KEMI-TORNIO UNIVERSITY OF APPLIED SCIENCES

Constructing an Internal Marketing communication Plan

Case: The Fenix Project

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ABSTRACT

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The objective of this thesis is to construct an effective internal marketing communication plan to create awareness about the activities among the members of the case organization, the Fenix project. The second objective of this thesis is to initiate and motivate members of the case organization to take active part in the activities when the Leader of the Fenix project implements the internal marketing communication plan.

In this thesis work qualitative case study approach is used. The main data collections techniques consist of interviews, questionnaire and participant observation. The Leader of the project was interviewed twice; first, interview was conducted to understand the internal problems of the case organization, the Fenix project, and the second interview was conducted to understand what kind of marketing tools are used to inform about the activities and to communicate with the members of the Fenix project. Furthermore, 40 questionnaires were distributed to the members of the Fenix project during December 2011- January 2012. The questionnaires were distributed in order to understand how the members of the Fenix project are informed about the activities and get motivated to take active part in the activities. The theoretical framework discusses the concept of internal marketing, internal marketing mix, leadership and internal communication, the Hierarchy-of- effects model, the Aida model and social media. The information sources include books and Internet articles coherent with the topic.

The results of this thesis are used to construct an effective internal marketing communication plan for the case organization, the Fenix project. The internal marketing communication plan is constructed in accordance with internal marketing mix and social media tools. Furthermore, these tools are integrated with the AIDA model in order to guide the Leader.

Keywords: Internal Marketing, Internal Marketing mix, The AIDA Model, Social Media

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1 INTRODUCTION

The objective of this Bachelor's Thesis is to construct an effective internal marketing communication plan to create awareness about the activities among the members of the case organization, FENIX- transnational leader project for Youths (henceforth the Fenix project). The second objective of this thesis is to initiate and motivate members of the case organization to take active part in the activities when the Leader implements the internal marketing communication plan.

1.1 Background and Motivation

The Fenix project is a transnational leader project for Youths. The transnational member countries are Finland, Sweden and Estonia. All the members of the Fenix project meet each other when an event is organized by the leaders of the member country.

My motivation to research this topic was initiated when I first participated in the second meeting of the Fenix project in Levi, Northern Finland. I have been actively participating in every events organized by the Fenix project and my deep interest in this project is also an additional motivation. In fact, the Leader, Mr. Kari Pihlajamaa discloses that there is a lack of communication among the members of the Fenix project. This communication problem also gave me more encouragement to do research on this topic. In addition, according to the Leader of the Fenix project, Kari Pihlajamaa, only a few members are actively involved in the project activities. Therefore, the Leader has assigned me to construct an effective internal marketing communication plan in order to create awareness among the inactive members of the case organization, the Fenix project.

The objectives of the research presented in this thesis are to help the case company when they establish their own internal marketing communication plan in order to create awareness about the activities organized by Fenix.

1.2 The Fenix Project and the 4-H Association

The Fenix project for Youths is organized by a non-profit Organization, 4-H association. According to the Fenix project Leader, all the participants in the Fenix

project are members of the 4-H association. However, in this thesis work the target members are those who participate in the Fenix project activities. The main aim of the project is to motivate young people from Finland, Sweden and Estonia to work together sharing their cultural experiences, knowledge, information and innovative ideas.

Furthermore, the Leader, The EU, National Governments and Municipalities give financial support to organize meetings in different rural areas of these three member countries. The 4-H association is Finland's largest youth development organization. "More than 6 million 4-H youth in urban neighbourhoods, suburban schoolyards and rural farming communities stand out among their peers: building revolutionary opportunities and implementing community-wide change at an early age". In addition, "4-H is dedicated to learning and understanding how its programs help youth become responsible citizens leading healthy and productive lives and discovering critical science-focused innovations" (4-H 2011.) In Northern Finland, the youth development organization, and 4-H office are situated in Jääkärinkatu, Tornio.

1.3   The General Aim of the Project

The general aim of this project is to get to know youngsters from different parts of the member countries, Finland, Sweden, and Estonia by sharing their culture, knowledge, and information. The project also aims to know about their hobbies, their free time and the importance of life. In addition, the project activities assist the members to recognize their talent and guide them to utilize their free time for productive work. Such activities give initiative and encouragement to the members to build their future career.

At present the project targets to the youth from countryside to learn, collect information about their own countryside culture, climate and way of living. These activities will help the youths to know the value of their culture.

1.4   Research Topic and Questions

This research deals with the topic of constructing effective internal marketing communication plan for the case organization, the Fenix project, in order to create awareness about the activities among the target group, Youth of Lapland, Finland. In addition, the second objective of this research is to initiate and motivate the members of

the case organization to take an active part in the activities by generating their own creative ideas and responsibilities.

In accordance with the research objectives, the following questions have been developed.

1. How can an effective internal marketing communication plan be constructed for the case organization, the Fenix project?

The first research question is my main research question with an aim to construct an effective internal marketing communication plan for the case organization, the Fenix project. However, to reply the first research question is very wide. Therefore, by finding answers to the sub- research questions below it is possible to find answers to the main research question. The sub-research questions are as follows

A. What are the main elements to be considered when constructing an internal marketing communication plan for the case organization, the Fenix project?

To answer this question, theoretical background which is discussed in the literature review in chapter 2, serves as a base for the identifications of the elements. Moreover, the literature review helps to construct an internal marketing communication plan for the case organization, the Fenix project.

B. How can an internal marketing communication plan create awareness of the activities among the members of the case organization, the Fenix project?

C. How can the internal marketing communication plan motivate to the non-active members to take an active part in the activities?

Sub-research questions A and C find answer to create awareness and to motivate the members to take active part in the activities. Therefore these two sub-research questions are intertwined and discussed together. Answers to these intertwined questions are discussed in chapter 6 in this thesis. In additions, analysis of the interviews and questionnaires also help to answers these two intertwined sub-research questions.

1.5   Structure of the Work

In this thesis work the theoretical foundation is built on literature review of internal marketing. This thesis is divided into seven chapters. Chapter one which is presented above begins with an introduction of this thesis objective, background and motivation, and the case organization, the Fenix project.

In chapter two and three the relevant theoretical background knowledge of internal marketing plan and the Hierarchy of-Effects-Model are presented. Further, chapter four focuses on the methodology explaining the possible ways to execute the research. In addition, it elaborates on detailed research process, the method and techniques employed in the data collection process, as well as the limitations of the research methodology. The result of the interviews and the survey questionnaire is presented in chapter five. Based on the analyses of the questionnaire surveys and interview, and theoretical framework, chapter six provides suggestions for the case organization, the Fenix project through the AIDA model and social media tools. Finally, the discussions and conclusions of this thesis work is presented in chapter seven.

2 LITERATURE REVIEW

This chapter provides the literature review. This chapter defines the concept of internal marketing. Furthermore, internal marketing tools, internal marketing and internal communication, leadership and internal communication presented in this chapter form the framework of internal marketing communication planning approach. In addition, The Hierarchy-of -Effects- Model is discussed in detail in chapter 3. Furthermore, in the theoretical discussion I have focused on discussing `customers` and `employees`. Therefore, I would like to clarify that `customers` and `employees` discussed in the theoretical background are referred to as the `members` of the case organization, the Fenix project.

2.1 Defining Internal Marketing

This chapter begins by discussing the basic concept and definitions of internal marketing defined by different authors and researchers. Finally, in the end of this chapter relevant definition is discussed based on this thesis work.

Various literature and research suggest a multitude of definitions of the concept of internal marketing. The concept of internal marketing was originated from the field of service industry, emphasizing employee's value treating them as "internal marketing" (Barry 1981 cited by Bergiel & Brown & Adams & Nicholls 2011 original emphases).Vary and Lewis (2000) indicates that internal marketing was "invented" in the 1970s as a managerial approach. Over the past 30 years a mixture of ideas, theories and frameworks have been drawn together under the umbrella of internal marketing. However, literature review indicates that internal marketing definition lacks unanimous agreement. Additionally, researchers Gronroos (1994), Rafiq and Ahmed (1995) agree and further explain that internal marketing lacks agreed managerial scope regarding a conceptual framework. (Doukakis & Kitchen 2004, 421.) However, the concept of internal marketing is practiced relatively in few organizations. These problems are contributed due to the fact that there is no single unified concept of what is meant by

internal marketing. (Ahmed & Rafiq 2002, 449.) Therefore, several criticisms are identified in defining internal marketing. However authors, practitioners, and researchers in this area have developed different definitions in order to explain their version of this idea (Aburoub & Hersh & Aladwan, 2011, 108.) Rust (1996 cited in Doukakis & Kitchen 2004, 422) refers to "internal marketing as activities an organization must implement in order to "woo and win over the hearts and minds of its employees to achieve service excellence". Furthermore, Payne (1993 cited in Doukakis & Kitchen 2004, 422) suggests that "the key aims of internal marketing are the development of internal and external customer awareness and the removal of functional barriers to achieving organizational effectiveness".

According to Ahmed and Rafiq (2002, 4), the concept of "internal marketing was generated to improve the service quality by focusing upon the issue of employee motivation and satisfaction". Focusing on this concept, Berry (1981 cited in Ahmed & Rafiq 2002, 4) in his seminal article defines internal marketing as " viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization".

In addition, according to Berry and Parasuraman (1991 cited in Ahmed & Rafiq 2002, 4), one of the most basic definitions of internal marketing is the following:"Internal marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers indeed,"wooing" employees...-and is the strategy of shaping job-products to fit human needs".

Furthermore, Keller (2006, 110) defines "job products as the information, knowledge, physical and social environment, and tools necessary for internal customers to successfully perform their job duties so to achieve organizational and personal workplace goal". "Internal customers are frontline employees who receive internal products, and internal suppliers are those who such products and may consist of entire department or the firm as the whole" (Forman & Money, 1995) but also "supervisors and co-workers" (Kennedy, Lassk & Goolsby, 2002; Rafiq & Ahmed 1993; Keller et al., 2006).

The definitions of internal marketing defined above by different researchers are all internally focused considering "employee as internal customers" (Bergiel & Brown & Adams & Nicholls 2011 cited by Barry 1981). The logic of viewing employees as 'internal customers' is that by satisfying the needs of internal customers, a firm should be in a better position to deliver the quality desired to satisfy external customers (Ahmed & Rafiq 2003, 1177). In addition, the definitions and concept of internal marketing clearly indicate that to motivate the members of the Fenix project, the Leader should treat them as internal customers and market project activities as their products. Furthermore, in order to know the key aims of internal marketing, the concept of internal marketing discussed above is very much important to the Leader of the Fenix project. Different researchers, authors have their own view of defining internal marketing. However, in the context of the Fenix project, the concept of internal marketing defines by Keller (2006, 110) is relevant for the case organization, the Fenix project. According to Keller employees should consider their job as information, gaining knowledge and practical experience. Employees such behavior towards their job will help to perform their job successfully. In addition, such attitudes of employees will also assist to achieve organizational goals. Therefore, it is highly important for the Leader to convince the members about the concept of internal marketing. According to definition of Keller, it is necessary that all the members should take the activities of the Fenix project as their job. In addition, the members should consider that participating actively in the activities will gain new information, knowledge and practical experience.

2.2   The Tools of Internal Marketing

The concept of internal marketing discussed above in sub-chapter 2.1 clearly indicates that the central plank of internal marketing is treating employees as internal customers in order to create awareness, motivates to change in attitudes of employees. In the following discussion, I examine how various elements of internal marketing mix can be used to motivate and create awareness among members of the Fenix project.

2.2.1   Internal Marketing Mix

The four components of the traditional marketing mix i.e., product, price, place and promotion are discussed in this chapter.

Ahmed and Rafiq (2002, 28) depict "product as the values and attitude of employees in order to make a work plan and the training courses for developing internal customers knowledge. At a more fundamental level the product is job. In addition, treating job as products means looking at jobs not only from the point of view of the tasks that employees need to be performed, but to perform effectively employees training, working environment and other factors that employees value need to be taken in consideration". Such factors increase the level of an employee's motivation and awareness. In this respect, to increase the motivation and awareness level of the members of the Fenix project, the members must take the activities of the project as their job. The Leader of the project should play vital role to make understand to the members that the project activities as their job. In internal marketing "price is defined as the cost of employees". In this sense the knowledge employees gain from their daily working life and experience is compared to the cost. In this perspective, the Leader of the case organization, the Fenix project could motivate the members of the project by perceiving them that taking active part in the activities will gain new knowledge. Place refers to "the tools used to distribute the products to internal customers". For instance, formal meetings, conference and training programmes are refer to place in the context of the Fenix project. In this respect meeting place, holding conferences and training courses are suitable place to inform about the future activities to the members of the Fenix project. Promotion in the context of "internal marketing mix refers to the use of personal selling (face-to-face presentations / communications) and sales promotions (incentives to purchase) and advertising". (Ahmed & Rafiq 2002, 30). For the Fenix project members to take action in the activities, personal selling such as face-to-face presentations will be very much effective to create awareness about the activities. These marketing mix tools are used to influence customer's attitudes towards a firm's products. (Ahmed & Rafiq 2002, 30).

Personal selling is a "personal contact between a company representative and a prospect or client, traditionally perceived as an interpersonal communication tool which involves face-to-face activities undertaken by individuals, often representing an organization, in order to inform, persuade or remind an individual or group to take appropriate action, as required by the sponsor`s representative". (Fill 1996, 7). To motivate the inactive members and to make the member aware about the activities personal contact such as face-to-face communication between the members and the Leader should work effectively .Incentive*s* (Sales promotion) refers to "some benefits

offers to the employee in order to increase the motivational level. The motivational incentives include cash bonuses, awards etc". (Pelsmacker & Geuens & Van den Bergh 2007, 5.) However, the Fenix project is being conducted by a non-organizational 4-H association, cash bonuses cannot be offered, however awards such as things that can be useful for their personal use and study related material can be offered to the members of the Fenix project. Such awards will definitely encourage inactive members to become active in the activities. Advertising refers to a "non-personal mass communications media. Mass communications media such as TV, radio, newspapers, billboards are used to communicate or to make awareness of the existing products to external audience". (Pelsmacker & Geuens & Van den Bergh 2007, 5.) In the context of the Fenix project, TV, radio, newspapers, billboards are not suitable media to create awareness since this thesis work deals with internal problem of the case organization. However, as I have discussed above personal selling, formal meetings, training periods could be used as mass communication media to create awareness of the activities. In addition, Internet media and social media will be more effective to create awareness about the activities. Social media is described in detail below.

2.2.1.1   Social Media

To achieve various organizational objectives advertising, personal selling, public relations, publicity, direct marketing and sales promotion produce a unified customer-focused- message. However, with the "emergence of the phenomenon known as social media, also referred to as "consumer-generated media" have changed the tools and strategies for communication significantly". (Faulds & Mangold 2009, 357 original emphasis.) Moreover, in current label of digital technologies, social media allow people to connect, interact, produce and share content. According to Cheong and Morrison (2008) with the development of technology and the growth in digital media usage, "advertisers are seeking new ways to reach customers".

Further, there is a lack of formal definition of social media (Gretzel & Xiang 2009, 180). However social media are referred to as "online applications that aim to facilitate collaborations, interactions and the sharing of content" (Richter & Koch 2007 cited by Kim & Ko 2011). The Merriam-Webster`s dictionary defines social media as follows "social media are the creation of platforms that connect people together, provide an

opportunity to produce and share content with others, extract and process community knowledge and share it back". (Lewis 2010, 2). Goldsborough (2009) argues that numerous studies indicate an increase in social media usage. Teenagers are the primary users and a growing population of 25-35 year-olds now use social media (Kim 2008). They use social media for personal use to connect with their old friends and make new friends, and gather information and community knowledge. In this perspective, the use of social media tools in order to communicate with the members of the Fenix project will be very much effective. The reason is that all the members in this project belong to teenage group.

In addition, "personal interaction and entertainment value, in the arsenal of marketers, advertisers and public relations professionals' social media has become a powerful marketing tool". (Lewis 2010, 2) .Cooke and Buckley (2008) predict that marketing web 2.0 and the Internet would be the marketing tactics of the future. Social media are another example of one of the many platforms included under the umbrella of Web 2.0. According to Baruh (2010), social media sites have been increasing in their number and popularity since 2006 (Boyd & Ellison 2007 cited by Baruh 2010, 1).

Social media outlets are numerous and varied. It encompasses a wide range of online, word-of-mouth forums including blogs, consumer-to-consumer email, chat rooms, Internet discussion boards and forums, moblogs (sites containing digital audio, images, movies, or photographs) and social media websites such as MySpace, Facebook, YouTube, Flickr, Twitter and so on. Faulds & Mangold (2009, 358) argue that through this media an explosion of Internet-based messages is been transmitted in 21st century. In addition, social media have become a major factor in influencing various aspects of consumer behavior including awareness, opinions, attitudes, purchase behavior and post-purchase communication and evaluation. However, "literature and popular business press offer little guidance for marketing managers to incorporate social media into their strategies". As a result, in a company`s promotional efforts the role of social media lacks managers` full appreciation. (Faulds & Mangold 2009, 358.)

Therefore, social media tools such as MySpace, Facebook, YouTube, and Twitter and so on are very effective tools to create awareness, influence attitudes, purchase behavior etc. In this respect, since the Fenix project is a transnational youth project, implementing the applications of social media tools in order to create awareness about

the activities, increase motivation and to communicate among the members will be very effective. In addition, the members of the Fenix project are all teenagers. Therefore, it will be much easier to inform about the activities as almost all the members are familiar with social media such as Facebook, YouTube and Twitter. The Leader Kari Pihlajamaa prefers to use Facebook to inform about the activities to the members. However, in this thesis work, besides Facebook I have recommended to use other social media tools such as YouTube, Twitter to inform about the activities.

2.3   Internal Marketing and Internal Communication

In the functioning of all the process communication is an indispensable activity. In internal marketing applications crafting internal communication is one of the common activities. In this respect, for the case organization, the Fenix project communication between the members and the Leader is very much necessary to create awareness and to motivate members to take active part in the activities. Therefore definitions and benefits of communication are discussed below.

"Communication has been defined as a process by which individuals share meaning, it offers the means of creating and implementing behavioral changes both within and without an organization. In general the simplest definition of communication is social interaction through messages". (Kalla 2005, 30 cited by Fiske, 1990; Bove´e & Thill, 2000; Tourish and Hargie, 2004b.)

 Furthermore Oliver (1997) define communication as "an interchange of ideas, facts and emotions, by two or more persons, with the use of words, letters and symbols based on the technical problem of how accurately the symbols can be transmitted, the semantic problem of how, precisely, the symbols convey the desired meaning, and the effectiveness of how the received meaning affects conduct in the desired way". (Kalla 2005, 303)

At the intra-organizational level, communication process has been shown to have a variety of additional roles. It encourage, motivate the commitment of employees by ensuring an understanding of the company's objectives and goals (cited by McDonald, 1995; George & Berry, 1981; Foreman, 1997.) In addition, the process provides "the necessary tools and information to allow employees to function adequately in their job

roles" (Asif & Sargeant 2000, 300 cited by Deal and Kennedy, 1982; Mumby, 1988; Putnam and Pacanowsky, 1983; Kohli and Jaworski, 1990).In the context of the Fenix project, there is a lack of communication, therefore implementing an effective communication process will help inactive members to understand Fenix project objectives and goals. In addition, it also helps to motivate them to take active part in the activities. An effective management of communication process can give a variety of benefits to an organization; furthermore it also has an important role in organizations given the evidence that companies with effective communications strategies are usually successful (Kalla 2005, 302).

Furthermore, Clampitt and Downs (1993) conclude that "the quality communication can enhance organization productivity, reduce absenteeism, increase levels of innovation, higher quality of services and reduce cost". Kanter argue that "higher level of innovation among the employees and employer can be achieved by effective and quality internal communication". (Rabson & Tourish 2005, 213.) Additionally, effective communication will assists to guide an organization in a right direction and self-managed work team. To be effective the sender conveys the message in such a way that the receiver understands the message clearly. Moreover, effective communications means "to achieve a shared understanding, stimulate others to take actions, and encourage people to think in new ways" (Bove´e & Thill 2000).

Bove´e and Thill (2000) define internal communication as "the exchange of information and ideas within an organization". Argenti (2003) further describes internal communication is, in essence, about creating an atmosphere of respect for all employees within the organization. (Kalla 2005, 303). Kalla (2005) in her multidisciplinary perspective defines as "internal communications as integrated internal communications, i.e. all formal and informal communication taking place internally at all levels of an organization". According to Quirke (2000) internal communication is the core process by which business can create knowledge and interrelationships of its people, using the creative and intellectual assets of its people to process it in order to produce value.(Welch & Jackson 2005, 178)

However to enhance the internal communication process marketers since the late 1950s have been arguing for the adoption of an integrated approach to communications an

approach which regards the diverse elements of a typical communications mix as part of a unified whole. It is only when these elements work together to deliver a consistent and coherent message to the target audience that the effects of a communications program can be optimized (Piercy 1997; Shultz et al., 1993).

Furthermore, integration approach is essential to deliver a consistent and coherent message to create awareness and inform about the activities among the target group. Therefore, in my thesis I have integrated the AIDA model with social media in order to create awareness about the activities among the target group. In addition, internal communication process forms an important bridge between the members and the Leader. The communication among the members and the Leader should be effective in order to reach the message about the activities that the Leader wants to convey to the members of the Fenix project. A short theoretical description about communication process is discussed below.

2.4 Communication Process

In chapter 2.3 a clear definition of communication is discussed. However to exchange the ideas a concrete communication process is needed. A simple communication model is shown in below figure 1 below (Jobber 1998, 325).
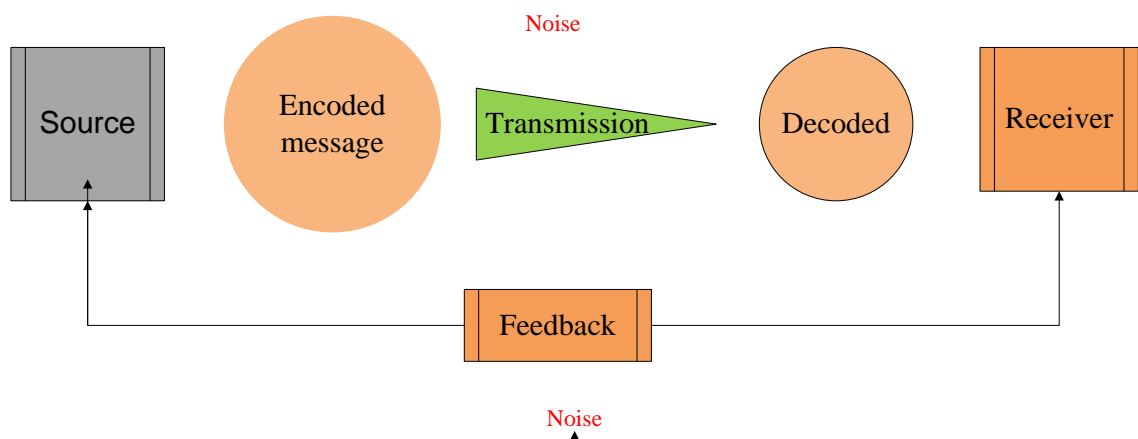

Figure 1: The communication Process (Jobber 1998, 325)

The presented figure focuses on the transmissions of a message from the sender to the receiver. The first stage of communication process is source encodes which mean the

idea is translated into a symbol consisting of words, pictures and numbers. In order to encode the message it is transmitted through marketing promotional tools such as television, social networks etc. For the Fenix project the idea or information about the activities are translated and transmitted to the members by the Leader in meeting hall, training places and through social media tools such Facebook, Twitter as a wall post During the communication process noise may prevent transmission of message to the target audience due to distractions and distortions. Decoded mean a receiver sees or hears the message. In this process receiver interprets the symbols transmitted by the source. In addition, decoded process is very important as receiver should interpret the message in the way intended by the source. Feed back is raise on the basis when objections are raised, or a sale is concluded. (Jobber 1998, 325-326.) In the context of the Fenix project, Leader should play a very vital role when transmitting the message or information about the activities. The information about the activities that the Leader sends to the members should attract and increase motivation among the inactive members. In this respect, Leader of the Fenix project should bear the responsibility to create awareness and to motivate the inactive members. In addition, to motivate, encourage and change attitudes and behavior of the inactive members to active attitudes, the Leader should play the role of transformational leadership. Therefore, among different styles of leadership, transformational leadership is discussed below.

2.5   Leadership and Internal Communication

The commitment of leader forms the basis of effective internal communication. Firns and Lightfoot (1996) point out that "the purpose of internal communication is not merely to inform but to effect change in attitudes and behavior" (Wood 1999, 132). Therefore, to create awareness and motivate the members of the case organization, it is highly important in the Fenix Project that the Leader needs to play as a role model or transformational leadership to bring about change among the inactive attitudes and behavior.

Shin and Zhou (2003 cited in Tsui & Wang & Zhang 2011, 851) argue that "transformational leadership assists individual employees to enhance their creativity potential". Mumford et al (2002 cited in Tsui & Wang & Zhang 2011, 851) and his associates further proposed conceptually that by "providing vision, motivation, and intellectual simulation to followers, individually or as members of groups,

transformational leadership could enhance employees' creativity" (Zhang & Tsui & Wang, 2011, 853.) Generating new ideas for activities is necessary in the Fenix project. Therefore Leader of Fenix should assist members to enhance their creativity. This will generate motivation among inactive members.

Transformational leadership "involves appraising followers' motivation, realizing their desires and needs" (Chan and Chan, 2005). Northouse (2007) defines transformational leadership "as the process whereby an individual joins with others and creates a connection that elevates the level of motivation and ethics in both the leader and follower". These types of leaders are aware of the needs and desires of subordinates and attempt to assist followers attain their fullest potential (Bakar & Tabassi, 2010, 248.)

Transformational leaders through intellectual stimulation stimulate and encourage creativity in their followers by questioning their assumptions .In addition, transformational leaders suggest new ways of looking at work processes (Keller 2006; Nemanich & Keller 2007).Through individualized consideration, transformational leaders recognize the unique growth and developmental needs of followers as well as offering coaching and consulting to followers. They foster group creativity by developing domain-relevant skills for individual group members. Leaders with a high level of individualized consideration also support individual members' initiatives and viewpoints and encourage creative thinking by inspiring them to express ideas without fear of receiving negative evaluations from the leader and other group members, elevating the group's creativity as a whole. Transformational leaders, who have charisma or idealized influence, provide a clear sense of purpose to the team that energizes and builds identification with the leader and the articulated vision (Avolio Bass & Jung 1999). They inspire group members to recognize what they are able to accomplish through extra effort and they help followers to find opportunities in situations appearing to be threatening and to overcome problems seen as insurmountable (Bass & Avolio 1990). These actions encourage followers to be persistent and tenacious in finding creative solutions. A compelling vision serves as inspirational motivation for followers. By using symbolic actions and persuasive language, leaders with attractive visions stimulate enthusiasm, build confidence, and energize followers' intrinsic motivation to break from tradition and increase creative activities (Tsui & Wang & Zhang 2011, 853.)

In this perspective, it is highly important for the Fenix project Leader to play the role as a transformational leader because the main objective of this thesis work is to motivate the inactive members to take an active part in the activities. In order to motivate inactive members the Fenix project, Leader should consult with the members about the problems, building confidence, helping to find new creative ideas, stimulate enthusiasm are important aspects.

3   THE HIERARCHY-OF-EFFECTS MODEL

In this chapter the Hierarchy-of-Effects Model is discussed. This model is introduced to explain the stages how consumers change their behavior and take action to purchase the product. This model describes that consumers go through four stages when they come to know about an advertising message. The four stages are attention, interest, desire and action. In this aspect, introducing this model in my thesis work is appropriate as this model will guide the Leader of the Fenix project, how advertising about the Fenix project will create awareness about the activities and motivate the members to take part in the activities.

In the advertising literature, the Hierarchy-of-Effects Model is usually employed. Additionally, it is the foundation for the exploration of consumers thought-process and explains how advertising works. Lavidge and Steiner (1961 cited in Mabry 2010, 5) who were pioneers in introducing this model explain the influences on consumer decision-making in their theoretical essay. The hierarchy of effects model evolved from the basis AIDA model (Mabry 2010, 5.)

This model describes the stages how customers change their attitudes and take action to purchase the products. According to this model, consumers upon receiving an advertising message go through the stages of attention, interest, desire, and action. According to Strong (1925), this model was originally developed to help sales people to do their job (Jobber 1998, 327). In addition, it was invented by Lewis in the early 1900s as a personal selling model. (Mabry 2010, 5.)

In advertising theories, the AIDA model became one of the major theories to address the consumer`s decision-making process. Furthermore, the creation of hierarchy model is influenced by the cognitive, affective, and cognitive psychology model. This psychology model described the behavioral dimensions of decision-making, suggesting individuals first think, then feel, and finally act when influenced by stimuli. (Mabry 2010, 6.) Lewis theorized that sales people, in order to successful, had to attract attention (cognitive), maintain interest and create desire (affect) and get action

(conation).(Barry & Howard 1990, 99). Figure 2 presents the different stages of the AIDA model (1990, 99)

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┌──────────────────┐
│    Awareness     │
└──────────────────┘
          │
          ▼
┌──────────────────┐
│     Interest     │
└──────────────────┘
          │
          ▼
┌──────────────────┐
│      Desire      │
└──────────────────┘
          │
          ▼
┌──────────────────┐
│      Action      │
└──────────────────┘
```
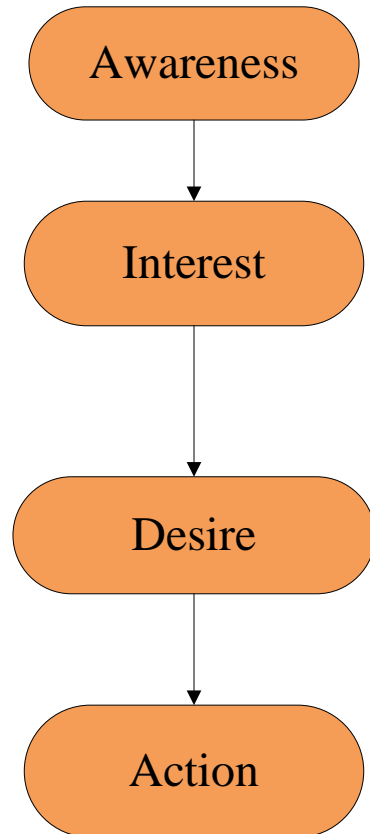
Fig 2. Principles and practice of marketing (Strong 1925
cited in Barry & Howard 1990, 99)

Attention means the act or state of attending the application of the mind to any object of sense, representation, or thought; notice; exclusive or special including the faculty or power or mental concentration; stating differently. According to Bhowal (2010) attention is categorized into five types: however base on my participant behavior I have discussed two types i.e. Focused attention and Sustained attention.

Focused attention is the ability to responds discretely to specific visual, auditory or tactile stimuli. Sustained attention is the ability in which the target audience maintains a consistent behavioral response during continuous and repetitive activity. The second stage of the AIDA model interest means making the target audience interested in the product. In addition, interest means awakening interest, to exciting emotion or passion towards the product by creating awareness. (Bhowal, 2010.) Desire is the ability of the advertisers to motivate the target audience to feel something positive about the product.

Action means that there ought to be some stimuli to make the customers buy the product. (Gorver 2006 cited by Eknerg 2010.)

In the context of Fenix, implementing the AIDA model in internal marketing communication plan will guide the Leader of the Fenix project that attention is very important to create interest on the members. Similarly, when the member is interested in the activities, it will create desire to take action. In addition, the different stages of the AIDA model will help the Leader to understand the reactions of members when advertising about the activities of the Fenix project.

3.1 Message

In order to inform about the activities and attract the members of the Fenix project, an effective message has to be created. This will help the Leader to implement the concept of AIDA model. According to AIDA model, members of Fenix will undergo through four stages attention, interest, desire and action on receiving advertising message. Therefore an effective message will get members attention. As a result, members get interested, and arouse desire and action to take part in the activities. According to Kotler (2009 cited in Nilsson & Omerovic 2011, 14) only a few percentage of customers can take all the way from awareness to purchase due to this message, however the AIDA model suggest the desirable qualities of a good and effective message. In addition, marketer must decide what to say (message content) and how to say it (message structure and format) when they put message together.

Moreover, in message content company should make an informed decision concerning what kind of an appeal focus on. For the Fenix project, the message should focus on an emotional appeal rather than the rational. Emotional appeal helps to motivate a purchase by stirring up customer either positive or negative emotions. (Kotler, 2009 cited in Nilsson & Omerovic 2011, 14). In this thesis work the idea of purchase is to take part in the activities. The Leader should emotionally motivate the members by appreciating and assisting their creating ideas.

According to Kotler (2009 cited in Nilsson & Omerovic 2011, 14) there are several ways how to say it in a message structure, either to draw a conclusion or to leave it to the audience. For the customer who is less motivated drawing a conclusion are usually more effective. In the context of the Fenix project it is more effective to ask the question

of their interested activities in order to stimulate and motivate the members to think about the activities and let them to come to their own conclusion.

Furthermore, in order to capture the customers` attention, a strong message format and a high degree of advertisement creativity is needed. Therefore the Fenix project Leader should design an effective message that must be eye catching imagery and headlines, colors, message size and contrast. (Dahlen, Lange & Smith, 2010) Moreover, Dahlen argue that all the "hard work of designing message is useless if customers do not focus on the advertisement". Furthermore, content of the message in the advertisement must be interesting to draw customer attention, learning and conviction. Therefore, it is very much necessary for the Leader of the Fenix project to design a very attractive and interesting advertising message to draw the members' attention.

In addition, Kotler (2009, cited in Nilsson & Omerovic 2011, 38) points out the following factors to be taken in consideration to increase the chances of grabbing members' attention, learning and conviction. First, when the Leader of the Fenix project designs an advertising message, the content of message must interest the member of the Fenix project. Second, the message must help the buyers to purchase decision, for instance if someone plan to travel next month, it is possible that the buyer take a notice on advertisement ads from travel agencies or some other media. Similarly, the content of message for the Fenix project must guide the members how to participate in the activities. Third, the message should reflect a practical value for customers, for instance it is a waste of time and money to advertise about young audience needs in financial magazines. Therefore, for the Fenix project the message of activities should advertise in meeting hall, face-to-face communication, through social media tools such as Facebook, YouTube and so on. Fourth, the message must be contain creative advertisement in order to achieve the attention of the Fenix project members. (Nilsson & Omerovic 2011, 38)

3.2   Internal Marketing Mix and the AIDA Model

 In the hierarchy-of-effects model, the AIDA model is one of the earliest developed models. The AIDA model distinguishes that customers pass through four phases. The first phase customers pass through is awareness (Attention). When customers

confronted with promotion (marketing mix) of the product, they know about the product existence. In the second stage of the model customers know about the product and some of them become interested. The following figure shows the comparison of the promotion categories and Hierarchy-of-Effects Model. (Heymer 2008, 17)
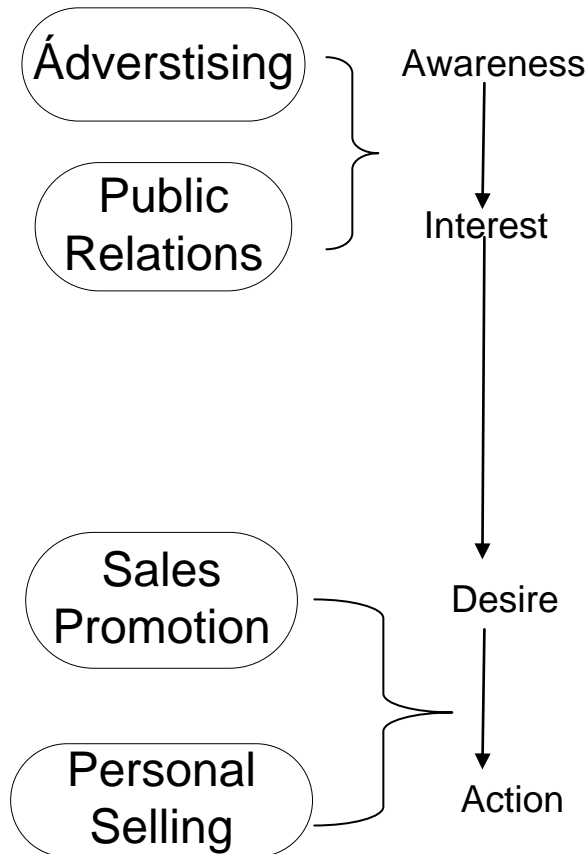
Fig 3: Comparison between promotion categories and the AIDA model
(Pickton & Broderick 2005, 598)

The promotional tools falling into marketing mix such as advertising describe in chapter 2.2 is predominantly adopted to build awareness and motivate consumers to the second stage through generation interest. In chapter 2.2 I have described that to create awareness and to increase motivational level of the Fenix project members, it is highly important for the Leader to convince the members that the Fenix project activities should regard as their job. In additions, Leader of the case organization, the Fenix project could motivate the members of the project by perceiving them that taking active part in the activities will gain new knowledge. However, knowing about the product and generating interest does not automatically result into action or purchase. Therefore,

customers should show desire to act and purchase. To arouse desire and obtain action, marketing mix tools attributed to the categories and personal selling are the prevailing means of creating desire and actions. (Heymer 2008, 17). For the Fenix project, personal selling such as face-to- face communication between the members and the Leader should work effectively to arouse desire and actions. In addition, social media tools, formal meetings, training periods could be use as mass communication media to create awareness and to arouse desire among the members to take part in the activities.

4 RESEARCH METHODOLOGY

This chapter describes the research methodology. It also discusses the research approach, research method and techniques, and finally the limitations of the work.

4.1 Research Approach

In this thesis, a qualitative case study approach is used to achieve the objectives of my thesis. The case organization, the Fenix project is conducted by a non-profit organization 4-H association of Tornio. The objective of this Bachelor's Thesis is to construct an effective internal marketing communication plan to create awareness among the members of the case organization, the Fenix project. The second objective of this thesis is to initiate and motivate members of the case organization to take active part in the activities when the Leader implements the internal marketing communication plan. The case company is selected on the basis of the Fenix project's needs to create awareness and motivation among the members of the Fenix project.This means that my thesis objectivities deal to understand the nature of people attitude, behaviour. This research approach is necessary because qualitative research involves the studying and collecting of a variety of empirical materials. For instance, this method is applied to understand people`s attitudes, behaviors, value system, and lifestyles. Research techniques such as personal experience, interviews, focus groups and content analysis are the main methods in qualitative research. (Thomas 2003, 1-2) .Additionally, research techniques such as interviews, questionnaire and participant observation will be the main techniques used in this thesis work.

4.2 Research Method and Techniques

In this work a single case study is selected as the main research method. According to Yin (2009) case study is "used to examine a real-life contemporary phenomenon in depth. The main strength of the case study relies mainly on multiple sources of evidence. Therefore the case study is not limited to a data collection tactic; however it comprises an all-encompassing method, such as the logic of design, data collection

techniques, and specific approaches to data analysis as well". (Yin 2009, 17-18.) In this thesis work, a case study method is used to study and to examine attitudes and behaviours of the members of the case organization, Fenix in depth.

Interviews and a questionnaire are the main techniques used in my thesis work. Interviews were conducted with the Leader, Kari Pihlajamaa and questionnaire was distributed to the members of the Fenix project in order to collect the data. At the beginning of the thesis work a face to face interview was conducted with the Leader, Kari Pihlajamaa of the Fenix project. The interview was carried out in a form of a group discussion between the leader, my thesis supervisor and me. This interview focused on discussing the case company`s internal marketing communications problems that need research. Furthermore, on 1 May, 2010 an interview was conducted with the Leader, Kari Pihlajamaa to address and to support the answers to research questions and thesis objectives.

Another research technique that is used in this work is the participant observation. According to DeWalt (2002 cited in Kay & Wolf, 24), "participant observation is a method in which a researcher takes part in the daily activities, rituals, and events of a group of people as one of the means of learning the explicit and tacit of their life routines and their cultures" .This technique can be used in everyday settings, such as a large organization or informal small groups. (Yin 2009, 112). This method is used in this thesis as I have been actively participating in a few events organized by the Fenix project. This method will assist me to study the participating members' attitudes, behaviors and activeness when they are participating in the activities. In addition, being a participant observer I will "get easy access to the events or groups to collect data and understand reality "(Yin 2009, 112) and behaviors of participants. However, despite these advantages I did not collect any data or conducted interviews with the participants, but I observed the participants behaviors while taking part in the activities such as group meetings, shooting a video, and participating in a cultural event in Estonia. In addition it was very difficult to conduct interviews with the members of the Fenix project as they reside in different parts of Northern Finland. Therefore, data for research survey was collected by distributing questionnaires to the participants through email.

4.3   Limitations

This chapter begins with discussing the general challenges and drawbacks of case study and at the end of this chapter I have explained the limitations of this thesis work.

The previous sub-chapter discusses the positive aspects of case study; however some negative aspects are present in case study. Therefore, while relying on the qualitative case study research method in this thesis, the following limitations were considered carefully in order to carry out this research approach accurately and efficiently.

Firstly, case study research is very difficult to generalize. This is due to sloppy behaviour of the researcher or due to biased view and systematic procedures has not been followed to reach the directions of the findings and conclusion. Secondly, case studies provide little basis for scientific generalization of research result. This means that case study is generalizable to theoretical propositions and not to populations or universes. In this sense, the case study focuses to expand and generalize theories. Thirdly, case studies are a time consuming process due to which the findings of the result might be massive and unreadable documents. Such negative aspect occurs when past case studies methods are considered. (Yin 2009, 14-15.)

In this thesis work interviews with the Leader and survey questionnaires were conducted to collect data for the research findings. The questionnaires are sent to the members of the Fenix project through email. The data collected from the Leader is true because he is responsible for all the activities. However, the data collected from questionnaires may not be accurate or true because the survey was conducted only once. In addition, all the members are native speaker of the Finnish language. This mean that the use of language was also additional limitation as the survey questions are written in the English language.

5   ANANLYSIS OF RESEARCH FINDINGS

This chapter begins with an analysis of the answers from the interviews which was held with the Leader of the Fenix project, Kari Pihlajamaa. In addition, the responses to the research questionnaires distributed among the members of the Fenix project and the Leader are analyzed. Finally, this chapter ends with main summary of the interviews and questionnaire.

5.1   Analysis of Interviews

The interviewee in question is the Leader of Fenix Kari Pihlajamaa. He has been actively involved in organizing the events from the beginning of the project. The Fenix project started on the 1 May, 2010. He is responsible for all the daily activities in the project. In addition, he also holds the position of Leader in the 4-H association. Furthermore, his long experience in organizing different events is also an additional reason to conduct the interview with Mr. Pihlajamaa.

The main objectives of conducting the interviews are to investigate what marketing tools are used to inform about the activities to the members of the Fenix project. In addition, the second objective is to inquire how the Leader of the Fenix project motivates the members to take part in the activities.

A mobile recorder was used to record and monitor the behavior of Mr. Pihlajamaa while conducting the interview. He looks enthusiastic and very much interested to reply answers to my questions. However, he was little unconfident to give answers and to understand my questions due to the use of the English language.

According to Mr. Pihlajamaa (2011), the Fenix project has not constructed internal marketing communication plan. However, in order to communicate and inform about the activities to the members of the Fenix project, communication tools such as phone call, text messages and Facebook are used. In addition, to encourage the members to participate in the activity he usually gives examples and benefits of the activities. For instance, he gives examples by talking about active members and their achievements

and the opportunity of gaining the new knowledge by taking part in the activities. Moreover, he initiates motivation to the members by explaining that involving actively in the activities, the members` personal skills such as communications and creative mind will be developed. In addition, there is an opportunity to make new friends with members from different parts of their own home country and from the other member countries of the Fenix project.

Furthermore, Mr. Pihlajamaa prefers to use social media tools such as Facebook and YouTube rather than traditional marketing tools to inform about the activities. At present, he uses Facebook to inform about the activities and to motivate the members to take part actively in the activities.

At the end of the interview Mr. Pihlajamaa accentuated the problems arising due to the rules and regulations of the EU. He pointed out that he is almost 50 years old and the members of the Fenix project are under 20-25 years of age. When he discussed the bureaucracy with the members of the Fenix project, the younger generation members perceive that the bureaucracy system established by Mr. Pihlajamaa`s generation is very complicated. The Fenix project members want the regulations to be easy to implement when they use the EU funding. In addition, he emphasized that he did not establish the regulations; the Finnish Government establishes the rules and regulations for the Fenix project.

Furthermore, Mr. Pihlajamaa himself also finds it very hard to follow the EU rules and regulations. He pointed out the difficulties do not enable him to pay the invoice submitted by the members. According to the rules and regulations, the date of the invoice should be accurate with the schedule of the Fenix program. For instance, if a meeting of the Fenix project was held on 15 February, 2011 and if any members of the Fenix project spend personally for the purpose of the meeting, the invoice is to be dated for 15 February, 2011. The problem issue arises when any member submits an invoice with a different date than the scheduled date of the Fenix project meeting.

Moreover, Mr. Pihlajamaa explained making a movie is also one of the activities of the Fenix project, which is a time consuming process. When the members of the Fenix project make a movie for the project, the members need to travel to different places for shooting. For the purpose of shooting the members pay their own transport and food

cost personally. When the members try to get back the money they spent and if the invoices date does not match with the schedule date of the Fenix project program Mr. Pihlajamaa find very hard to convince the members about the rules and regulations. Therefore, he stated that "the members won't get bad picture about the rules and regulations". Further, Mr. Pihlajamaa pointed out that some members are unmotivated because of the difficulty of implementing the EU rules and regulations.

5.2   Analysis of Questionnaire

In this thesis work my target members consists a total of 40 members. Therefore, in this research survey a total of 40 questionnaires were sent to the respondents through email. The target respondents were only the members of the Fenix project. This survey was conducted in order to know participant activeness in the activities. In addition, this survey was conducted to find out through which media or how the members are informed about the activities organized by the Fenix project. Out of the 40 questionnaires only a few members took active part in the survey and the remaining others did not reply to the survey questions.

From the total of 40 members who were sent the questionnaire, 4 male and 4 female participants took part in this research survey. The majority of the respondents belong to the age group of 15-25.

The purpose of this questionnaire was to investigate that which marketing tools are used to inform and to make the members aware of the activities to the members organized by the Fenix project. In addition, it also investigates how many members get motivated to take part actively in the activities. A total of 6 members out of the 8 respondents participated in every activity and the remaining other participants took an active part only in a few activities.

Moreover, the survey shows that only 2 members got motivation by themselves and 4 members got motivated by their friends to participate in the activities. In addition, only 2 of the members take active part in every activity due to the encouragement and motivation of the Leader.

Furthermore, the survey result shows that the members of the Fenix project are very familiar with the use of Facebook. The results show that a majority of the members get information and make members aware of the activities through Facebook.

6 INTERNAL MARKETING MIX, THE AIDA MODEL AND SOCIAL MEDIA

In chapter 2, the theoretical background of internal marketing was described. In addition, in the section of theoretical back ground the necessary tools for the internal communication plan were described. Furthermore, the hierarchy-effects-model was described in chapter 3 which gives a framework to create awareness and to motivate the members to take part actively in the activities.

In this chapter based on the theoretical framework of internal marketing mix, the Hierarchy-of-Effects Model and the qualitative findings, suggestions to create awareness and motivation to the members of Fenix are presented.

6.1 Internal Marketing Mix

In chapter 2.2.1 traditional element of marketing mix, product, price, place and promotion was described in detail. Product is referred as the values and attitude of employees. In addition, product is being considered as job. In this respect, the Leader of Fenix project needs to perceive the members of the project that the activities are their values and attitude, and jobs. Price is defining as the cost of the employees. The Fenix project organized different activities for the members. Members of the Fenix project who take part in the activity will gain new knowledge and new experience and according to the internal marketing mix concept price is compared to knowledge gain from the daily working life. In this perspective, the Leader of the Fenix project could motivate the members of the project by making them perceive that by taking an active part in the activities will gain new knowledge and experience. Place is referred to the meeting, conference and training places. From these places the Leader of the Fenix project has an advantage to inform about the upcoming activity to the members and also could encourage them to create a new idea to organize new activities. Such pre-information about the activity may encourage the members to take an active part in the activities. In addition, the members may also give their feedback about the activities.

6.2   The AIDA Model and Social Media

According to Socialnomics, the use of social media is not limited only to the younger generations. In fact, social media such as Facebook is growing faster among the age group of 55-65. Therefore, to reach these people companies have realized the potential of social media. According to a study done by the PR firm Burson-Marsteller (cited in Coon 2010, 3), most of the companies use social media tools such as Twitter, Facebook, YouTube or corporate blogs to communicate with customers and other stakeholders. In addition, in order to attract the attention of the customers, companies are trying several ways to create a successful social media strategy.

According to Soren Gordgamer (Cited in Coon 2010, 5), the author of Wisdom 2.0, there are "several shifts that social media marketing has taken from traditional marketing". For instance, President and CEO of the Timberland Company, Jeff Swartz uses Timberland_Jeff as his Twitter account in order to give people something to relate to and remember the company for more than just what they make. (Coon 2010, 1-7.)

Creating social media marketing strategies requires a minimum budget. In fact, carrying successful campaigns is cheap. Furthermore, social media users uses social media tools to be entertained, find information quickly and see that there is a reliable person responding and posting on the company`s site. Therefore, marketing through social media takes a different perspective than traditional marketing. In addition, companies see the marketing potential through social media, but how to do so successfully is the question. (Coon 2010, 2-7.)The following part of this paper is consist of how to integrate social media tools in the AIDA model, in order to make the members of the Fenix project to follow these four steps of the AIDA model, i.e. Awareness (Attention), Interest, Desire and Action. (Hair & Lamb & McDaniel 2011, 257-268)

Awareness (Attention) is the first stage of AIDA model in gaining attention of the target market. The target market should know the existence of activities in order to create awareness. Commercials on television, magazine, and billboards are the traditional tools that are used to create awareness by companies. (Hair & Lamb & McDaniel 2011, 257-268)

In the context of the Fenix project, creating members` awareness of the existence of activities social media tools such as Facebook, YouTube, and Twitter would be effective. In fact, these tools are effective tools to reach the target audience through communication.

Interest is the second step in the AIDA model, following the step of creating awareness about the activities. The next step is to create interest in the activities.

Social media can help to create interest in the members to participate in the activities into high level. For instance, posting about the benefits of the activities as a wall post in Twitter and Facebook may create interest in the members. Designing a good video about the activities in YouTube is also another option to create interest. For instance, the activities that were organized in Finland, Estonia and Sweden could be used to design a video about the activities. In addition, creating a Facebook fan page of the activities is also an effective way to create awareness. In Facebook, a Facebook fan page is used for monitoring group activities. It can also be used for marketing purposes. (Hair & Lamb & McDaniel 2011, 257-268.) To attract and to create interest of the members, the Leader should create a Facebook fan page for the Fenix project. Through this fan page he can announce about the activities, post images, and upload videos of the activities. This will help the members to know about the activities. Furthermore, it will create interest of the members to take part in the activities.

Desire is aroused in the third step in the AIDA model. The members of the Fenix project know about the existence of the activity. Furthermore, the members have created interest in the activities. Social media can assist in creating desire among the members of the Fenix project through regular communication and engagement. The Leader should regularly post about the activities in Facebook. In addition, the Leader should encourage the members to give feedback to make the activities more interesting. Moreover, the Leader should consider all the feedback about the activities given by the members. In this way communication between the Leader and the members will be effective. (Hair & Lamb & McDaniel 2011, 257-268.)

Action is the last stage of the AIDA model. In this stage some of the members have become convinced to take an active part in the activity but have not yet made the actual decision. To motivate the members to take action, it is important to describe in detail the

information about the activities, and their benefits through social media tools. (Hair & Lamb & McDaniel 2011, 257-268.)

6.3   Suggestions Represented in Table Form

The importance of social media tools are discussed in sub-chapter 2.2.1.1. Based on the research, the suggestions table is constructed in order to make the case organization easily understand the suggested ideas.

Table1. Suggestions Table for the Fenix project

Conductor	Tools \Media	Message	Example	Time	Goal
Leader	Advertising media Face book YouTube Twitter Blogs	Making new friends, Developing your skill Exploring and sharing ruler culture, knowledge and information of member's countries.	The developed message is transmitted using the social media tools as a wall post. Furthermore, designing a good video about the activities in YouTube is also another option to create interest. In addition to attract the participant's Leader should appraise follower's motivation, realizing their desires and needs, and encouraging creativity in their followers by questioning their ideas. The message is also transmitted through Face-to-Face communication, meeting and training places	3 weeks before the events begin	To create awareness about the upcoming events and to motivate participants to take part in the activities.

Figure 3: A complete internal marketing communication plan

The above table represents my overall suggestions to the case organization, the Fenix Project. The detailed suggestions are explained in chapters 5and 6.

 In table 1 I have suggested the Leader of the Fenix project , that advertising media, social media and personal selling such as Face-to-Face communication, meeting place are the main advertising tools. These tools are used to communicate and to convey the message to the target members. In addition, in order to inform about the activities to members of the Fenix project, the message in the above table is very much important for the Leader to make them understand, realizing their desires and needs, and encouraging creativity, motivation in their followers by questioning their own ideas. Further, informing about the activities to the members, making them understand the benefits of the taking part in the activities, encouraging and creating desire to take actions in the activities are the main aims of the message.

7   POTRAY OF THE FENIX PROJECT ACTIVITIES

The pictures below display some of the activities organized by the Fenix project. In addition, the Leader could use these pictures to attract members, to motivate and to encourage the members to take an active part in the activities.

Members of the Fenix project participating in one of the activities in Sweden.	Firework shop: A dragon design by members the Fenix project in Estonia.
Group Discussion: Members discussing in group to generate new ideas.	Members of the Fenix project having fun with each other.

8   DISCUSSIONS AND CONCLUSIONS

This chapter begins with the discussions of formulated research question in this thesis work. Furthermore, the conclusions of the conducted research and some suggestions for the future research are presented.

8.1   Discussions

In this sub-chapter, I discuss and address the research questions of this thesis work. In this thesis work I have four research questions. The first question is the main research question. The main research question is as follows: How can an effective internal marketing communication plan be constructed for the case organization, the Fenix project? This first research question aims to find the possible ways to construct an effective internal marketing communication plan for the case organization, the Fenix project. To answer the first question, the study of theoretical background serves as a basis to understand the basic concept of internal marketing. In addition, it is also important to consider what factors are necessary in constructing the internal marketing communication plan. Therefore, to answer the main research question indirectly, I have formulated three sub research questions. Furthermore, all the four research questions were addressed in detail in chapters 2, 3 5 & 6 in this thesis. Below are the discussions conducted and reviews provided concerning the answers that are found to the three sub-questions in this thesis work.

A. What are the main elements to be considered when constructing internal marketing communication plan for the case organization, the Fenix project?

To answer this question, an interview was held with the Leader of the Fenix project, Mr. Kari Pihlajamaa. According to him, the Fenix project has not constructed an internal marketing communication plan. Therefore, the basic theoretical background of internal and external factors such as internal marketing mix, internal communications and role of leadership is considered as the main elements of internal marketing plan in the literature review. Further, social media tools are also considered as one of the main elements of the internal marketing communication plan suggested to the case

organization. Table 1 described the detailed plan how to convey the advertising message about the activities and to communicate with members of the Fenix project.

B. How can an internal marketing communication plan create awareness of the activities among the members of the case organization, the Fenix project?

C. How can the internal marketing communication plan lead to create motivation among the non-active members to take active part in the activities?

Sub-questions B and C argue to create awareness and to motivate the members to take an active part in the activities organized by the Fenix project. Therefore, these two research questions are intertwined and discussed together.

On 3 December, 2011 an interview was held with the Leader of the Fenix project, Mr. Kari Pihlajamaa. According to him, in order to inform about the activities of the Fenix project, phone calls to the members, mobile text messages and social media tools such as Facebook are the main advertising tools. In addition, to motivate the members to take part in the activities Mr. Pihlajamaa discusses face-face with the participants and encourages them by giving examples of the achievements of the active members in the activities.

Furthermore, in this thesis work to answer these two intertwined questions suggestions through an internal marketing mix, the AIDA model and social media is describe in chapter 6. Further, I describe the main elements of the internal marketing mix of product, price and place in sub-chapter 6.1. In addition, I explain how the elements product, price and place could be used in order to create awareness among the members about the activities.

In chapter 6.2, I integrate the social media tools with the AIDA model. In order to follow the four stages of the AIDA model, the members and the Leader of the Fenix project should use social media tools such as Facebook, YouTube. These tools are very effective communications tools to reach the target members. In addition, effective communication will enhance communication between the Leader and the members. As a result it will help to create awareness and to inform about the activities to the members of the Fenix project.

Furthermore, the Leader of the Fenix project Mr. Pihlajamaa is playing a very vital role to encourage inactive members to take an active part in the activities. However, he needs to be more focused on how to motivate the members. For instance, I would like to give my own experience as an example. When the Fenix project organized events, the Leader informed me only about my willingness to take part in the event, however he did not inform about the activities. I took part in this event because by participating in such an event, I had a chance to visit different places and meet different people. However, Mr. Pihlajamaa did not inform about the activities in detailed. In addition, I asked the members about the activities; however they also did not know the detailed information about the activities.

8.2   Conclusions

The objective of this thesis work is to construct an effective internal marketing communication plan to create awareness among the members of the case organization, the Fenix project. The second objective of this thesis is to initiate and motivate members of the case organization to take an active part in the activities by implementing the internal marketing communication plan.

In this thesis, the construction of internal marketing communication plan is supported by the basic concept of an internal marketing plan. In-depth research was conducted for the theoretical background knowledge of the internal marketing plan. In addition, the internal marketing mix, the AIDA model, the role of Leader and the social media tools described in this thesis work could act as support to inform about the activities to the members of the Fenix project.

The elements of the internal marketing mix could be the best platform to discuss, introduce new ideas, motivate, create awareness and give feedback about the activities. In addition, social media tools such as Facebook, YouTube are becoming increasingly popular among the younger generation. In fact, the members of the Fenix project belong to the age group of under the years of 15-25.Inaddition, they are all users of social media tools. Therefore, the integration of social media as communication tools with the

AIDA model is also an effective way to reach the target audience and assist to create attention, generate interest, desire and action among inactive members of the Fenix project.

In addition, the Leader of the Fenix project should play the role of a catalyst to motivate and encourage inactive members to involve actively in the activities. Beside discussing and taking examples of other active members, it would also be good if the Leader manages to reward the members who are actively involved in the activities. Such reward system may initiate motivation among the inactive members.

8.3   Suggestion for Future Research

The study in this thesis work focused on constructing an internal marketing communication plan. In addition, the internal marketing communication plan is constructed by integrating the AIDA model and social media tools. Integration of the AIDA model and social media tools is a new concept. Therefore, further research is necessary to make it effective.

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APPENDICES

Interview questions   Appendix 1

1. Hello Kari how are you?
2. What is your role in the Fenix project?
3. How long you have been involved in the Fenix project?
4. How is Fenix project associated with the 4-H association?
5. What is the general aim of the Fenix project?
6. What kind of activities do you organized in the Fenix project?
7. Do all the members take an active part in the activities?
8. How do you inform and make awareness about the activities to the members of the Fenix project?
9. Do you motivate the members to take active part in the activities? If yes how?
10. Is there any existing internal marketing communication plan for the Fenix project?
11. How do you communicate with the members of the Fenix project?
12. What kind of marketing tools do you use to advertise the activities of the Fenix project?
13. Do you have used the AIDA model to make the in-active members to take an active part in the activities?
14. Do you prefer to use traditional marketing tools or social media tools?
15. Do you have any general plan to use social media for the Fenix project?

Questionnaire   Appendix 2

Dear Respondent,

I am Bishnu Gurung, a student of Business Management in Kemi-Tornio University of Applied Sciences. I am conducting this survey for the Fenix project. The Fenix project is my case organization for my Bachelor thesis. I my Bachelor thesis I am constructing an internal marketing communication plan for the Fenix project. Therefore, I am inviting you to participate in a research survey by filling in the questionnaire accessible through the link below.

The purpose of this questionnaire is to investigate which marketing tools are used to inform the members to make aware of the activities to the members organized by the Fenix project. In addition, your active participation and the survey result will assist me to construct an effective internal marketing communication plan for the Fenix project.

Please indicate the appropriate answers by clicking on the icon. It will take only 5 min to complete the survey.

This questionnaire is anonymous and the result will be deal confidentiality.

Thank you for your contribution

Yours faithfully,
Bishnu Gurung

1. Age

○ Under 15-20   ○ 21-25   ○ 26-30   ○ 31-35   ○ Over 35

Gender

○ Male

○ Female

3. Education

○ Primary
level

○ High
School

○ Vocational
School

○ Bachelor`s
level or
University level

○ Masters`s
Degree or
Higher

4. Occupation

○ Student

○ Government Official
and Civil Servant

○ Others

5. How long you have been involved in the Fenix project?

○ One year

○ More than one year

6. Did you participate in every activity?

○ Yes

○ No

7. Please grade the activities which you think was the best? 1=poor 3=excellent

	1	**2**	**3**
The Fenix workshop	○	○	○
The seight seeing tour	○	○	○
The Fenix festival	○	○	○

8. Were you aware of the activities before taking part in any activities?

○ Yes

○ No

9. Who motivated you to take active part in the activities?

○ Yourself

○ Friends

○ Leader

○ Others

10. Please tick the preferred marketing tools?
Through which marketing tools did you get information about the activities?

○ TV

○ Radio

○ Newspaper

○ Email

○ Social media

○ By Leader

11. If you get information about the activities from social media tools. Please tick the appropriate media?

○ Facebook ○ Twitter ○ Youtube ○ MySpace ○ Others

○ Facebook ○ Twitter ○ Youtube ○ MySpace ○ Others