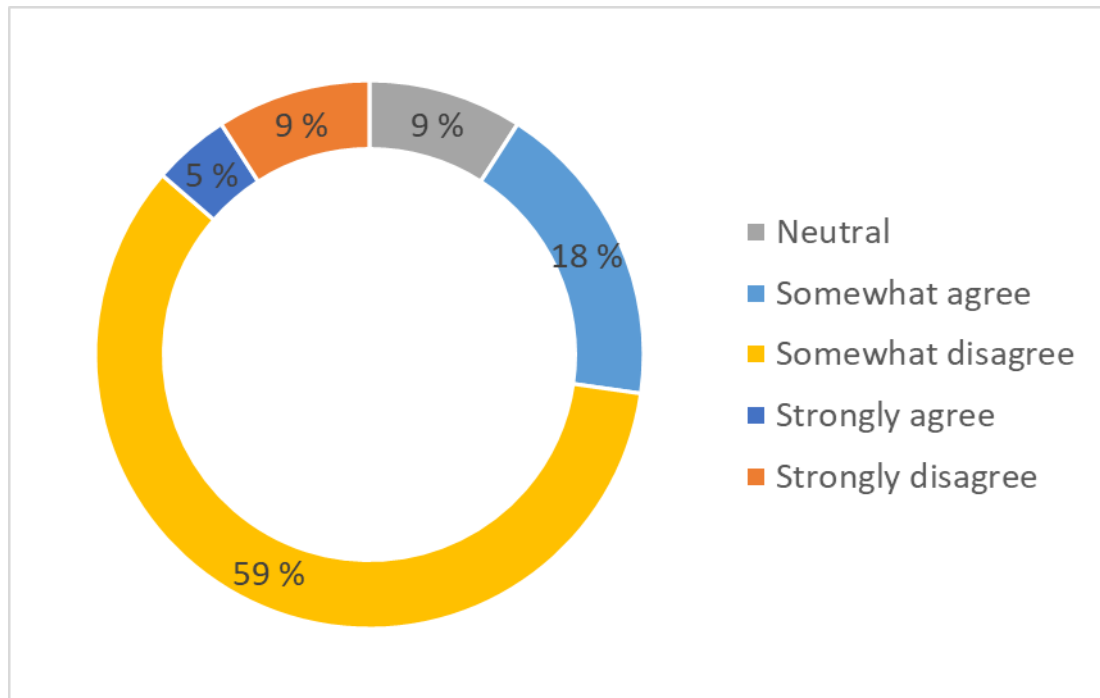


Figure 7. Internal marketing activities are visible and effective.

The responses (figure 7) indicate that internal marketing activities are not widely perceived as visible or effective. A significant portion of employees expressed dissatisfaction, highlighting a need for better communication and implementation of these initiatives to improve their impact within the organization.

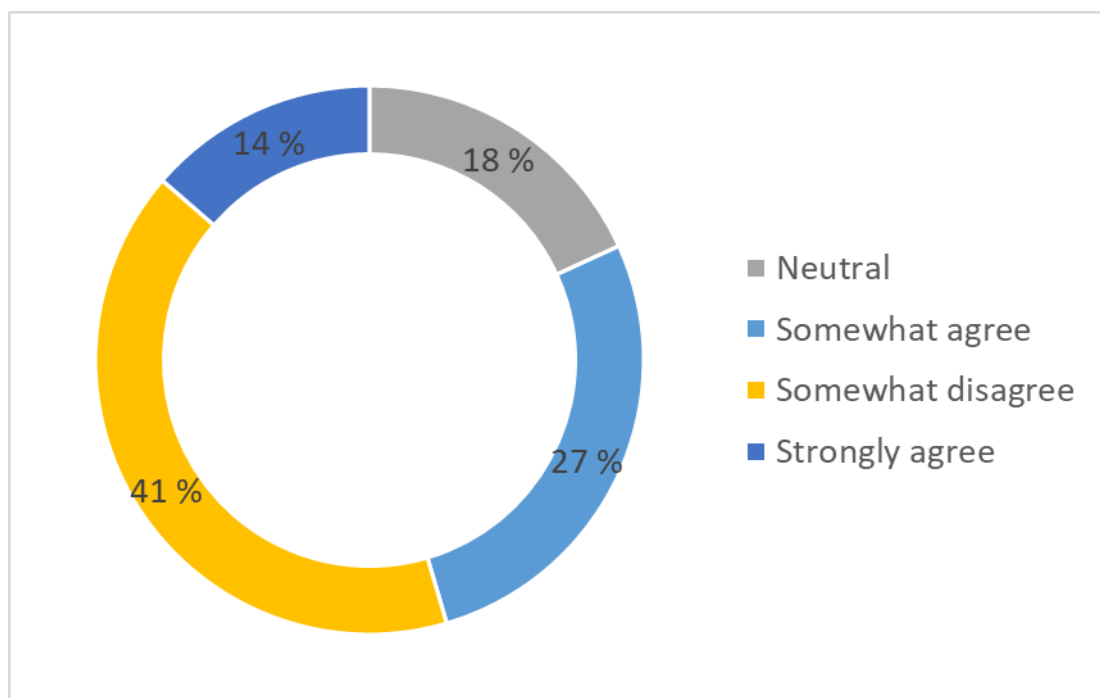


Figure 8. I am well-informed about the company's direction and goals.

The results (figure 8) suggest that a significant portion of employees feel only partially informed about the company's direction and goals. While some expressed agreement, a notable share 41% indicated disagreement and 18% neutrality. This indicates a need for clearer and more consistent communication to ensure all employees have a solid understanding of the organization's objectives.

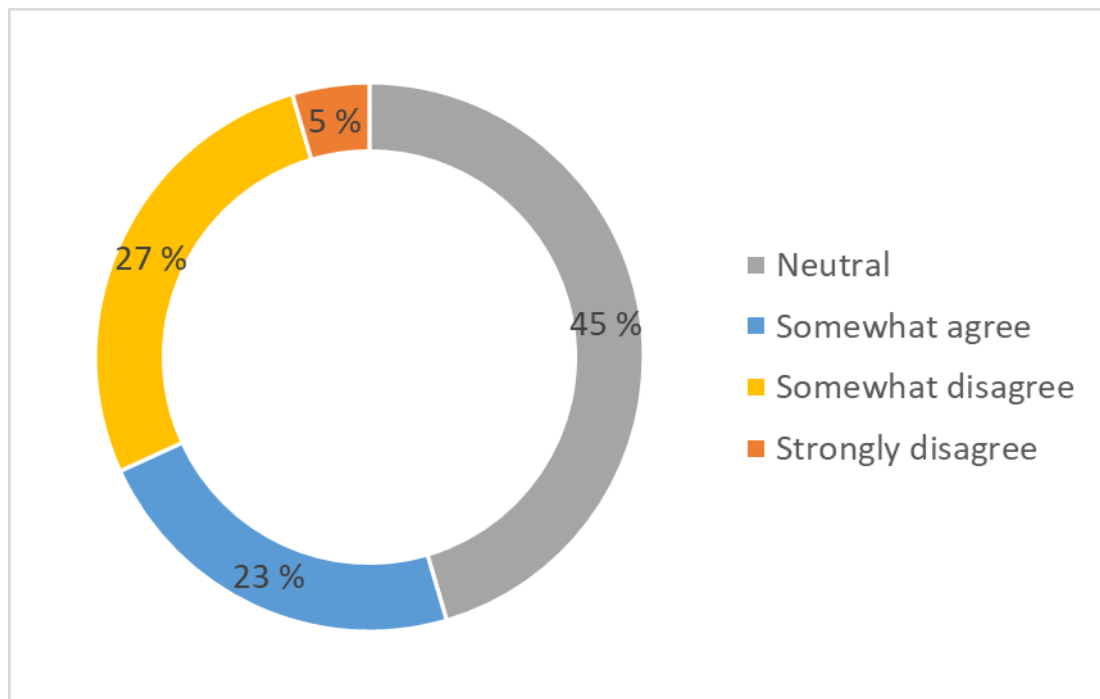


Figure 9. Internal marketing supports my career goals (e.g., training, career development).

Employee feedback (figure 9) highlights a lack of strong support from internal marketing in advancing career goals. The prevalence of 45% neutral and 27% somewhat disagreeing responses points to a disconnect between current practices and employee expectations. Enhancing career development initiatives and ensuring alignment with individual aspirations could address these gaps.

### 7.1.2 Leadership's role in internal marketing

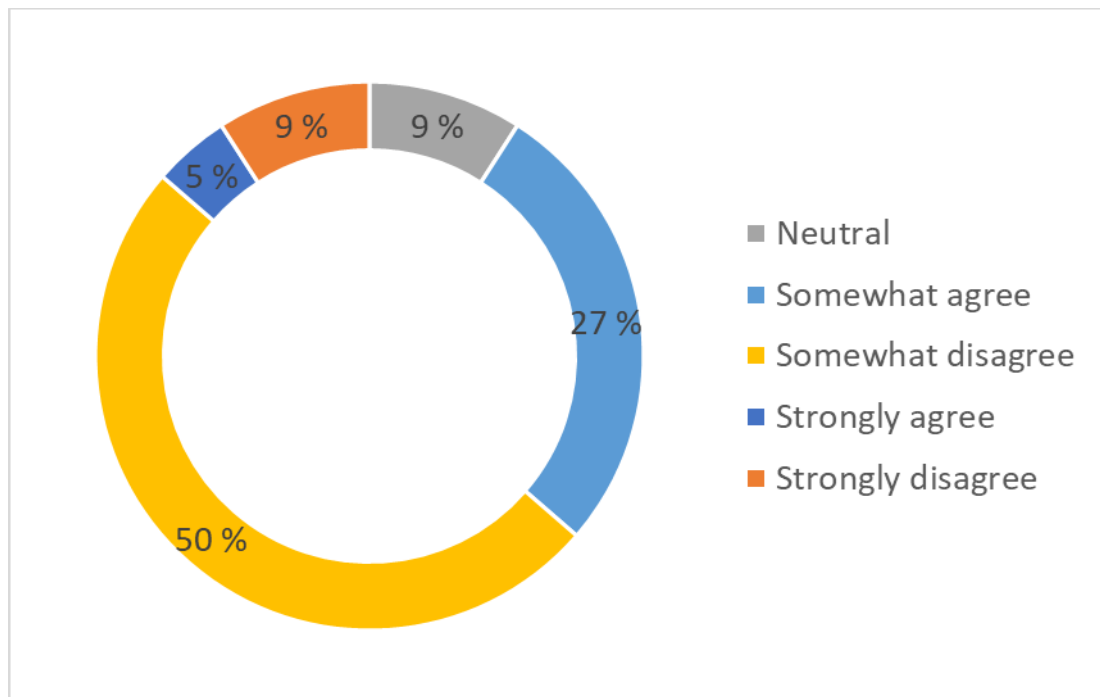


Figure 10. Company leadership communicates the company's values and goals effectively.

Employee responses (figure 10) indicate that 50% of respondents expressed some level of dissatisfaction, and 9% strongly disagreed with leadership's communication of the company's values and goals. While a small portion agreed with the statement, the majority expressed disagreement, suggesting that current communication efforts may lack clarity, consistency, or engagement. The findings highlight an urgent need for leadership to reevaluate and strengthen their communication strategies to ensure employees fully understand and embrace the organization's direction.

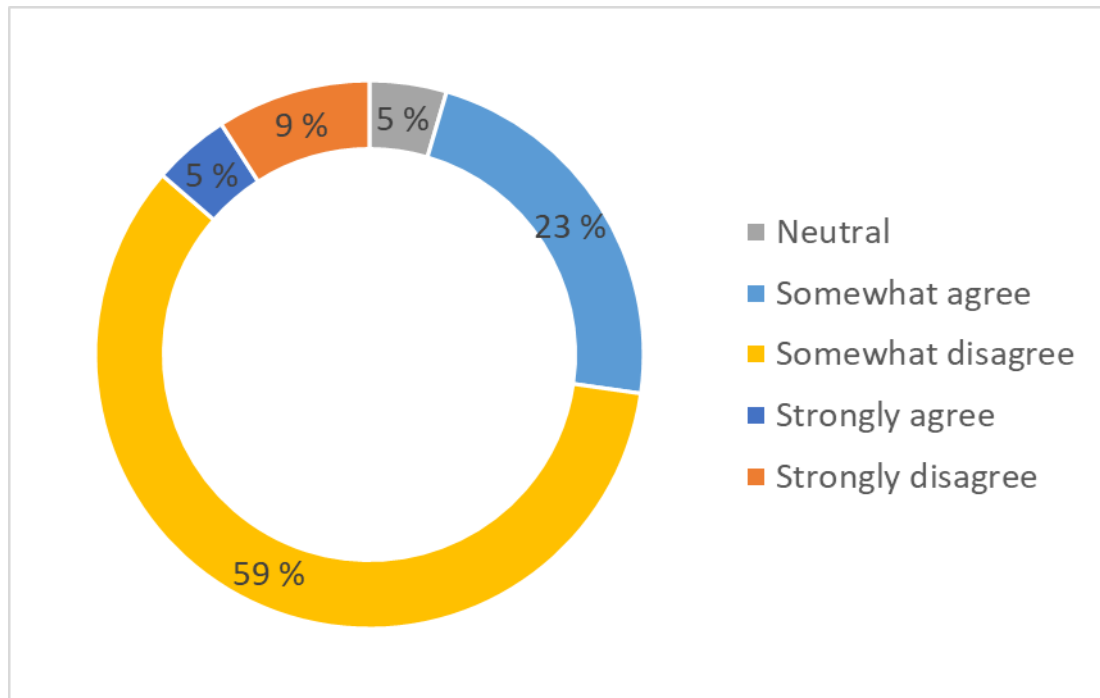


Figure 11. Leadership provides adequate feedback and recognition.

The responses (figure 11) reveal that 59% of respondents somewhat disagree and 9% strongly disagree with the statement, indicating that they feel leadership does not provide sufficient feedback and recognition. Although a small portion of respondents expressed agreement, the majority conveyed dissatisfaction. This underscores the critical role of feedback and recognition in fostering employee motivation and engagement, suggesting that these aspects are not being fully utilized. The findings present an opportunity for leadership to implement more systematic practises for delivering feedback and recognition, which could enhance employee commitment and overall satisfaction.

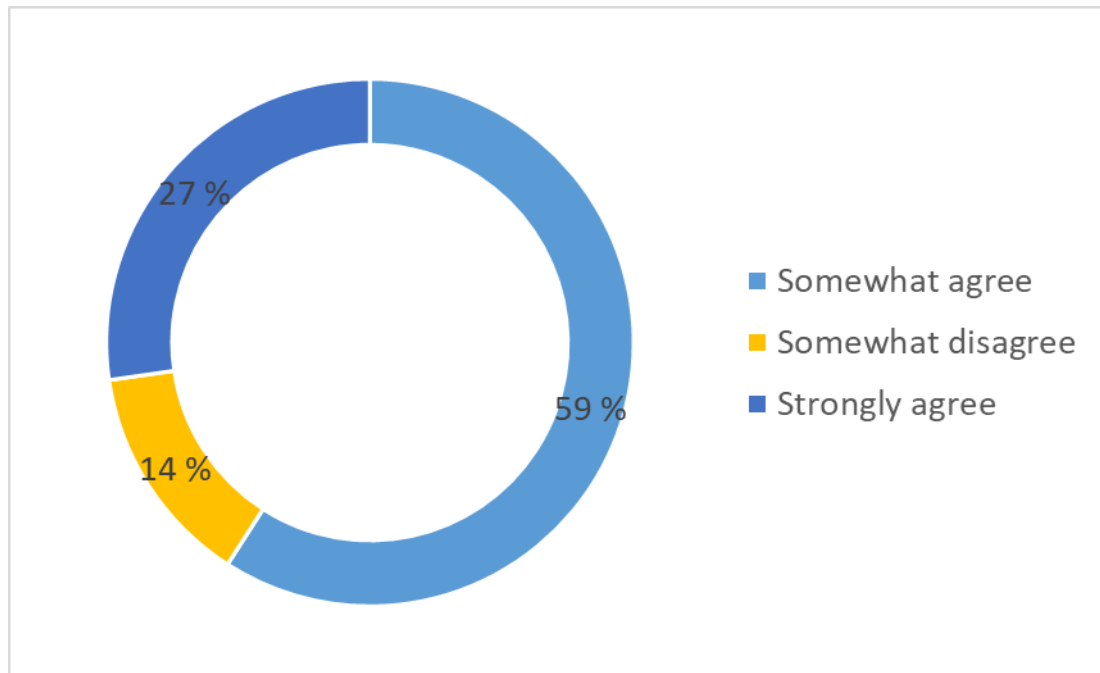


Figure 12. My supervisor communicates openly about internal matters.

Most respondents (figure 12), 59% somewhat agreeing and 27% strongly agreeing, perceive their supervisors as open communicators regarding internal matters. This widespread agreement reflects a solid foundation of transparency at the supervisor level. However, the small portion of disagreement suggests that there may still be occasional gaps in communication, which could be addressed to further enhance trust and clarity within the team.

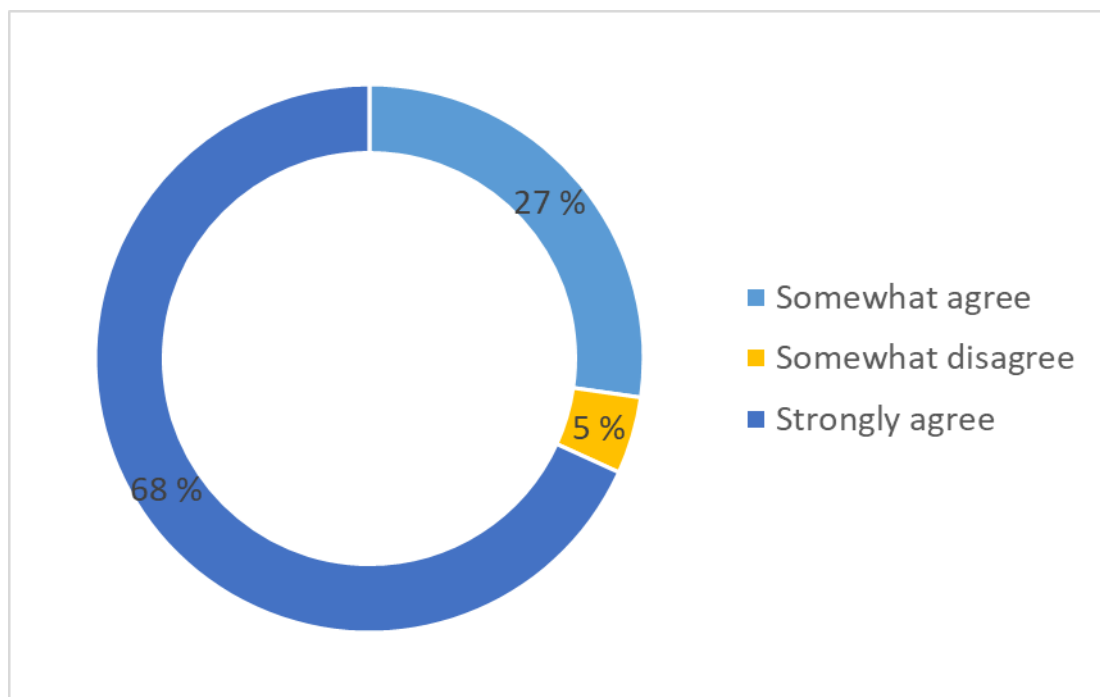


Figure 13. My supervisor listens to employees.

The responses (figure 13) indicate a strong perception of attentiveness from the supervisors, with 68% of respondents strongly agreeing and 27% somewhat agreeing. This significant majority suggests that employees feel heard and valued in their interactions with their supervisor, reflecting a positive dynamic that fosters trust and mutual respect.

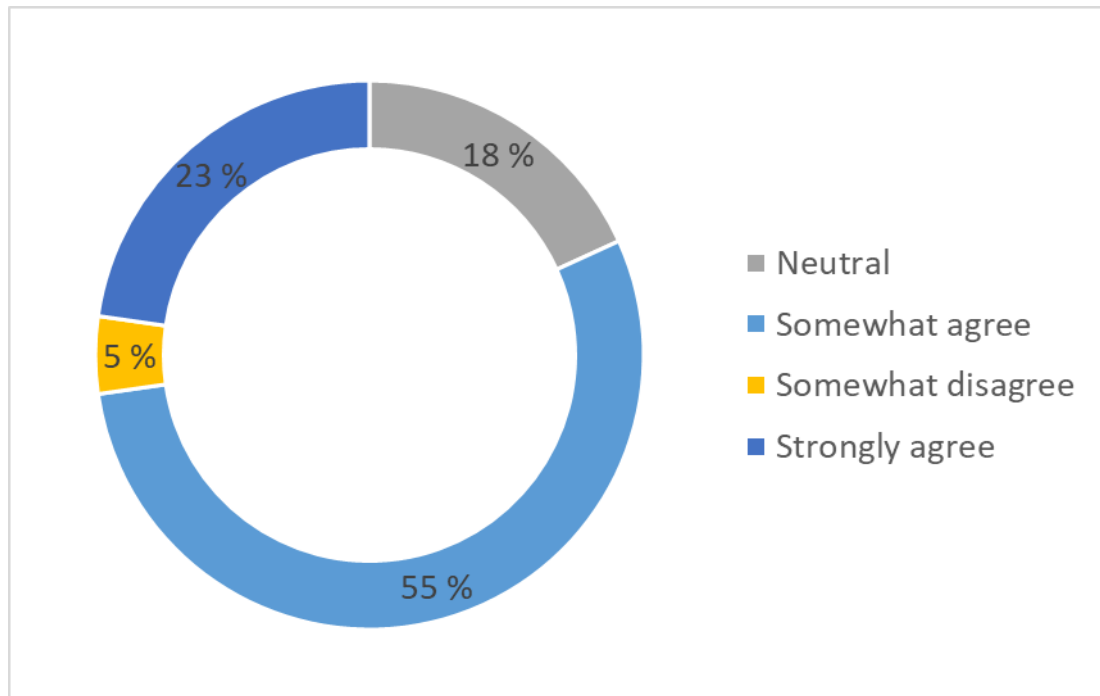


Figure 14. My supervisor implements ideas shared by the team.

Most employees (figure 14) feel that their ideas are considered, with the majority agreeing that their supervisor implements the suggestions made by the team. However, the presence of neutral and disagreeing responses indicates that some employees may feel their contributions are not always acted upon. This suggests an opportunity to strengthen the process of turning employee input into actionable changes, fostering greater engagement and a sense of value among the team.

The survey included a question about satisfaction with the information and communication provided by supervisors. The responses indicate varying levels of satisfaction with the information and communication provided by supervisors. Several respondents expressed themselves being very satisfied, noting

that communication is timely, open and comprehensive when the supervisor has access to the necessary information. Others mentioned that while communication is generally good, it can be inconsistent or affected by factors such as the supervisor's workload or the availability of critical information. Some respondents highlighted the need for improvement in information flow and communication processes, pointing out challenges in ensuring all relevant information reaches the supervisor and the team. A few emphasized the importance of proactively asking for information, as it may not always be shared without prompting. Overall, while most responses lean toward a positive assessment, there is room for enhancement, particularly in ensuring a more consistent and systematic communication approach.

### 7.1.3 Employee engagement and motivation

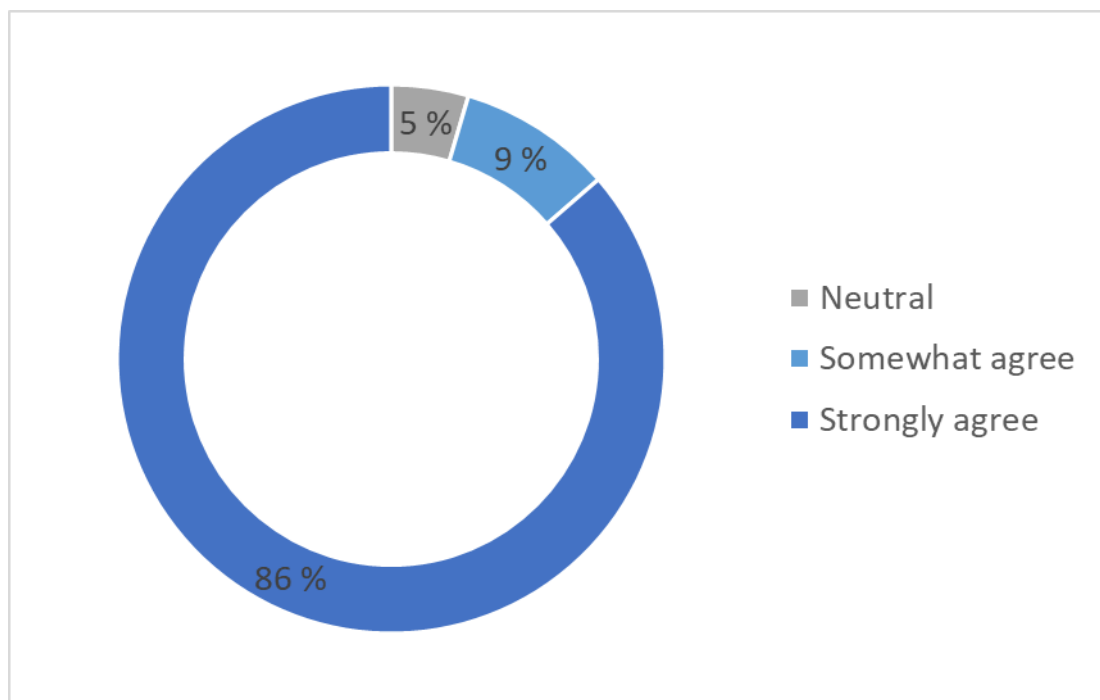


Figure 15. I am committed to my role in the company.

The survey revealed a high level of commitment among employees, with an impressive 86% strongly agreed (figure 15). This overwhelming majority indicates a robust sense of dedication and engagement in their roles, reflecting a positive organizational environment.

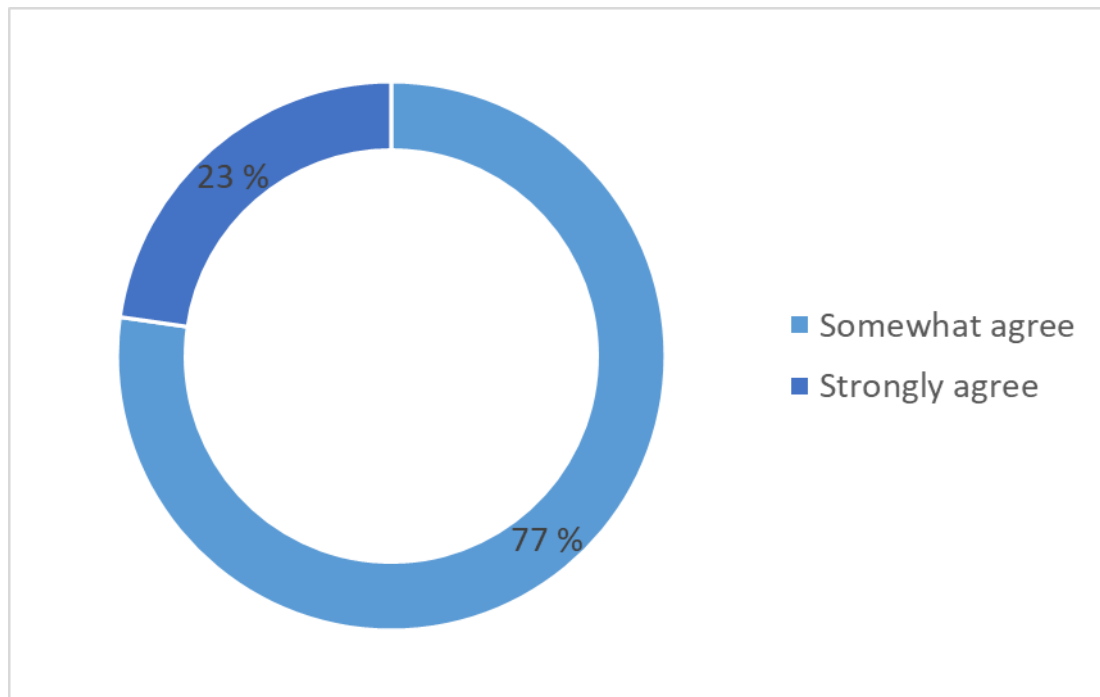


Figure 16. Internal marketing (e.g., communication, feedback) influences my motivation and commitment.

Employees generally perceive internal marketing practices as a positive factor in enhancing their motivation and commitment (figure 16). A notable 77% of respondents somewhat agree, while 23% strongly agree, highlighting the effectiveness of communication and feedback in fostering engagement.

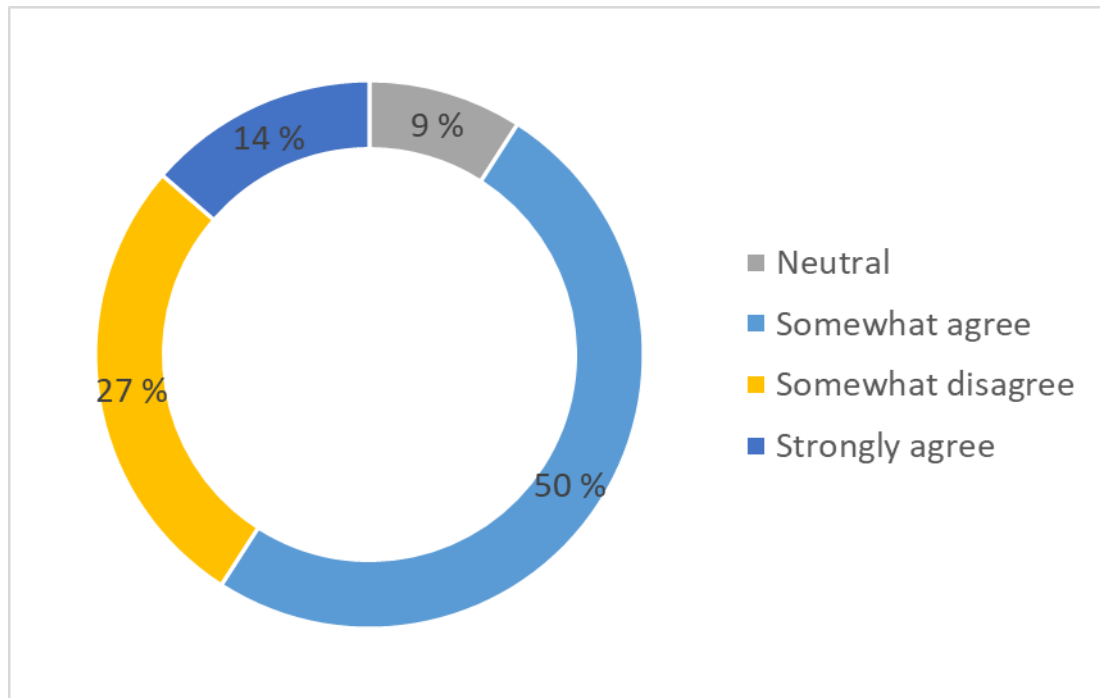


Figure 17. The company's incentive system (e.g., rewards, benefits) supports my motivation.

The responses (figure 17) reveal varying opinions about the company's incentive system. While 50% somewhat agree and 14% strongly agree that rewards and benefits contribute to their motivation, 27% somewhat disagree, and 9% remain neutral. To address this, the company could consider personalizing incentives or conducting follow-up surveys to identify specific areas for improvement, such as aligning rewards more closely with individual or team performance.

The survey asked how the company's incentive system could be improved. Key themes that emerged included the need for clear and realistic goals directly linked to individual or team performance. Many respondents suggested there should be no upper limit on rewards, allowing them to be proportional to the company's success. Recognition and individual appreciation were also emphasized, with simple gestures like verbal praise identified as effective ways to enhance motivation. Some respondents highlighted the importance of tailoring incentives to reflect regional differences, ensuring that challenges in certain markets do not negatively impact rewards in others. Improved communication and transparency, especially regarding incentive-related decisions,

were also called for. Employees expressed the desire for more open discussion about rewards and a clearer understanding of how incentives are determined. A few suggest eliminating negative practices, such as blame-seeking and fear-based management, advocating instead for unity and mutual respect within the company. Additionally, the reintroduction of past successful initiatives, such as senior activities, was suggested to increase engagement. Ensuring equity and fairness across departments, along with responding to employee feedback, was seen as essential for fostering trust and satisfaction.

The survey also asked about the types of training and development opportunities that motivate employees the most. The responses indicated that many employees are motivated by job-specific training, such as product knowledge and technical skills. There is also interest in career development opportunities, including advanced or specialized training. However, several respondents highlighted gaps in the current offerings, particularly a lack of product training and guidance on using essential systems. Additionally, there was a desire for training in emerging areas such as artificial intelligence and digital tools, which are seen as crucial for adapting to modern work environments. A few respondents expressed dissatisfaction, either due to a lack of awareness of the available or the perception that opportunities were insufficient or poorly communicated. Some also suggested the need for self-directed development in the absence of structured training programs.

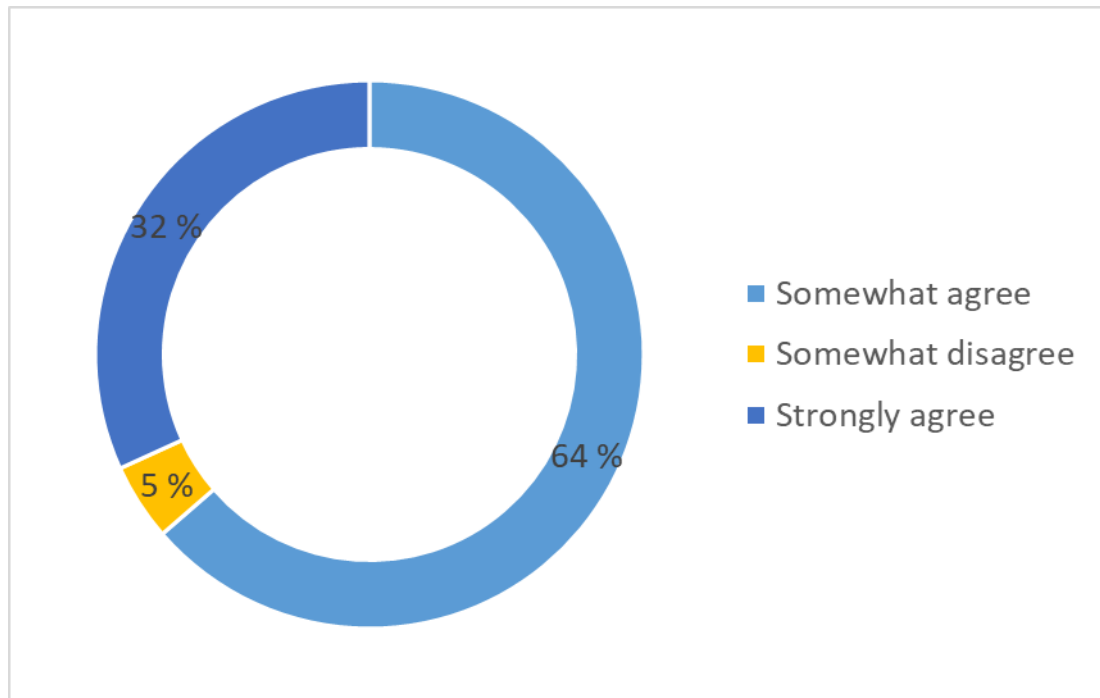


Figure 18. I am satisfied with my current working environment.

Most employees are satisfied with the work environment (figure 18), though a small minority indicates room for improvement. Overall, the results reflect a generally positive view of the workplace.

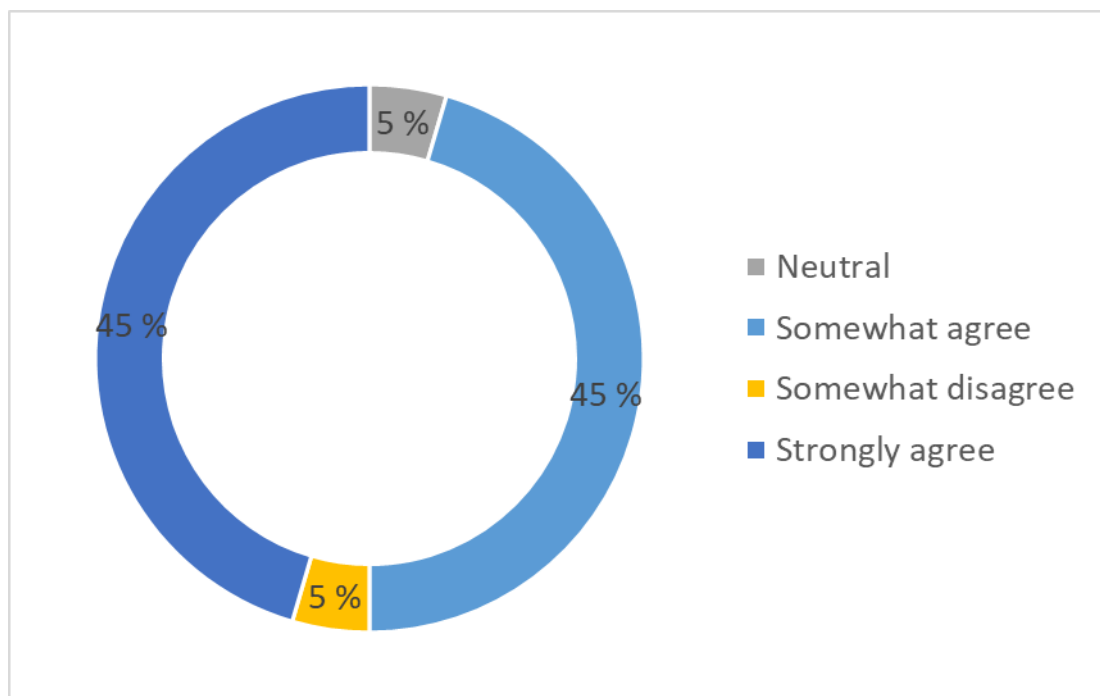


Figure 19. Internal marketing (e.g., clear communication, feedback) impacts my job satisfaction.

Figure 19 demonstrates that the majority feel that internal marketing practices positively impact on their job satisfaction. While the results are predominantly positive, with no respondents indicating strong disagreement, a small percentage suggests there could still be some room for improvement in this area.

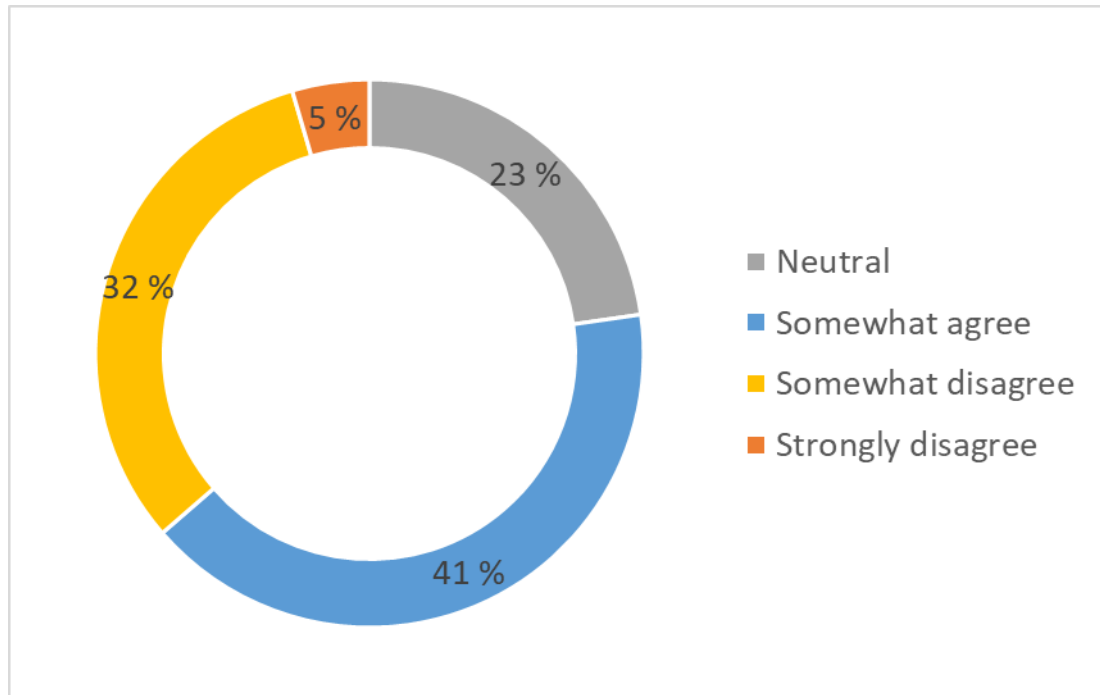


Figure 20. I can influence decision-making and company operations.

Figure 20 reveals a diverse range of opinions regarding employees' influence on decision-making and operations. While 41% somewhat agree and 23% remain neutral, a significant 32% somewhat disagree, and 5% strongly disagree. This variation in responses highlights a clear opportunity to enhance employee involvement and address differing perceptions.

The survey asked whether employees feel they receive enough recognition and feedback for their work and how this could be improved. Several respondents mentioned receiving positive feedback occasionally but emphasized the lack of constructive feedback and suggestions for improvement. While some employees felt they received adequate feedback, others felt that their contributions were not sufficiently acknowledged. This suggests the need for a culture where employees' efforts are recognized continuously, not only occasional speeches or annual evaluations. Many respondents expressed the desire for

achievements to be showcased more openly and for recognition to be more transparent e.g., *“I think there should be more openness about good work performance and highlight it publicly”* or *“I feel like my work is increasingly taken for granted, and my efforts aren’t always acknowledged.”*

The feedback also included suggestions for improvement, such as increasing the frequency of feedback and making it more concrete. Many employees wanted feedback not only regarding performance but also highlighting small wins and areas for improvement. For example, sharing customer satisfaction survey feedback directly with those in customer-facing roles was seen as important: *“Feedback from customer satisfaction surveys should be shared directly with those in customer service roles.”*

Additionally, it was suggested that personal achievements should be made more visible and that goals for different departments should be clarified, making it easier for everyone to understand their role and impact on the organization’s success: *“Departments should have clearer goals.”*

Overall, the responses suggest that the culture of feedback and recognition could be further developed, fostering more direct and open discussions about performance and achievement. By enhancing feedback practices, employees would feel more valued, potentially boosting organizational commitment, job satisfaction and productivity.

#### 7.1.4 Effectiveness of communication

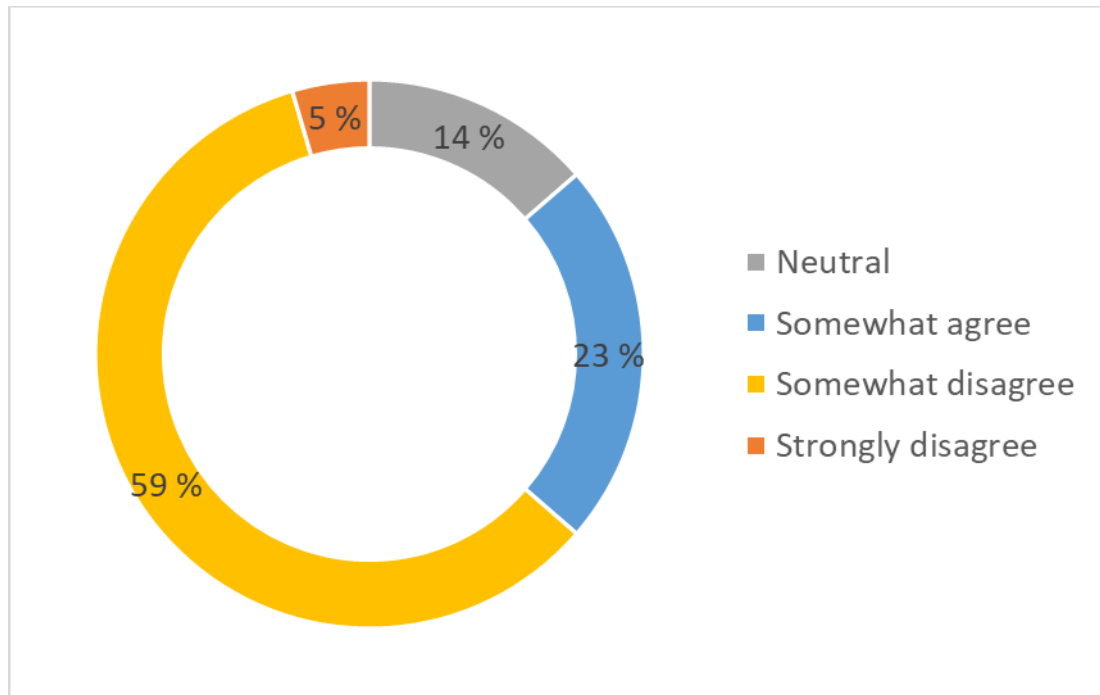


Figure 21. Internal marketing communication is clear and up to date.

The responses (figure 21) indicate that internal marketing communication requires improvement, with 59% somewhat disagreeing that communication is effective. A clearer and more timely flow of information is needed to enhance transparency and ensure that employees are always well-informed about company matters. Strengthening communication could boost engagement and help employees feel more connected to the organization.

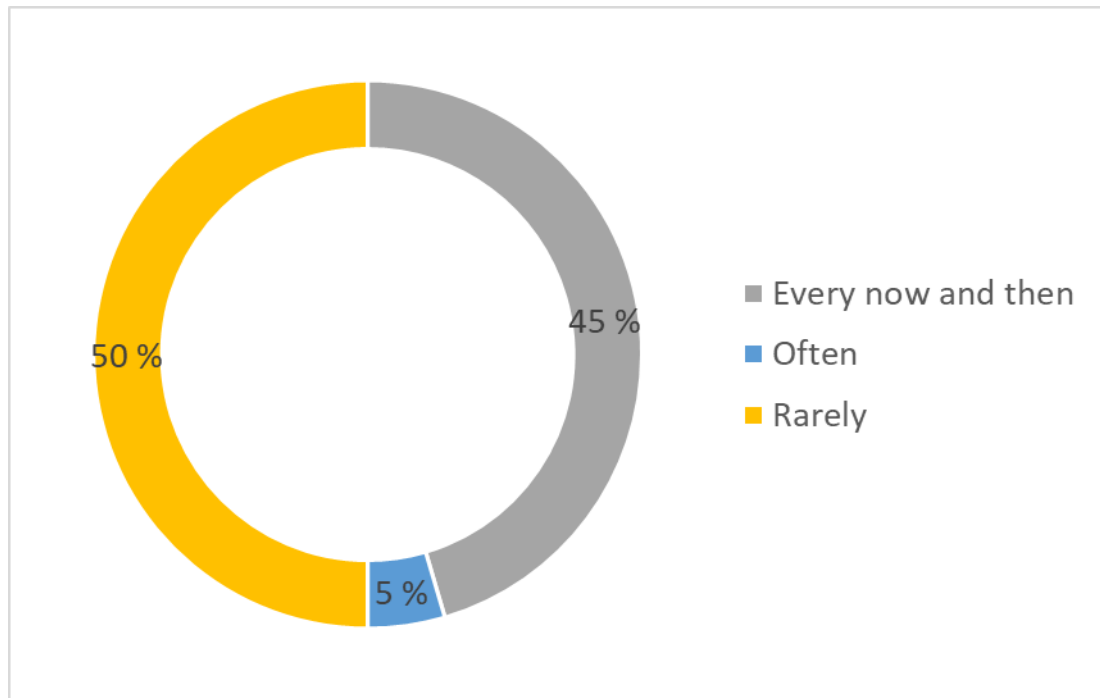


Figure 22. How often do you receive information about internal marketing activities (e.g., company goals)?

The responses (figure 22) highlight that there is an uneven flow of information regarding internal marketing activities. A small group reported receiving updates frequently, but the majority mentioned that such information is shared only occasionally or rarely. To improve alignment and engagement, the company could consider increasing the frequency and consistency of communication regarding internal marketing activities, ensuring that all employees are kept up to date.

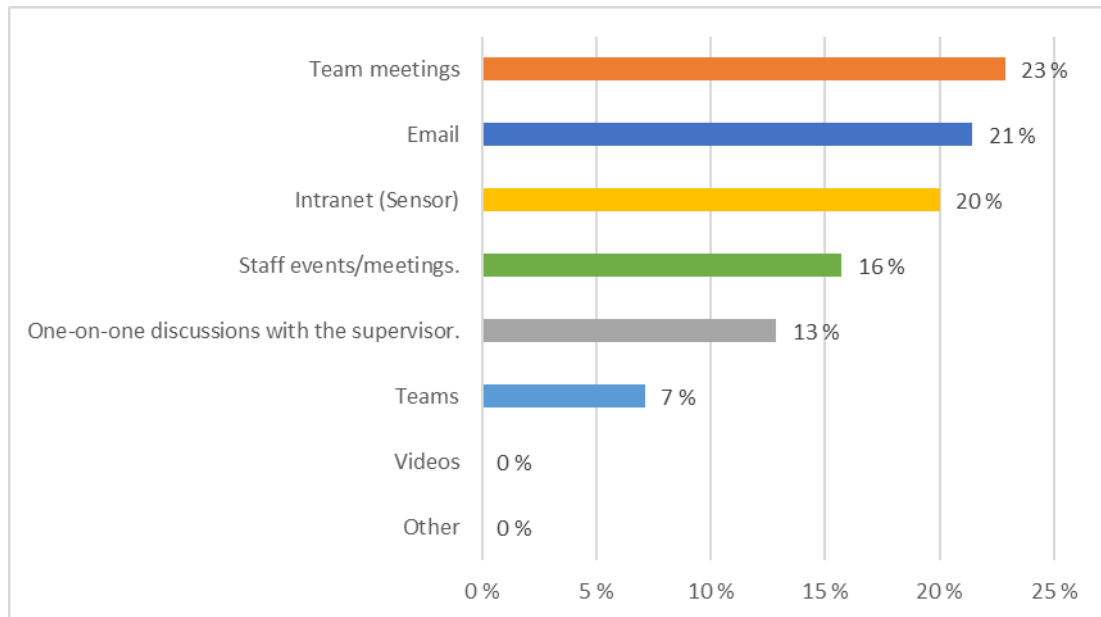


Figure 23. Which communication channels work best for you? (Select all that apply)

The preferred communication channels (figure 23) in the company are team meetings, followed by email and the intranet (Sensor). Staff events and one-on-one meetings with supervisors are also valued. However, channels like videos were not selected, indicating they might be underused or less effective. Focusing on the most popular channels could enhance communication within the company.

In the survey, employees were also asked about how internal communication could be improved. The responses indicate several ways communication within the organization could be improved. One common theme is the need for clearer and more organized communication. Respondents pointed out that information is often scattered across multiple channels without a clear structure, and centralizing this information in one accessible location could improve efficiency. Additionally, it was suggested that management should have a better understanding of what information is needed by whom, ensuring that important details reach the right people. Another point was the desire for more in person or live interactions. While digital tools like Teams are useful, several respondents expressed that face-to-face meetings allow for deeper understanding and informal exchanges that are often missing in virtual meetings. Respondents

also emphasized the need for regular team meetings, but with a focus on substance rather than holding meetings just for the sake of having them. Some suggested monthly meetings as an ideal frequency for ensuring effective communication.

In terms of leadership communication, several respondents noted that there could be more consistent and transparent updates from upper management. It was highlighted that internal communication should be prioritized, with employees receiving information before it reaches customers, to ensure alignment within the company. Some also proposed that having a designated person to manage internal communication could help streamline and improve overall effectiveness. Some respondents mentioned specific challenges with current communication practices, such as the redundancy of product launch messages or the lack of cross-department collaboration. These insights suggest a need for improvements in both the clarity and frequency of communication, as well as a more collaborative approach across teams. Enhancing communication within the organization could involve streamlining information flow, increasing face-to-face interactions, ensuring more regular and purposeful meetings, and prioritizing internal communication from leadership. These improvements could help foster a more engaged and informed workforce.

### 7.1.5 Organizational culture and team spirit

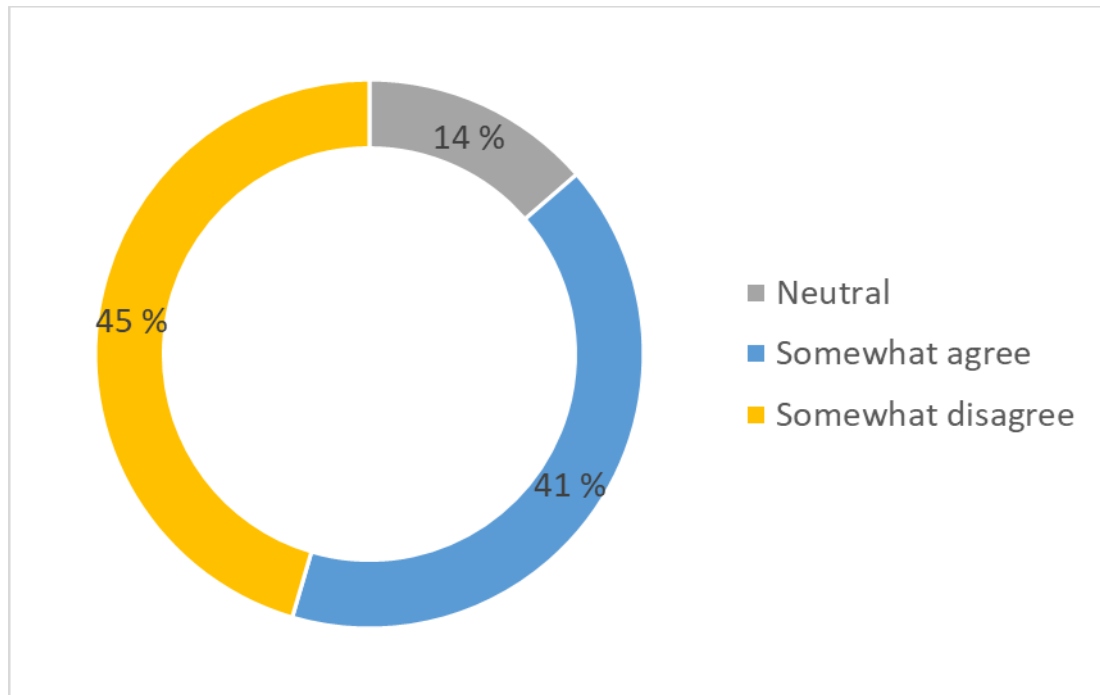


Figure 24. The company's values are reflected in daily operations.

The responses (figure 24) suggest a disconnect between the company's values and daily operations, with many employees feeling that the values are not adequately reflected in their work environment. Addressing this gap could improve alignment, enhancing both employee engagement and organizational culture.

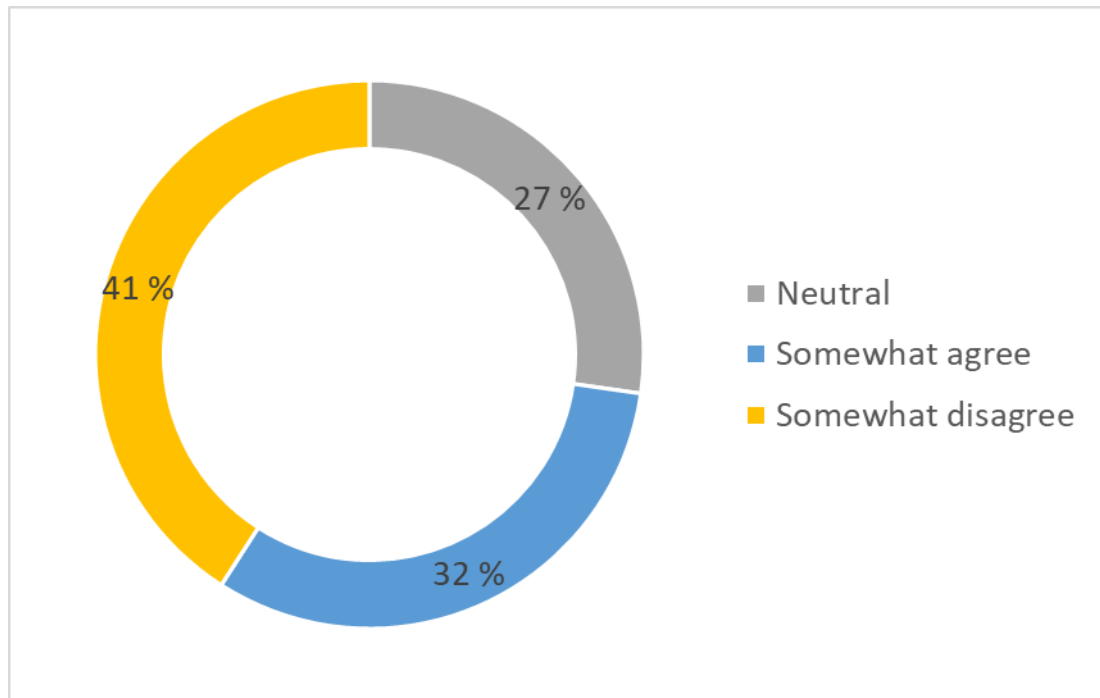


Figure 25. The company's practices support my professional development.

The responses (figure 25) indicate that 41% of employees feel the company's practices do not fully support their professional development. While some employees expressed agreement, a significant portion sees room for improvement.

The survey asked employees to describe the team spirit within the organization, focusing on aspects such as collaboration, openness, trust. The responses indicate a mixed view of the team spirit within the company, with a clear distinction between experiences within the individual team and across the broader company. Many respondents highlighted a strong team spirit within their own group, in the sales team, where collaboration, trust, and positive energy were emphasized. For instance, one respondent noted, *"In sales, we have a great team spirit, and we always work well together,"* while another shared, *"We have a fantastic team in sales; everyone pulls together, and you can always rely on your colleagues."* Respondents mentioned that they felt a sense of unity, mutual support, and good collaboration within their immediate team. One participant stated, *"Within our team, collaboration works well, and trust is strong,"* and another said, *"Our department follows the company*

*values, and this is reflected in how smoothly the collaboration works.*” These comments highlight the positive internal dynamics within the specific team.

However, a recurring theme in the responses was that the team spirit within the broader organization is not as positive. Several respondents noted issues such as a lack of openness, trust, and collaboration beyond their immediate teams. For example, one respondent expressed concern about *“The silo effect, where departments operate primarily from their own perspective rather than focusing on the company’s overall benefit.”* Another highlighted challenges with trust and openness, saying, *“Things are not always discussed openly, and unless you are in the right place at the right time, you might miss out on important information.”*

Additionally, some respondents connected these organizational challenges to external factors, such as layoffs and structural changes. One individual observed, *“Layoffs, negotiations, and the focus on maximizing profits have eroded collaboration, openness, and loyalty toward the company.”* Others linked these factors to operational issues, such as “declining product quality and increased turnover.”

While there is a strong sense of team spirit particularly in the sales department, there is a need for improvement in communication, trust and collaboration across the organization. Enhancing openness and transparency, as one respondent suggested, could help address the “negative atmosphere that sometimes leads to blame shifting rather than finding solutions together.” By fostering a more open environment, the company could build a stronger, more cohesive organizational culture.

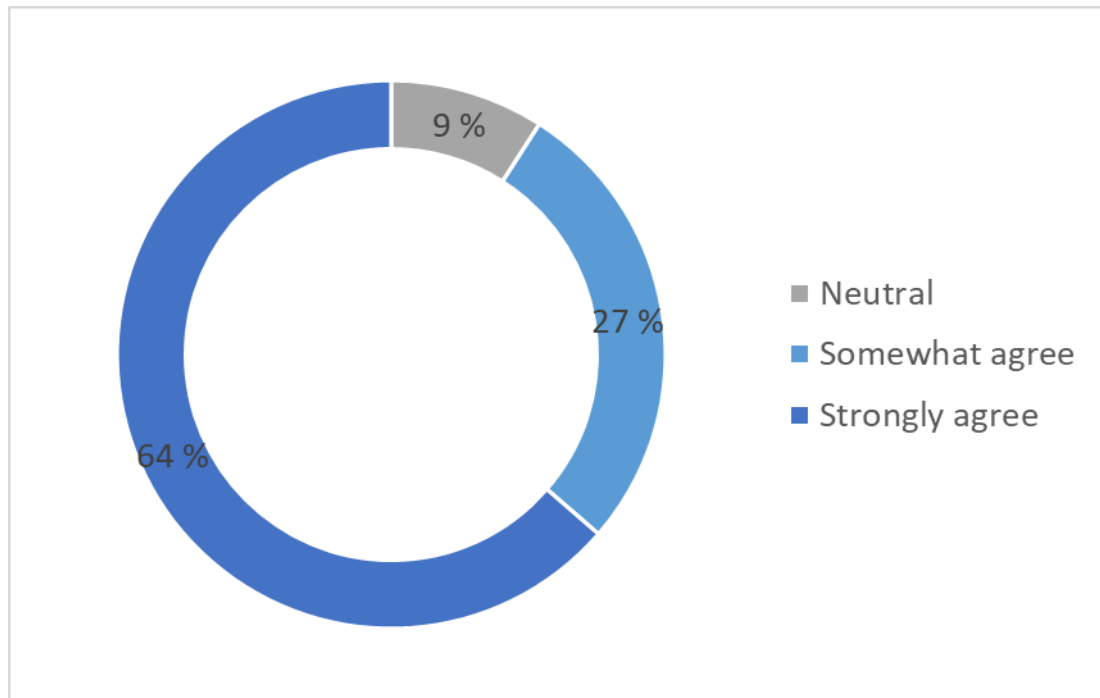


Figure 26. Joint activities and team-building events promote cooperation across departments.

Most respondents (figure 26) agree that these events effectively promote interdepartmental cooperation, with only a small portion remaining neutral. This suggests broad support for such initiatives.

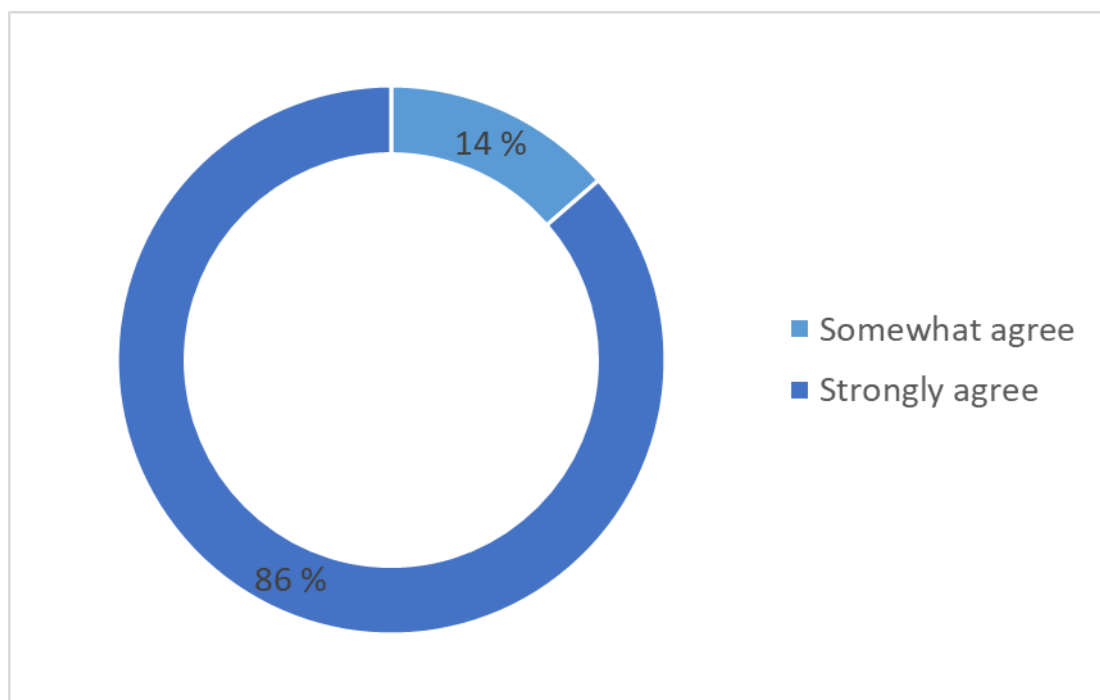


Figure 27. My team members support each other at work.

The responses (figure 27) indicate a high level of support among team members with almost all respondents affirming their colleagues offer strong support at work. This reflects a positive and collaborative team environment in the sales team.

The survey asked about work atmosphere and the answers reveal a mix of perceptions. Many employees describe the environment as stressful, indicating potential challenges like high workload or changes. Others highlight positive collaboration within teams, but fewer feel the atmosphere is open and honest, suggesting room for improvement in communication and trust. Several employees provide diverse descriptions, such as siloes departments, chaotic environments and combination of collaboration and stress.

The survey asked what practices could improve team spirit. The most frequent suggestions centered around promoting openness and communication, with many respondents emphasizing the importance of transparent and honest dialogue. For example, one respondent stated: *“We are a team with diverse skills and individuals. Encouraging each other and providing feedback openly while being proud of our work would improve team spirit.”*

This highlights the need for a communication culture that allows employees to express themselves freely and fosters trust. Another key theme was breaking silos between departments. Responses suggested that more collaboration between departments is essential for better understanding of each other’s work and challenges. One respondent noted: *“More collaboration between departments is needed to understand each other’s work and requirements. Without understanding, it is difficult to appreciate the challenges others face.”*

Additionally, shared events and activities were frequently mentioned to build stronger relationships among colleagues. Employees suggested organizing team-building events, casual meetups, and shared meals as opportunities to connect outside of the typical work environment. Examples included regular team meetings, companywide events, and activities across offices.

Many also noted the importance of leadership's role in creating a positive team atmosphere, with some responses pointing out that leaders should act consistently with their communication. One response emphasized: *"Leadership should act as they speak— openly and fairly. Employees would take more pride in their work if leaders focused on improving product quality rather than rushing new products to the market."*

## 7.2 Insights from the Swedish Sales Team

### 7.2.1 Internal marketing visibility and effectiveness

The responses suggest that internal marketing efforts, such as meetings and team discussions, are generally effective in helping employees understand company goals. One respondent mentioned, *"I find these quite good but with some room for improvement. I do get reminders and updates on meetings, and we often in the Swedish team talk about the goals in customer meetings."* This reflects a level of satisfaction with the tools provided, though there is recognition of areas needing improvement.

Another respondent said the clarity of goals, stating, *"The goals and our values are very clear. We follow sales every week, so everyone is on board."* This points to a consistent communication strategy that helps to align the team around shared objectives. However, there is also an acknowledgment of challenges with openness, highlighting an area for enhancement in internal communication practices. From an internal marketing perspective, these responses show that while tools like meetings and regular updates are effective, there is a need for greater transparency and more frequent communication to build and engagement further.

### 7.2.2 The role of leadership in communicating vision and values

Leadership plays a central role in conveying organizational vision and values, but responses indicate a mixed experience. One participant said, *“Our country manager and direct supervisor often remind us of and talk about visions and values as something to guide us and use as tools in our work”*. This shows the positive impact of local leadership in reinforcing these principles. However, there is notable criticism of higher management, with comments such as, *“The organization’s vision could be clearer, and the company’s core values are super, though it doesn’t mean anything if it is not complied with, starting from the management team”*. This reflects a gap between the communicated values and perceived behavior, which can undermine the credibility of internal marketing efforts.

### 7.2.3 Organizational culture and team spirit

The Swedish sales team perceives a strong alignment between their personal values and the team’s culture. One respondent highlighted this by saying, *“Overall, it aligns good with my personal values and work style, especially with the Swedish team since we know each other well and are used to working with personal strengths and weaknesses.”* This underscores the importance of fostering a cohesive team environment, a key goal of internal marketing.

At the same time, some challenges were noted regarding the overall company culture. One participant stated, *“Team spirit is very low right now, but that is connected to all layoffs in recent years.”* This response reflects the broader organization challenges impacting employee morale, which is a critical area for internal marketing to address by promoting engagement and stability.

### 7.2.4 Internal communication

When asked about internal communication, responses varied in terms of frequency and clarity. Some found the current system effective, as evidenced by

this comment: *“This kind of meeting happens every week with different internal stakeholders.”* However, other pointed gaps in the communication process, such as: *“We get information about the changes, but it is not communicated clearly enough about why we do these changes.”* Internal marketing best practices advocate for clear, timely and transparent communication. These responses suggest a need for improvement, particularly in explaining the rationale behind organizational changes to reduce uncertainty and foster a sense of inclusion.

### 7.2.5 Commitment and satisfaction

Commitment levels within the Swedish sales team remain strong despite recent challenges. One respondent expressed this sentiment: *“I am very committed to the company and the success I think we deserve. But with all the changes on many fronts, I am not so satisfied now. But that will change with time, I hope.”* This highlights a high level of dedication even amidst dissatisfaction. Another notable comment was: *“My loyalty is 100% to my team colleagues.”* This reflects the strength of peer relationships as a key factor maintaining commitment.

However, broader organizational changes, layoffs and workload increases have negatively impacted overall satisfaction and team spirit. From an internal marketing perspective, these insights underscore the importance of addressing employee concerns proactively, maintaining transparency during transitions and leveraging strong interpersonal bonds to sustain engagement.

### 7.3 The significance of age and years of employment in responses

Age does not appear to influence responses in any significant way, as the answers were distributed differently regardless of age. However, years of employment seemed to have an impact, particularly on engagement. Employees who had worked in the company for over 20 years appeared to be more engaged compared to those who had been employed for only a few years.

Incentive systems and their impact on motivation were also greater for employees who had worked in the company for over 20 years compared to those with only a few years of tenure.

Employees with over 20 years in the company were clearly more satisfied with their work environment than those with shorter tenures. They also felt that they had more influence on decision-making processes compared to employees with less time in the company. Otherwise, the responses did not appear to be strongly connected to how long the individual had been employed in the company. These findings highlight the importance of retaining long-term employees, as they tend to exhibit higher engagement, satisfaction, and motivation. Future research could further explore the specific factors that contribute to these differences, particularly in terms of organizational practices that support employee retention and engagement.

#### 7.4 Finnish and Swedish sales teams: Insights and development ideas for internal marketing

Based on survey responses, key areas for improving internal marketing in the company include enhancing communication, fostering inter-departmental collaboration, improving training recourse, and clarifying goals and strategy. A significant 59% of respondents expressed dissatisfaction with communication, with many emphasizing the need for clearer, more consistent messages. Both the Finnish and Swedish sales teams identified the need for clearer communication as a priority. In the Finnish team, communication was seen as fragmented, and employees expressed frustration over unclear decision-making processes. A suggestion for improvement was the introduction of team-specific strategy meetings to align objectives and explain decisions more transparently. Additionally, centralizing communication on a unified platform, like an intranet, could ensure that all employees are well-informed.

In terms of leadership, both teams stressed the importance of managers actively listening and explaining decisions in a way that connects with employees. For the Finnish team, providing training for managers to deliver open,

constructive feedback was seen as a step toward building trust and engagement. The Swedish team emphasized the need for leadership to be more transparent about organizational changes, with suggestions for monthly Q&A sessions to address concerns and provide clarity on decisions.

Both teams highlighted the importance of strengthening collaboration across departments and fostering a stronger team spirit. Organizing joint team-building activities and focusing rewards on collective rather than individual achievements could help reduce silos and improve the work atmosphere. Finally, both teams expressed a desire for internal marketing messages that are practical and relatable, moving beyond superficial slogans. Employees suggested that the company focus on actionable, clear communication that reflects day-to-day practices and reinforces employee engagement.

## 8 SUMMARY AND REFLECTION

The objective of this thesis was to examine the current state of internal marketing at the case company and evaluate its impact on employee engagement, satisfaction, and motivation. Additionally, the study aimed to identify areas for development and provide actionable recommendations to optimize internal marketing practises at the company. A qualitative and quantitative approach was employed, including a comprehensive survey conducted with the Finnish sales organization and a smaller survey with the Swedish sales team.

The results demonstrated that internal marketing influences employee engagement and satisfaction, although areas for improvement were identified, particularly in communication and leadership practises. While most respondents viewed their supervisors' listening skills and teamwork within their immediate team positively, broader organizational communication was found to be fragmented and inconsistent. Furthermore, incentive systems and training opportunities were considered insufficient, affecting overall employee motivation.

The survey conducted with the Swedish sales team reinforced the findings from Finnish team's survey, providing deeper insights into employees' experiences.

The survey included a question about its clarity. Most respondents found the survey to be clear and straightforward, with many providing affirmative responses such as "yes" or "definitely". However, a few participants highlighted areas for improvement, such as clarifying whether questions referred to the company as a whole or individual teams and providing more context on what internal marketing entails. This feedback underscores that internal marketing remains a relatively unfamiliar concept, warranting greater emphasis and development in the future. Overall, the survey was well received, with only minor suggestions for refinement.

Based on these findings, specific actions were recommended, such as centralizing communication, holding regular strategy meetings, and improving incentive systems and training programs to enhance engagement and team spirit. The response rate for the survey was excellent, with 22 out of 26 employees from the Finnish sales team responding and full participation from the Swedish sales team.

After completing the thesis, I had the opportunity to present the results and recommendations to the case company. Using PowerPoint slides, I showcased the findings and proposed actions to the Finnish Sales Director and an HR representative. The feedback was overwhelmingly positive, they appreciated the insights and practical recommendations. Notably, the company plans to discuss the survey results in an upcoming national sales meeting, where the entire Finnish sales team will collaborate on implementing the suggested improvements. Furthermore, the survey results also aligned with findings from the company's regular employee satisfaction surveys. This consistency reinforces the validity of the results and highlights the importance of addressing these areas. This level of engagement and commitment to internal marketing practises underscores the importance of this research and its potential impact.

If I were to conduct the survey again, I would carefully consider the composition of the target group. For example, tailoring internal marketing strategies to specific departments within the Finnish organization could provide deeper insights into their unique needs and challenges. This approach would allow for department-specific recommendations, ensuring that internal marketing practises are more aligned with the objectives and priorities of each team.

Future research could build upon this study expanding the scope to include other regions or departments within the organization. Conducting longitudinal studies to track changes and improvements over time would provide valuable insights into the long-term effects of internal marketing initiatives. Additionally, exploring the relationships between internal marketing and employee performance metrics, such as sales figures or customer satisfaction, could offer further evidence of its organizational impact.

This thesis provided an in-depth understanding of the significance of internal marketing in organizational success. Throughout the process, I learned to analyse how internal marketing practises influence employees' daily experiences and how theory and practise can complement each other. The work reinforced my belief that effective communication, respectful leadership, and clear incentives are pivotal factors in fostering employee engagement and satisfaction. Through this thesis, internal marketing became a true passion of mine. What initially was an unfamiliar concept has evolved into a completely new perspective, and its importance will undoubtedly be emphasized wherever I work in the future. I hope to continue working with the topic in some capacity during my career.

Internal marketing is crucial subject for every workplace, impacting both leadership and employees alike. It is evident that investing in internal marketing can enhance employee engagement, motivation and overall job satisfaction. Completing this thesis was a challenging yet rewarding experience. The importance of the topic and my personal interest in internal marketing kept me motivated throughout the project. I feel that this work opened new perspectives for improving working life. I hope that my thesis will find practical applications

and inspire organizations to invest in their employee's well-being and engagement.

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## APPENDIX 1: Survey for Case Company X Employees

### Survey for Case Company X Employees

Welcome to the survey!

This survey is part of my International Business thesis. The aim is to explore how the company's internal marketing practices currently function and identify areas for improvement. The survey focuses on employees' views and experiences regarding internal communication, the role of leadership, organizational culture, employee engagement, and motivation.

Participation in the survey is voluntary, and all responses will be treated anonymously and confidentially for research purposes only.

What is internal marketing?

Internal marketing refers to a company's efforts to ensure that employees understand the company's values and objectives and feel involved in achieving them. It includes clear communication, employee recognition, and opportunities to participate in decision-making. The goal is to create a working environment where employees feel committed, motivated, and satisfied.

This survey covers the following themes:

- Employee engagement with the company's goals and values
- Effectiveness and clarity of communication
- Impact of internal marketing on motivation and job satisfaction
- The role of leadership in internal marketing
- Organizational culture and teamwork dynamics

Completing the survey takes approximately 15–20 minutes. Your responses are highly valuable and will help improve the company's internal marketing practices.

Thank you for participating!

### 1. Background Information

Age:

- Under 25
- 25–34
- 35–44
- 45–54
- Over 55

Role:

Are you in a supervisory role?

- Yes
- No

Length of employment:

- Less than 1 year
- 1–5 years
- 6–10 years
- 11–20 years
- More than 20 years

## 2. Current State of Internal Marketing

1. Internal marketing activities (e.g., communication, training, feedback) help me understand and adopt the company's goals.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

2. Internal marketing activities are visible and effective.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

3.I am well informed about the company's direction and goals.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

4.Internal marketing supports my career goals (e.g., training, career development).

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

### 3. Leadership's Role in Internal Marketing

1.Company leadership communicates the company's values and goals effectively.

- Strongly agree
- Somewhat agree

- Neutral
- Somewhat disagree
- Strongly disagree

2.Leadership provides adequate feedback and recognition.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

3.My supervisor communicates openly about internal matters.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

4.My supervisor listens to employees.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

5.My supervisor implements ideas shared by the team.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

6.How satisfied are you with the information and communication provided by your supervisor?

Open text response

#### 4.Employee Engagement and Motivation

1.I am committed to my role in the company.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

2.Internal marketing (e.g., communication, feedback) influences my motivation and commitment.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

3.The company's incentive system (e.g., rewards, benefits) supports my motivation.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

4.What types of training and development opportunities motivate you the most?

Open text response

5.Job Satisfaction

1. I am satisfied with my current working environment.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

2. Internal marketing (e.g., clear communication, feedback) impacts my job satisfaction.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

3. I can influence decision-making and company operations.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

4. How can the company's incentive system be improved?

Open text response

5. Do you feel you receive enough recognition and feedback for your work?  
How could it be improved?

Open text response

6. Communication Effectiveness

1. Internal marketing communication is clear and up to date

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

2. How often do you receive information about internal marketing activities  
(e.g., company goals)?

- Never
- Rarely
- Occasionally
- Often

3. Which communication channels work best for you? (Select all that apply)

- Intranet (Sensor)
- Email
- Teams
- Team meetings
- One-on-one meetings with a supervisor
- Videos
- Staff events/meetings
- Other: \_\_\_\_\_

4. How can internal communication be improved?

Open text response

7.Organizational Culture and Team Spirit

1. The company's values are reflected in daily operations.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

2. The company's practices support my professional development.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

3. How would you describe the team spirit in the organization (e.g., collaboration, openness, trust)?

Open text response

4. Joint activities and team-building events promote cooperation across departments.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

5. My team members support each other at work.

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

6. How would you describe the work atmosphere in the company?

- Competitive
- Collaborative
- Open and honest
- Stressful
- Other: \_\_\_\_\_

7. What practices do you think would improve team spirit?

Open text response

## 8. Suggestions for Improvement

1. Which areas should the company focus on to improve internal marketing?

Open response

2. Do you have any additional thoughts or feedback regarding internal marketing?

Open text response

3. Was the survey clear to you?

Open text response

## APPENDIX 2: Internal marketing interview for Swedish salespeople

### Introduction

Hello, my name is Niina Laine, and I am an International Business student conducting this interview as part of my thesis research. The aim of this is to gather insights into how internal marketing practices impact employee experience, engagement, and satisfaction within the organization. This interview includes five main areas: the current state of internal marketing, leadership, organizational culture, internal communication, employee commitment, motivation and job satisfaction.

Your responses will provide essential insights into internal marketing practices that can improve the work environment and employee satisfaction. The interview should take no more than 15 minutes to complete, and your answers will be kept confidential.

Thank you for your time and for helping contribute to this research. Your insights are greatly valued!

### What is internal marketing?

Internal marketing refers to a company's efforts to ensure that employees understand the company's values and objectives and feel involved in achieving them. It includes clear communication, employee recognition, and opportunities to participate in decision-making. The goal is to create a working environment where employees feel committed, motivated, and satisfied.

### 1. Current State of Internal Marketing

How visible and effective do you find the internal marketing efforts in helping you understand the company's goals? (Please elaborate on your answer and provide examples if possible.)

### 2. Leadership

How effectively is the organization's vision and values communicated by the leadership? Additionally, how would you evaluate your direct supervisor's ability to communicate and listen to your concerns and ideas? (Feel free to provide examples.)

### 3. Organizational Culture

How well do you feel the organizational culture and team spirit align with your personal values and work style? (Please consider both the overall company and your team specifically in your response.)

### 4. Internal Communication

How often and effectively do you receive updates through internal communication channels (e.g., emails, team meetings, internal platforms) about changes or developments in the company that impact your work? (Please provide examples of the channels used and their effectiveness.)

### 5. Employee Commitment and Motivation

How committed and satisfied do you feel in your role in the company, and what factors contribute to this level of commitment? Additionally, how do you think the company's internal marketing initiatives (such as employee training programs, recognition systems, and communication strategies) influence your motivation and engagement in your work? (Please elaborate on your thoughts.)