Using internal marketing to attract and retain talent: Case study Company X

Säde Viitanen

Abstract

Haaga-Helia

Date

| **Author(s)** | |
Säde Viitanen	
Degree programme	
Degree Programme in Aviation Business	
Report/thesis title	**Number of pages and appendix pages**
Using internal marketing to attract and retain talent: Case study Company X	44 + 3

Today, commercial aerospace along other industries have a shortage of skilled employees. The fundamental challenge is, how to retain and attract talent. To address this challenge, the first objective of this study is to get a deeper understanding of how internal marketing can be used to attract and retain talent.

The theoretical background of the study consists of corporate level marketing and internal marketing concepts. Both concepts highlight the corporate vision, mission and core values as a significant driver for employees. Together, these findings led to the second research objective which is addressed in the form of a case study for a Company X. The case study measures Company X employees' perception of the corporate vision, mission and core values.

The empirical study is conducted by using quantitative methods. Quantitative data was gathered by sending a questionnaire to Company X's employees. Based on the analysed data, the findings showed that employees perceive overall positively the vision, mission and core values. In line with the literature, the case study confirmed internal marketing to be an effective way to assure employees are aware and believe in the mission, vision and values. Based on these findings suitable recommendations were provided to Company X.

Keywords

Internal marketing, mission, vision, core values

Table of contents

1 Introduction

The focus of this study is on commercial aerospace, which explicitly excludes defence and space activities. Today, commercial aerospace along other industries have a shortage of skilled employees. The fundamental challenge is, how to retain and attract talent. To address this challenge, the first objective of this paper is to understand theoretically how internal marketing can be used to retain and attract talent.

The internal marketing concept was first introduced by Berry (1981) who discovered that successful organisations ensure to fulfil the needs of their employees. The idea was to satisfy employees so that employees would satisfy customers. Ever since the internal marketing concept has been evolving. Despite the extensive research in the past, the internal marketing concept still lacks a unified definition. For that reason, internal marketing literature consists of a variety of characteristics and attributes discussing what internal marketing exactly is. (Ahmed & Rafiq, 2002, 3.) In this paper, I thoroughly explore the internal marketing concept.

Based on the literature, internal marketing is a powerful technique that can be used within any organisation to retain and attract talent. Internal marketing is about promoting relevant content frequently and consistently over time. It is about constructing emotions and inspiration in the audience. Internal marketing emphasises communicating with the enthusiasm to encourage employees to become enthusiastic themselves. (DesRochers, 2018.)

First, this paper educates the reader by giving a background for the study. This consist of a brief overview of commercial aerospace and the current challenge of retaining and attracting talent. Furthermore, I explain why I think internal marketing is an important concept and I share what motivated me to research the topic. This section includes also an introduction of a commissioner company X.

In the next section, relevant literature is being examined, which sets the foundation for the theoretical framework. In the literature review the two concepts, namely corporate level marketing and internal marketing concepts are discussed. In the centre of named concepts, is to ensure that employees connect with organisations' vision, mission and values. This finding leads to the second objective of the paper. The second objective is a case study, which measures Company X's employees' perception towards the corporate mission, vision and core values.

The literature review will be followed by a research methodology in which, I argue the research design, questionnaire design and data collection methods for the empirical study. Correspondingly, in the followed section the results of the empirical case study are examined. Finally, I conclude the study by a discussion section, in which I analyse the validity, reliability and limitations. Furthermore, I offer suitable recommendations to Company X.

To conclude, this paper has been constructed in two parts. The first part consists of a theoretical framework, aiming to answer how internal marketing can be used to attract and retain talent. The second part of this paper includes an empirical case study, commissioned by Company X. The objective of the case study is to measure employees' perception towards mission, vision and core values. These findings together will respond to the fundamental challenge, how to retain and attract talent from the internal marketing perspective.

2 Background

Air traffic is predicted to grow in the future due to the growth of a global GDP and the expansion of middle-class. The growth will be expected in the Asia-Pacific, Middle East, Africa and Latin-America. (European Commission, 2017, 7-9, 166.) Nonetheless, the year 2019 was challenging for the global commercial aerospace industry as a result of trade wars and economic circumstances. In 2020, the challenges continued due to COVID-19, which impacted the global aviation industry severely (IATA, 2020).

For the time being, the commercial aerospace aftermarket remains to be steady as 50% of the global commercial fleet consist of older aircraft. Needless to say, the ageing fleet requires ongoing maintenance. (Accenture, 2019, 3.) Based on IATA's (2018, 7) findings in 2017, airlines globally spent over USD 76 billion on maintenance, repair and operations (MRO). According to Accenture (2019, 10) competition between original equipment manufacturers (OEMs) and MRO providers is estimated to increase, which leads providers in North America and Europe to expand to the Asia Pacific region.

Commercial aerospace aftermarket is also progressively becoming more digital to increase operational efficiency. Data collection and analytics drive developments in flight operations, maintenance, manufacturing and engineering. (EAPI, 2019, 11.) Meanwhile according to the European Aviation Safety Agency (EASA, 2019, 1) cybersecurity incidents are increasing in the aviation. Similarly, the International Civil Aviation Organization (ICAO, 2019) identifies the rising concern for civil aviation cybersecurity. Both EASA and ICAO have established cybersecurity strategies for the industry.

Furthermore, environmental sustainability has become a significant challenge for the commercial aerospace industry in recent years. The commercial aerospace industry consists of long, complex design and development cycles as well as large upfront capital investments in manufacturing. Correspondingly, making possible improvements in production is challenging. Only a few competitors exist and the barriers to entry are high.

Today, Boeing and Airbus are leading aircraft manufacturers and dominate the global market share. Both Boeing and Airbus are claiming to take environmental actions along with numerous airlines and other industry stakeholders. ICAO has established Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). (ICAO, 2019.) The purpose of CORSIA is to stabilise CO2 emissions at 2020 levels by demanding airlines to offset the growth of their emissions after 2020 (EU, 2019).

Likewise, commercial aerospace face increasing market demand for environmentally friendly solutions. There is a growing interest in hybrid and electric planes. This has resulted in start-ups together with industry giants compete to develop electrically propelled aircraft which are expected to change urban and short-haul air transport in the next decade. (Accenture 12, 2019.) Start-ups such Lilium and Eviation have already shown progress. Lilium is a German start-up, who has intended an air taxi whereas an Israeli start-up Eviation has designed an electric commuter plane named Alice. Eviation claims Alice to change the regional transport soon (Eviation, 2019).

Competition for highly skilled workers remains a long-term challenge for commercial aerospace amongst other industries. Numerous industry-specific sources such as AeroTime (2018), Aviation Week (Bruno, 2018) and ICAO (2014) have recognised the competition for a skilled workforce, also referred as "war for talents". The competition is not solely between the well-recognised aerospace employers within the industry. The competition has been increasing between commercial aerospace and other industries, in particular high-tech. Therefore, typical aerospace companies have pressure to drive innovation and culture change across the numerous functions which consequently remains a challenge for the leadership. (Accenture 2019, 8.)

Jobs are no longer viewed as "only a job" yet rather as core to one's self-identity (Hogg & Terry, 2000, 121). Accordingly, I began to reflect, how organisations retain and attract talent. There are numerous studies conducted on how to attract and retain skilled workers. To name a few, Shantz & Clark (2018, 33) list the importance of cultural-fit and work-life balance. Bhattacharya et al. (2008, 39-40) argue corporate social responsibility (CSR) management to be an important factor.

Morgan (2017) finds essential for organisations to create a workplace where employees truly want to be. The author (2017, 4) argues that to create such an experience, organisations must focus on culture, technology and space. Ahmed and Rafiq (2002, 26) explain that organisations can use internal marketing techniques and concepts to improve employee motivation and more importantly to achieve desired corporate goals.

For me as a soon graduating student and as a job seeker, the topic certainly is relevant. I have always been interested in the factors that inspire job seekers to join their respective organisations. Moreover, I have been interested in what organisations do to retain and attract talent.

Traditionally, the topic is discussed from the human resources perspective. Nevertheless, as my professional background is in the marketing and communications area, I pursued to research the topic from the marketing point of view. Consequently, I began reviewing various literature on how to attract and retain talent from a marketing perspective. After studying literature, I came into a conclusion to choose internal marketing as a concept to study further.

According to the literature, internal marketing is a powerful technique that can be used within organisations and a factor that may retain and attract talent. Internal marketing can be used to deliver and inspire values and goals. This finding shaped the first objective, how internal marketing can be used to attract and retain talent.

Internal marketing has been researched since the 1970s, but despite the extensive research, internal marketing concept still today lacks a unified definition. For that reason, internal marketing literature consists of a variety of characteristics and attributes discussing what internal marketing exactly is. (Ahmed & Rafiq, 2002, 3.) Therefore, the paper views the phenomena by reflecting the issue through two concepts, namely the *corporate level marketing concept* and *internal marketing* concept.

Meanwhile, I desired to conduct also an empirical study. To do so, I needed to have a commissioner company. As an aviation business student, I logically preferred to have a company from the aviation industry. It was particularly important to have a commissioner that has an international presence, as my interest was to work for a global company after graduation.

After investigating different companies, I eventually chose company X. Company X is an international stakeholder in the commercial aerospace industry, which was acquired by another significantly larger organisation in the past. Today, company X is a standalone company and a subsidiary of the acquiring company. Company X, amongst other commercial aerospace companies, is facing numerous challenges as explained at the beginning of this section. As exposed by the existing literature, today one of the remaining challenges is, how to attract and retain a skilled workforce whilst manage the growing industry.

After discussing with an employee from company X, it became clear that they have conducted internal marketing activities in delivering the corporate values and goals for their employees. This finding together with the results of theoretical framework led to the second objective of this paper. The second objective was to conduct empirical research, measuring company X employees' perception towards the vision, mission and corporate values.

3   Literature review

Thomson and Hecker (2000, 49) discovered there is intense competition over skilled personnel. The authors claim that it is essential for an organisation to satisfy their employees. They underline, that leaders should not expect employees automatically buy-in the organisation's business objectives or initiatives, nor take ownership of a company vision neither desire to achieve organisational goals. Thomson and Hecker (2000, 53) studied internal marketing and how it can lead to more satisfied employees who have an understanding and commitment to the organisation.

Similarly, Arnett et al. (2002, 87-88) argue that internal marketing brings benefits to the organisation in terms of low employee-turnover rates, an increase in service quality, higher levels of employee satisfaction, and an improved ability to implement change in the organisation. Ahmed and Rafiq (2002, 26) clarify that organisations can use internal marketing techniques and concepts in order to improve employee motivation and more importantly to achieve desired corporate goals.

Gilmore (2000, 76) emphasises the importance of educating employees about the organisation's mission and the benefits of its products and services. Furthermore, understanding the expectations of its customers. Likewise, Hogg and Carter (2000, 109) discuss internal marketing to be beneficial in creating and communicating corporate values.

The theoretical research will be analysed in the next sections. First, the term marketing and the marketing environment will be examined. In order to understand the topic in more detail, the concepts *corporate level marketing* and *internal marketing* are examined in the light of the existing literature. The theoretical research aims to give to the reader an understanding of why the research topic is relevant and highlight the importance of retaining and attracting talent.

6

3.1   Marketing

To define and understand internal marketing, it is first essential to discuss and define the concept of marketing. Armstrong and Kotler (2014, 33) describe marketing as "a social and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others." Organisations build valuable relationships with customers so that they can get value from the customers in return (Armstrong and Kotler, 2014, 33).

Lancaster and Reynolds (2002, 4) argue marketing to be an approach which seeks to satisfy customer requirements whilst ensuring profitable business. Authors claim that marketing is built on a social process that communicates the needs, wants and desirable value for the exchange. In a similar fashion, Jobber and Ellis-Chadwick (6, 2016) explain the modern marketing concept as "The achievement of corporate goals through meeting exceeding customer needs and expectations better than the competition."

The marketing environment consists of numerous factors and forces that influence companies' abilities to operate efficiently in providing products and services to the customers. The environment can be categorised into two, namely macroenvironment and microenvironment. In the macro environment, the following factors influence on companies. These factors are; political, environmental, socio-cultural, technological, economical and legal.

In the microenvironment, the company is influenced by its' immediate competitors, distributors, suppliers and customers. Additionally, by all the factors named influencing in the microenvironment. The macro-and microenvironments outline the opportunities and risks that the company is facing. That results, marketing environment to be uncontrollable and uncertain. (Jobber & Ellis-Chadwick, 2016, 38.) Marketing environment visualised in Figure 1 below.
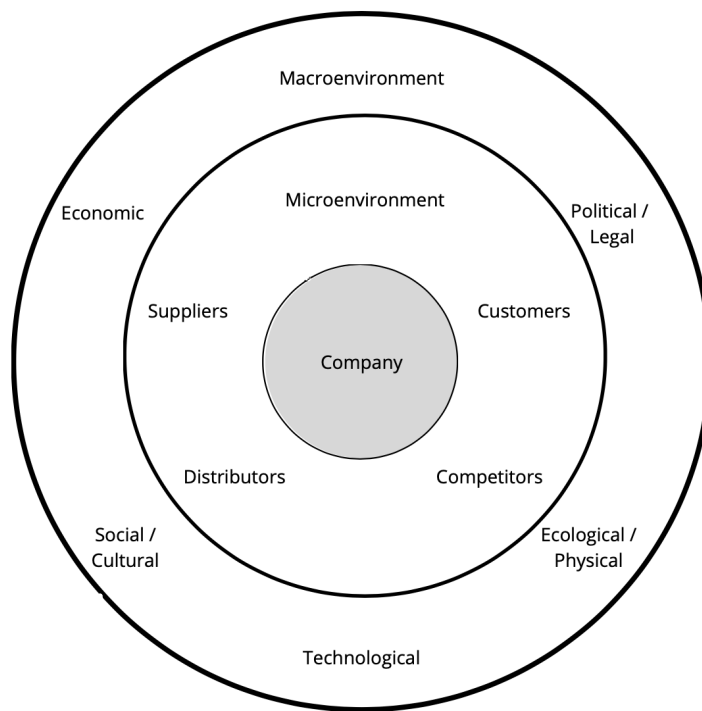
Figure 1. Marketing environment, adopted from Jobber & Ellis-Chadwick (2016, 38).

Marketing can be divided into business-to-consumer (B2C) or business-to-business (B2B) marketing. There are significant differences between B2C and B2B markets which influence the marketing activities. The difference between these two can be explained by using numerous dimensions. (Brennan, Canning & MacDowell, 2014, 10.) Authors (2014, 6) categorise the underlying dimensions between B2B and B2C market into three sections. The sections are the market structure, buying behaviours and marketing practices.

In a modern economy, each consumer purchase is supported by a chain of business-to-business transactions (Brennan, Canning & MacDowell, 2014, 4). Wright (2004) identifies these transactions from raw material suppliers, agents, distributors, manufacturers, wholesalers to business buyers along with many others. B2B markets are often extensive and have higher economic value compared to B2C markets (Wright, 2004).

In business markets, powerful buyers often dominate the demand while in consumer markets individual consumers do not have a real buying power. Instead, power is spread along with the mass of consumers. One key aspect is, that in B2C markets customers are often individual people yet in business markets customers are most of the time organisations. (Brennan, Canning & MacDowell, 2014, 6.)

Furthermore, the demand in consumer markets is usually direct, as consumers' buying decisions are based on needs and wants. In business markets, the motivation behind purchases is to assist the progress of production of a product, meaning the demand is derived. "The word derived indicates that the demand for something only exists so long as there is a demand for the goods or services that it helps to produce." (Brennan, Canning & MacDowell, 2014, 13.) However, even from B2B perspective Kotler and Pfoertsch (2006, 22) conclude "everything starts and ends with consumer demand".

Based on the literature, B2B markets are often more complex compared to B2C. Business customers face frequently difficulties on analysing intangible elements of the services organisations are offering. Buyers value mutual trust and do not make a decision based on only superior offerings. (Abratt, Doney & Barry, 2007.) Trust has an incredibly important role in a B2B environment.

To gain trust, from the marketing perspective companies must communicate what they stand for and more importantly, communicate how they can create and exchange value to their customers. Efficient communication is a foundation for successful marketing. Today, there are a variety of channels which can be used for communicating different marketing messages. (Jobber & Ellis-Chadwick, 2016, 412.)

According to Jobber and Ellis-Chadwick (2016, 604) marketing planning and strategy, aligned with communications is vital. Marketing planning and strategy encompass a complex and resource-intensive set of processes. Nevertheless, the results of such planning and strategy can lead to great outcomes.

Marketing planning is underneath the umbrella of corporate strategic planning. Corporate strategic planning aims to deliver direction for a company and unable departments to aim to meet high-level corporate objectives such as improving profitability. In the marketing level, it is important first to have such an objective and then plan marketing activities accordingly. (Jobber & Ellis-Chadwick, 2016, 604.)

Until now, section 3.1 has discussed definition for marketing, the marketing environment today and in more detail the difference between B2B and B2C markets. Based on the literature, marketing consists of both microenvironment and macroenvironment. Furthermore, as explained B2B and B2C environments are noticeable different which naturally influences the marketing activities. Additionally, efficient communication is a foundation for a successful marketing strategy and planned activities. These should be aligned with the overall corporate strategy to achieve the set corporate goals.

3.2   Corporate level marketing

According to Balmer and Greyser (2006, 732) a fundamental characteristic of corporate level marketing is multiple exchange relationships with numerous stakeholder groups and networks. Balmer et al. (2017, 6) argue that corporate level marketing philosophy views marketing as a whole, compared to traditional marketing that concentrates to specific products and services. Balmer (2006, 4) explains corporate level marketing involving all employees, including those in production, not solely employees in services. Traditional marketing mainly focuses on products and services while corporate marketing has an institutional focus on the organisation itself (Balmer & Illia, 2012, 424).

The fundamental purpose of corporate level marketing lies in constructing a positive and favourable corporate image/reputation, resilient corporate brand and which leads to competitive advantage in the marketplace (Balmer, 2001, 248; Balmer and Gray, 2003, 972; Melewar et al., 2005, 59; Simoes et al., 2005, 153). According to Balmer (2006, 5) corporate level marketing involves the following factors; corporate identity, corporate image, corporate communications, corporate reputation and corporate branding. Nonetheless, corporate level marketing philosophy's roots lay in the corporate identity (Balmer & Greyser, 347, 2003).

In the next sections corporate identity, communications and branding will be discussed. These terms are relevant for the research objective, how to use internal marketing to retain and attract talent, and therefore important to be examined. First, corporate identity will be discussed.

Melewar (2008, 6) discusses corporate identity from two perspectives. First, he explains the marketing perspective, which is based on the functionalist tradition, which views corporate identity mainly as an objective phenomenon which can be managed by the organisation. Then he justifies behavioural perspective, that is based on interpretivism studies, which discusses corporate identity as subjective. Corporate identity cannot be managed as such but is rather based on employees' active interpretation of the environment. Correspondingly, employees behave according to their interpretations.

Melewar (2008, 6) emphasises that the theories harmonise one of another. Corporate identity concept has got increasing attention due to the promising performance. The concept has performed well in areas such as favourable corporate reputation, customer loyalty and employee commitment. (He, 2009, 610.) Based on Melewar and Jenkins (2002) findings, Flint et al. (2018, 70) explain companies to express their identity via numerous factors. Such factors are indicated in corporate communication, physical architecture and location, corporate visual identity (e.g. logo), management and employees' behaviour, organisational goals and philosophies, nationality, organisational history and nature of the industry as well as marketing strategies.

Van Riel (1997) gives the following definition for corporate identity "The self presentation of an organization, rooted in the behaviour of individual organizational members, expressing the organization's 'sameness over time' or continuing 'distinctiveness' and 'centrality" (Van Riel 1997; Melewar & Jenkins, 2002, 79). Brown et al. (2002, 102) conclude corporate identity to respond to the questions "Who are we as an organization?".

In marketing literature, corporate branding has also increased importance, due to benefits such as attracting talent, strengthen brand image and increasing stakeholder value. (Pillai, 2011, 331.) Corporate branding philosophy, at its core, represents a clear covenant between an organisation and its key stakeholder groups. A corporate brand creates awareness and recognition.

A corporate brand can be made recognisable via a name or logo, which is communicated to the key stakeholders continuously through multiple channels. Corporate communications play a significant role in succeeding in corporate branding. (Balmer & Greyser, 2003, 246.) For many organisations, the corporate brand is the primary tool for achieving uniqueness in the markets (Balmer & Greyser, 2003, 247.)

Corporate branding and corporate identities have many similarities, yet a distinction can be made. Corporate branding is heavily supported by corporate communication in terms of visual and verbal characteristics. Often, corporate branding activities can be measured and therefore financial benefits can be calculated. (Balmer & Greyser, 2003, 247.)

Ind (1998, 110-111) introduces an integrated approach for corporate branding which emphasises the importance of employees and corporate values. According to the author, employees can deliver extraordinary knowledge and commitment. As a result, employees turn into brand ambassadors of the organisation.

Mission, vision and core values can be a source of inspiration for the employees. "By focusing on internal audiences and disseminating consistent values through words and actions, employees come to share a sense of purpose and collective destiny." (Ind 1998, 112). Ind (1998, 177) highlights the importance of employees to buy-in values. A vision statement describes where the organisation desires to be in the future and mission statement clarifies what the organisation does, who they are and why they exist (Kolowich, 2020). Forsey (2019) explain that core values support organisations to ensure that employees are working towards a mutual goal, share common purpose and shape the culture. "Ultimately, core values are critical if you want to create a long-lasting, successful, and motivating place to work." (Forsey, 2019).

Branding is essential in building awareness for a product or service. More importantly, branding is critical in making the product or service distinctive from other similar offerings. Balmer et al. (2006, 744) state "branding is about being different". To succeed in branding, it is fundamental to conduct an extensive market positioning analysis and setting rules that guide in branding decisions (Balmer, et al., 2006, 744).

Building a strong corporate brand differs from building consumer brands. Corporate branding and corporate identity targets vary when compared to consumer branding targets. Corporate brands do not necessarily influence the demand of consumers. Corporate branding communication is focused on shareholders, employees and additional stakeholders. Corporate communication alone is not enough to build a strong brand. (Balmer, et al., 2006, 753.)

Strong corporate brands are expressed through numerous activities and associations. A corporate brand differentiates an organisation from the competition. Powerful corporate brands are built on well-defined values and goals. Furthermore, the organisation's activities and symbols are associated with the organisation's people. Organisations must have a clear picture of what it represents to its' employees. (Balmer et al., 2006, 754.)

Employees' and additional stakeholders' values should be taken into consideration in corporate branding. If a corporate brand values conflict with stakeholders' values that lead to a negative impact on a corporate brand. (Balmer et al., 2006, 755.) Therefore, it is vital that employees buy-in corporate values while building a corporate brand (Vallaster & Chernatony, 770, 2006).

Stuart (1998) studied corporate identity and corporate image interface. Based on Abratt's (1989) model of a corporate image formation and corporate identity management, Stuart (1998, 203) formulated a model at first 1994, which she updated in 1998. Ind (1998, 115) formulated an integrated approach to communications, a revision of Stuart's model. Ind emphasises understanding the connection between different functionalities as displayed in Figure 2 below. Initially, Stuart did not include in her version "product and services" which Ind (1998, 115) found as a central element in corporate branding. The approach can be used in corporate branding.

The model highlights the relation between corporate identity and image, and it underlines the employees' view and internal marketing. Successful corporate brand has a consistent message which is delivered between all groups and forms of communication. As a result, internal marketing becomes essential to ensure that employees are aware, understand and take pride in what the organisation stands for. Furthermore, feedback loops ensure that organisational learning takes place. Corporate branding can be successful if only corporate communication takes place internally and externally.
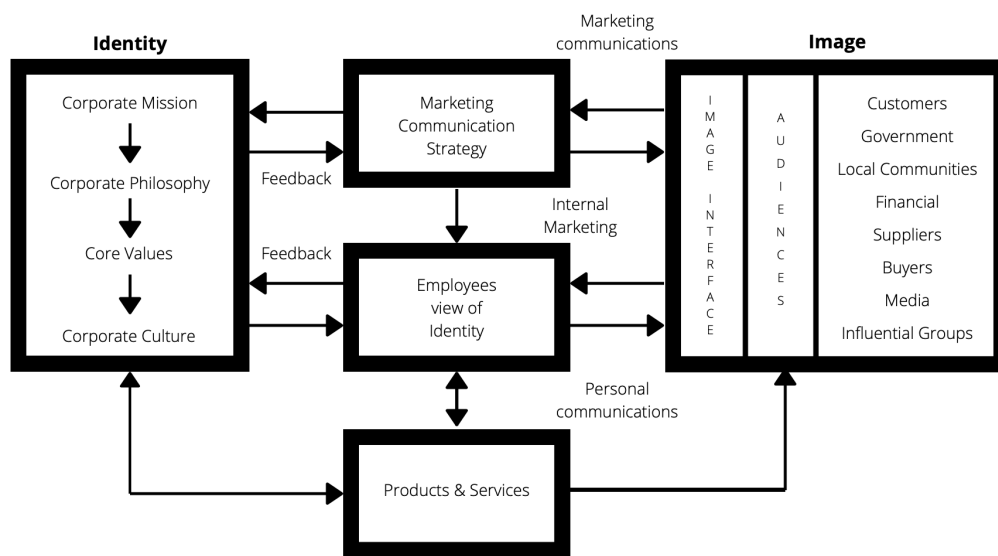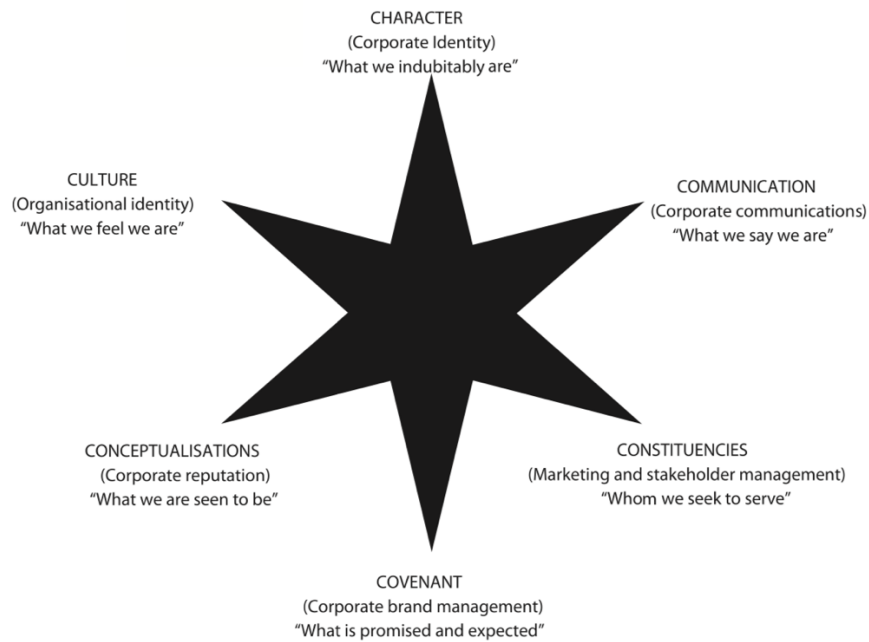

Figure 2. An integrated approach to communications adopted from Ind (1998, 115).

According to van Riel and Fombrun (2007, 25) corporate communications is the set of activities that involve managing and coordination of all internal and external communication. To orchestrate corporate communication, corporate branding and corporate identity along corporate reputation and marketing concepts need to be taken into consideration. Balmer (2006, 5) has created a simplified corporate marketing mix demonstrated on Picture 1 below.

CHARACTER
(Corporate Identity)
"What we indubitably are"

CULTURE
(Organisational identity)
"What we feel we are"

COMMUNICATION
(Corporate communications)
"What we say we are"

CONCEPTUALISATIONS
(Corporate reputation)
"What we are seen to be"

CONSTITUENCIES
(Marketing and stakeholder management)
"Whom we seek to serve"

COVENANT
(Corporate brand management)
"What is promised and expected"

Picture 1. 6Cs of Corporate Marketing mix (Balmer, 2006, 9).

The Corporate marketing mix 6Cs consists, character, culture communication, conceptual-isations, constituencies and covenant, which all are included under the umbrella of corpo-rate level marketing. **Character** answers to the question "What are the distinctive and de-fining characteristics of our organisation?" Character describes the factors that differenti-ate one organisation from another. It includes such factors as organisational activities, or-ganisational structure and type, organisational philosophy and corporate history. (Balmer, 2006, 8.)

Culture answers to the question "What are the collective feeling of employees regarding the organisation where they work?". Employees should have a collective feeling of a work entity, which is based on values, beliefs, and assumptions about the organisation. Culture plays an important role as it provides the framework of how employees engage with each other and externally e.g. with customers. (Balmer, 2006, 9.)

Constituencies ask, "Which stakeholders are of critical importance and why?" (Balmer, 2009, 9). Constituencies refer to serving different stakeholder groups such as employees, investors or/and local communities. The success of an organisation is dependent on ful-filling the wants and needs of the listed groups.

Conceptualisation asks, "How are we seen by are key stakeholders?". Meaning, how customers and additional stakeholders view the corporation. External views influence the perception and the behaviour of the employees towards an organisation. (Balmer, 2006, 9.)

Covenant asks, "What are the distinct components that underpin our corporate brand covenant (corporate brand promise)" which indicates to the corporate brand. Despite different stakeholders may have different expectations associated with the brand, such groups also may have tough loyalty towards the corporate brand. (Balmer, 2006, 10.)

Corporate communication asks, "Who do we say we are and to whom do we say this?" which refers to corporate's way of communication and using various communications channels. Corporate communication takes into consideration also behaviour of management, employees and word-of-mouth media and how competitors are spoken of. (Balmer, 2006, 9.) Corporate communications relate to the totality of controlled messages from the organisation directed towards customers, employees and stakeholders (Balmer, 2009, 559).

Corporate level marketing philosophy's roots lay in the corporate identity (Balmer & Greyser, 347, 2003). Corporate level marketing has partially answered to the first research objective, how to use internal marketing in attracting and retaining talent. According to the corporate level marketing concept, employees' behaviour indicates the way they view their organisation. The best-case scenario, employees can deliver extraordinary knowledge and commitment internally and externally. Employees can become brand ambassadors of the organisations. Organisations' mission, vision and core values can be a source of inspiration for the employees.

In Figure 2 Ind's (1998) perspective of the integrated approach to communications highlighted the relation of corporate identity and image. Ind (1998) demonstrated marketing communication strategy and employees' view in shaping the identity including corporate mission and values, which forms the corporate image externally. 6Cs of Corporate Marketing mix (Balmer, 2006) simplified the corporate level marketing and its core factors, which can be used as

Finally, to conclude, unsurprisingly corporate level marketing is more complex to what one may anticipate. As referred at the beginning of this section, Balmer and Greyser (2006, 732) explain a fundamental characteristic of corporate level marketing to be multiple exchange relationships with numerous stakeholder groups and networks. The primary purpose of corporate level marketing lies in constructing a positive and favourable corporate image/reputation, resilient corporate brand and more importantly, competitive advantage in the marketplace. (Balmer, 2001, 248; Balmer and Gray, 2003, 972; Melewar et al., 2005, 59; Simoes et al., 2005, 153.)

3.3 Internal Marketing

The internal marketing (IM) concept originates in the mid-1970s. At the time, IM aimed to satisfy employees so that the employees would satisfy the customers. The purpose of IM was to ensure consistent service quality. (Ahmed & Rafiq, 2002, 4.) IM was developed further and the focus from employee satisfaction shifted into customer orientation. (Ahmed & Rafiq, 2002, 6).

Based on Grönroos' findings, the recognition of the buyer-seller interaction and the impact that marketing could have to strengthen that interaction was recognised. The interaction offered significant marketing opportunities which would not only strengthen the relationship yet impact repeating the purchase decisions. Therefore, Grönroos emphasised the importance of having customer-oriented and sales-minded personnel. (Grönroos, 1981, 97.)

Later, Piercy and Morgan (1991, 91-92) found that tools and techniques of external marketing could be applied internally. Furthermore, along with other authors, they found that IM can be used as a tool for reducing departmental and inter-functional friction besides reducing resistance to change. These views together enabled IM to be applied to any type of organisation, not solely to service organisations. According to the existing literature, the basic assumption of IM is, to apply the external marketing structure to an internal framework (Voima, 2000, 240).

Gummesson (2000, 27) defines the purpose of IM to inform and educate employees about current conditions, procedures and foremost change, such as changing mission after merger while making employees efficiently understand the aim of external marketing in an organisation. Employees must become and be treated as an organisation's internal customers (Gummesson, 2000, 27).

Furthermore, Ballantyne (2000, 2000, 43) views IM as a strategy for developing relationships between staff across organisational departments. Flipo states "Today the main goal of internal marketing is to benefit internally from the virtues of external competition." (Flipo, 2000, 65). Gilmore (2000, 76) emphasises the importance of employees to be educated of the organisation's mission, the benefits of its products and services likewise the expectations of its customers. IM can be used in creating and communicating corporate values (Hogg & Carter, 2000, 109).

Despite the extensive scale of IM literature, still today there is not a single unified definition for the term. Ahmed and Rafiq (2002, 9) identify five main elements of internal marketing which are, employee motivation and satisfaction, customer orientation and customer satisfaction, inter-functional coordination and integration, marketing-like approach to the above, implementation of specific corporate or functional strategies.

Based on these five listed elements Ahmed and Rafiq (2002, 11) propose the following definition "Internal marketing is a planned effort using a marketing-like approach directed at motivating employees, for implementing and integrating organizational strategies towards customer orientation." Ahmed and Rafiq (2002, 36) claim that it is possible to apply marketing techniques and concepts internally to improve employee motivation and more importantly to achieve desired corporate goals.

Internal marketing may bring benefits to the organisation in terms of low employee-turnover rates, an increase in service quality, high levels of employee satisfaction, and an improved ability to implement change in the organisation (Arnett et al., 2002, 87-88). Saad, Hassan and Shya (2015) studied large-sized manufacturing organisations and the impact of internal marketing on external marketing effectiveness. Based on their findings IM has a significant relationship between product, pricing, promotion and distribution activities. In this particular study, the authors (2015, 15) found IM to be a beneficial strategy to apply to large-sized manufacturers.

According to Gilmore (2000, 76) the foundation of IM is to make employees the commissioner of an organisation (Gilmore, 2000, 76). Employees need to fully understand the organisation's mission, the benefits of its products and services. Furthermore, the overpowering purpose of IM is to include employees in the organisation's mission and strategic direction in order to enable them to fully comprehend and value corporate objectives. (Gilmore, 200, 76.) Kimura (2017, 8) argues an important goal of IM is to educate and make the non-marketing departments to take marketing-oriented approach.

IM strategy becomes essential due to the growing competition of the skilled workforce. Committed employees believe in the company intellectually and emotionally (Thomson and Hecker; Varey & Lewis, 2000, 160). The authors summarise "Like external customers, staff have 'buying' decision to make: whether to buy-in to business objectives or initiative, whether to take ownership of a company vision, whether to aspire to achieve organizational goals and to make a valuable contribution, or live up to its collective values." (Thomson and Hecker, 2000, 161).

Furthermore, the authors discovered that employees who do buy-in both intellectually and emotionally organisational goals are firstly improving continually their job performance yet are more likely to recommend their organisation to external stakeholders such as customers and potential job seekers. Employees will be transformed into organisational brand ambassadors. (Thomson & Hecker, 2000,163.) Marketing-based internal communication is essential to create emotional buy-in. Moreover, every organisation has can expose the full potential of its business and its brand through its employees, yet numerous organisations fail to do so. (Thomson and Hecke, 2000, 167-171.)

Similarly, Berry and Parasuraman (2000, 179) state in order to attract and motivate employees, they need a clear vision worth pursuing. Likewise, also Berry and Parasuraman (2000, 175) state IM can support an organisation to attract the potential jobseekers and decrease employee turnover. To my view, Kimura (2017, 5) concludes these views well in Figure 3 below. Kimura (2017, 5) describes the relationship between internal and external marketing and its' part in creating competitiveness. "Additional factors" concludes a complex market environment to avoid unnecessary complexity.
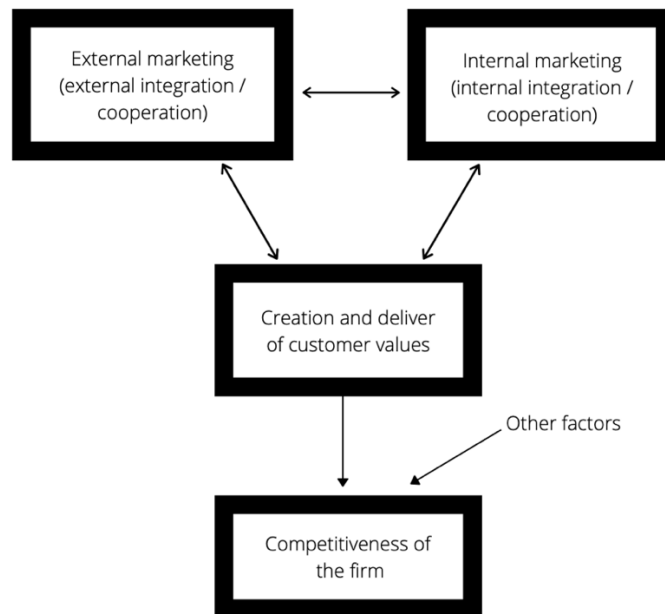
Figure 3. Adopted from Kimura (2017, 5) internal marketing and external marketing together customer value which leads to the competitiveness of the firm.

3.4   Internal marketing approach – Internal marketing mix

The internal marketing mix is a well-known internal marketing approach. The approach has been supported by numerous authors who have been referred to in this paper, namely, Berry (1981), Flipo (1986) and Grönroos (1981). Organisations must focus on creating an organisational culture which outlooks its employees as internal customers. Furthermore, organisations are expected to satisfy internal and external customers' needs equally. (Javadein et al. 2011, 364.)

Efforts concerning the internal marketing mix concept and its application for internal marketing use have mainly been built around 4Ps namely, Product, Promotion, Price and Place. Ahmed and Rafiq (2002, 27-28) propose extended version called 7Ps marketing mix due to the nature of intangible nature of IM (e.g. 'Product' is intangible as a job of an employee.) 7Ps consist named 4Ps and additionally, Physical Evidence, Process and Participants. It is notable to mention, that 4Ps and 7Ps are also used in the external marketing concepts. In this section, we solely focus on the internal marketing perspective.

Piercy and Morgan (1991, 85) state the product stands for an organisation's marketing strategies. The product contains defined values, attitudes and behaviours which are required to make the marketing plan work. Ahmed and Rafiq (2002, 28) define 'Product'

from a strategic, tactical and fundamental point of view. The authors argue that in the strategic level the product may refer to new marketing strategies. From a tactical perspective, the product may refer to internal training. In a fundamental level product indicates to the job itself.

'Product' is the job itself. When viewing the job as a product it forces to consider the employee's perception and the benefits the employee may desire from the job. Often jobs are viewed a number of tasks which need to be performed to get the job done. When viewing the job as a product, it should be viewed in terms of training needs, levels of responsibility, career development opportunities, financial remuneration and the working environment along with other factors. The authors discuss, that when the job is viewed as a product and marketed accordingly, it will most likely attract desired candidates. (Ahmed & Rafiq, 2002, 28.)

Ahmed and Rafiq (2002, 28) define 'Price' as a psychological cost of adapting to new methods of working. Sometimes the psychological costs are difficult to measure or estimate. That results, that employees sometimes overestimate the costs which create resistance. The authors underline that this can be avoided by providing appropriate and clear information that employees can work with.

According to Ahmed and Rafiq (2002, 30) 'Promotion' refers to the usage of advertising, publicity, personal selling such as face-to-face presentations and sales promotions. The aim of using such techniques is to influence employees' attitudes positively towards' the organisation's products and services. Akroush et al. (2013, 312) explain 'promotion' as internal communication. Akroush et al. (2013, 312) highlight internal communication as a central factor in creating understanding among employees and in driving employees to accomplish organisational goals.

'Place' refers to distribution channels such as meetings and conferences. (Ahmed & Rafiq, 2002, 34.) Piercy and Morgan (1991, 85) add employee training. The authors underline the importance of Human Resources Management (HRM) when delivering training to the employees. Needless to say, internal marketing requires cross-departmental collaboration.

Figure 4. Example of how the internal marketing mix can be used in practise.

Figure 4 displays how internal marketing mix theory could be used to promote a vision statement in practice. The management could make a video, in which they explain the vision statement and how everybody contributes to its success. The video would be distributed amongst employees and also sharing comments about the vision statement would be possible. The results of internal marketing practices can have significant outcomes. According to Akroush et al. (2013) employees are experiencing a higher level of satisfaction, becoming more customer orientated. Furthermore, feeling stronger commitment when their needs have been met.

Internal marketing practices have a positive impact on employees' brand identification, commitment and loyalty (Punjaisri et. al. 2009, 216). In the best-case of scenario, employees to become an organisation's brand ambassadors and directly impacts customer satisfaction, loyalty and eventually higher profitability (De Bruin-Reynolds, Roberts-Lombard, & de Meyer, 2015, 25).

To conclude, in the literature review, I discussed the literature related to the concepts of corporate level marketing and internal marketing. Both concepts view the organisations' internal procedures and therefore underline the significant power of organisations' employees. The literature demonstrates if employees live the mission and core values, they are more likely to feel that they have a purpose within their role in the organisation. That results in increased motivation to reach organisational goals.

The literature shows internal marketing is concept essentially underlines that satisfied employees are motivated to serve the organisation and its customers. As discussed, employees who do buy-in both intellectually and emotionally organisational goals, are firstly improving continually their job performance yet are more likely to recommend their organisation to external stakeholders such as customers and potential job seekers. Essentially, employees will be transformed into organisational brand ambassadors. (Thomson & Hecker, 2000, 163.)

According to the literature, satisfied employees are more likely to stay with the organisation. Satisfied employees experience they have a purpose for their role in the organisation. The vision and mission statements define the purpose of the organisation itself while builds mutual goals and a sense of belonging for the employees.

Furthermore, employees who share common values and work towards organisations' vision were found to be more engaged and satisfied with their jobs, which leads to retaining talent. Additionally, based on the literature mission, vision and values can be used in employer branding which also attracts talent.

Corporate-level marketing and internal marketing theories both emphasised the importance of employees being aware yet more importantly to buy-in the mission, vision and core values. Furthermore, according to the literature internal marketing is an essential tool to be used in winning the growing competition over skilled workforce. Committed employees believe in the company intellectually and emotionally (Thomson and Hecker, 2000, 160).

4 Research Methodology

Fundamentally, research methodology answers how the data is collected and how it is analysed (Myers et al., 2010, 3). In this section, I argue for choosing certain methods and I describe the approach used to analyse the results. The following questions summaries the objectives of this study.

(1) How can internal marketing be used to retain and attract talent?
(2) How Company X employees perceive corporate a) vision b) mission and c) core values?

The first objective of this study is answered by analysing secondary data, presented in the literature review. The sources used for the secondary research consist of academic articles, books, online articles and existing studies. Based on the literature review, I was able to build a conceptual framework, shown in Figure 5 below. Conceptual framework describes the process of shaping a bigger map of possible relationships on researched areas (Imenda, 2014, 189). The primary purpose of a conceptual framework is to give structure to the study.
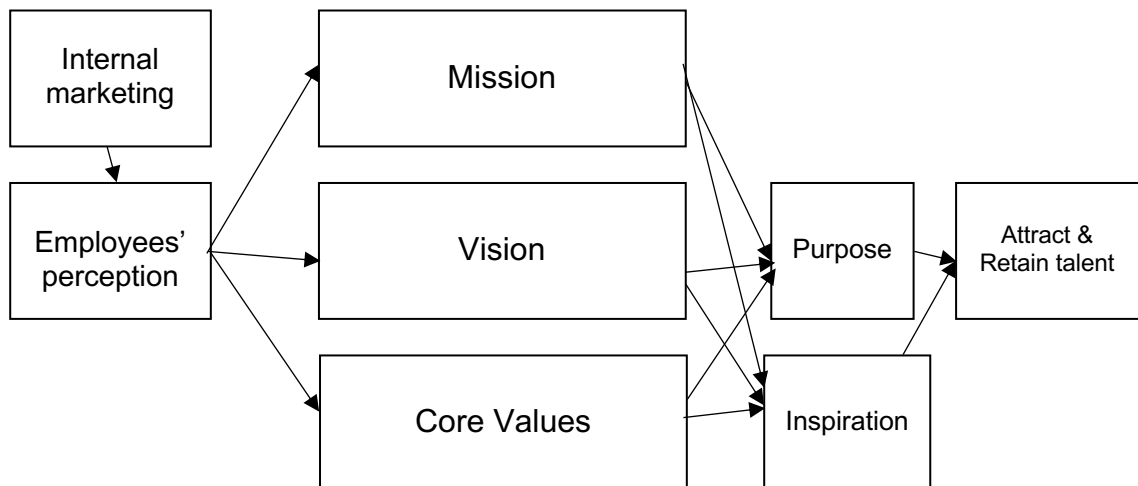
Figure 5. The conceptual framework of the research.

I reviewed two concepts namely *corporate level marketing* and *internal marketing*. I discovered that both of these concepts highlight the importance of employees' perception towards the vision, mission and corporate values. This finding led to, to the second objective, How Company X employees perceive corporate a) vision b) mission and c) values? The second objective of this study was addressed by conducting a quantitative case study for company X.

4.1 Research design

Research strategy describes the overall strategy for integrating different elements of the study in a coherently and logically whilst ensuring effectively addressing the research problem. (Kirshenblatt-Gimblett, 2006, 11) At the beginning of the thesis process, in August 2019, I formulated a research plan.

For myself, the fundamental purpose was to understand how to retain and attract talent from the marketing perspective. I chose the topic according to my interests and proposed the topic to company X. They confirmed the topic and agreed to be the commissioner. In the first meeting in August 2019, Company X's contact person told that they had done an internal marketing campaign in delivering organisational values, which supported the decision to go forward with the topic.

After examining selected literature, I formulated a research question "How to retain and attract talent using internal marketing". The research question was changed during the process to the current version "How internal marketing can be used to attract and retain talent". As a next step, I began to gather secondary data.

The sources used for secondary research consist of academic articles, books, industry reports and existing research papers. Based on these materials I began to write the literature review. According to the literature review, I was able to identify variables that I wanted to measure followingly in the upcoming case study. The research plan was updated in October 2019, as I had identified the variables for the case study, displayed in Figure 6 below.

I had to decide whether I should conduct the case study by using quantitative, qualitative or mixed methods. I chose quantitative methods and a questionnaire as a suitable technique to measure identified variables. Consequently, I launched the design process for the questionnaire.

In the questionnaire I asked employees' perception towards a) mission statement b) vision statement c) corporate values. I was reviewing existing studies about the same topic and books about questionnaire design in general while formulating my own questionnaire. The questionnaire is presented in appendixes. After sending the questionnaire data analysis

together with finalising the thesis took place as planned. In the next section, I will assess the data collection methods in more detail.
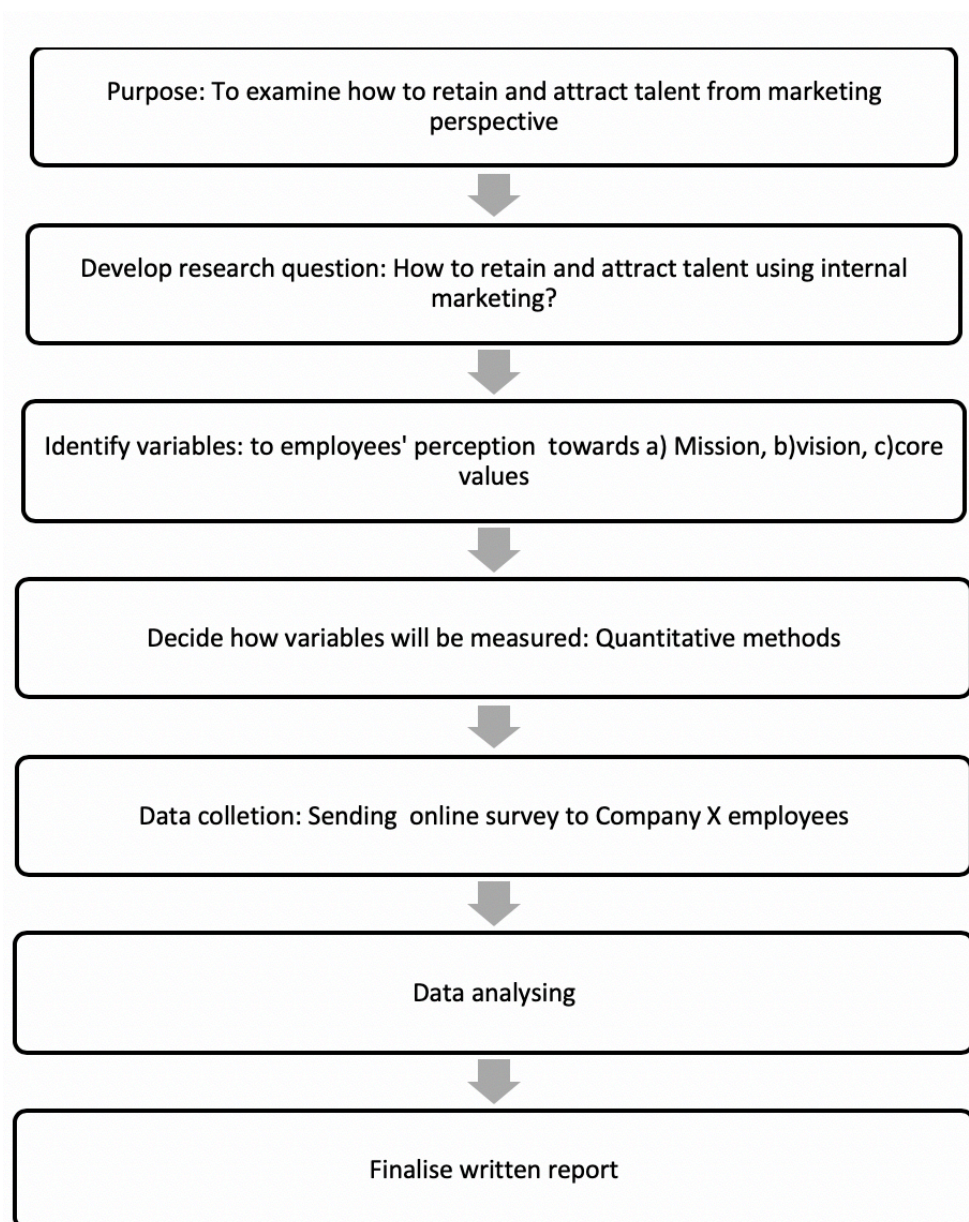

Figure 6. Research plan conducted in August 2019.

4.2 Questionnaire design

As the research topic is marketing-driven, consequently the contact person from company X was agreed to be from the marketing and communications department. When I was initially planning the thesis in August 2019, I discussed with my contact person from company X in a face-to-face meeting whether sending a questionnaire would be an appropriate method to measure employees' perception. At the time, the specific variables were not identified yet. In the meeting, we agreed that a questionnaire would be a suitable method.

In that same meeting the contact person told about their former internal marketing campaign.

In October 2019, the fundamental purpose of the survey was identified according to the literature. The purpose was to understand employees' current perception towards company X's vision, mission and core values in order to give a realistic picture of employees' current perceptions. Besides, to confirm whether a former internal marketing campaign which promoted organisational values worked. In essence, to have data would show the future direction in terms of possible recommendations.

The questionnaire was designed by reflecting on the literature review and existing questionnaires within the subject. For instance, Foreman (2000, 135) discuss measuring the extent of internal marketing practices when it is focused on the whole organisation. That can be achieved by asking employees' agreement with the following questions:

- Our organisation offers employees a vision that they can believe in.
- We communicate our organisation's vision well to employees.
  (Foreman and Money, 1995; Foreman, 2000, 135)
- Our employees fully understand the goals of this organisation.
- Our employees fully support the goals of this organisation.
   (Foreman, 1995; Foreman, 2000, 136)

Foreman's influence on my design can be seen for instance in the following statements; *Q6. The mission statement communicates the purpose of Company X as a company. Q12 My team members are familiar with Company X's core values.*

In the design process of the questionnaire, it was examined by a test run and sent to three Company X's employees and two external academics. The purpose of testing the questionnaire was to make sure it was a clear, succinct and interesting. Based on the feedback the questionnaire was re-worked four times. The survey was designed on survey monkey. SurveyMonkey is an online survey tool, cloud-based software as a service company. Once I had finished the survey, an online link was provided, which I distrusted to the respondents.

The survey was called "How employees' perceive mission, vision and core values?". The survey was distributed on an internal online portal, with the Survey monkey link for Company X's employees with a brief description of the background of the study on the 18th of November 2019. A reminder notification was sent on the 25th of November 2019.

Furthermore, the questionnaire was sent on the 28th of November via email to one of the Company X's employees mailing list. The last respond was submitted on the 17th of December, and afterwards the questionnaire was closed on the same day. The questionnaire was designed to be in four parts.

When respondents went to answer to the questionnaire a brief description of the background of the study, with a thank you note for taking time to answer. In the first part, the respondents were asked to answer their demographical location by a region. Moreover, how long they have worked in Company X and lastly, their gender.

In the second part, the focus was on Company X's mission statement. The mission statement was shown with the questionnaire. The respondents were asked to rate the extent they agree or disagree with the given statements by "strongly disagree- disagree-neither agree nor disagree- agree- to strongly agree" rate. The second part aimed to measure employees' perception of the mission statement.

In the third part, respondents were asked to evaluate Company X's vision statement. Correspondingly to the second part, in the third part, the vision statement was shown within the questionnaire. Respondents were asked to rate the extent they agree or disagree with the statements regarding the vision statement.

The fourth part was aiming to measure employee's perception towards the core values. The values were shown with the questionnaire and respondents were asked to evaluate statements similar to the second and third part. Additionally, respondents were asked to choose values that describe the best Company X's working environment. The values were shown in the same order as they are shown on Company X's internal marketing materials. At the end of the questionnaire, I thanked all respondents for taking the time to finish the survey and I provided my email so that respondents can contact me, in case anyone had additional feedback or questions.

The validity of the designed questionnaire was improved by studying the existing materials of the topic such as questionnaires as well as testing the questionnaire before sending it out to employees. The sample for the study, in this case, all employees is valid as the study concerns employees as a whole. Moreover, the questionnaire was conducted in English as it is the corporate language in Company X.

The language of the questionnaire was ensured and confirmed to be easy to understand by the test users. However, not all respondents were native speakers which naturally increases the risk for respondents' interpretations. Likewise, as the topic is rather abstract respondents' personal interpretations may have also influenced their answers.

Reliability was taken into consideration with the timing of surveying the employees. The questionnaire was sent on several dates to the employees to decrease the risk of date or time influencing on the results. Additionally, the length of the questionnaire was limited to 13 questions to decrease the risk of respondents to have a lack of time or interest to finish the questionnaire successfully.

The questionnaire was designed to be completely anonymous, decreasing the risk of having employees answering the questions as they think their managers would expect them to answer. Nevertheless, the personal status might have influenced the responses. For instance, managers might have a pressure of knowing and living the corporate vision and values, even they would not be aware of those.

Initially, the plan was to include all Company X's locations in the study. When I was about to send the survey to the employees, it turned out that to one of the locations required permission from a third-party authority to survey employees, due to a country-specific regulation. Applying to that particular permission would have been a lengthy process and there was no guarantee of getting the permission. Due to limited time, the location was excluded from the study.

4.3   Data collection and analysis

Data collection is a process of collecting information from all the relevant sources in order to find answers to the research problem. Data collection methods can be divided into qualitative, quantitative or mixed methods. Qualitative data are non-numerical and typically descriptive or nominal in nature. Qualitative questions are usually open-ended, and the tools to gather qualitative data include focus groups, group discussions and interviews. (Kabir, 202, 2016.)

Quantitative data is numerical and therefore can be mathematically analysed. Often, quantitative data is gathered using questionnaires. The advantage of using a quantitative approach is that it is usually inexpensive to implement, and comparisons between groups can be easily made. The disadvantage is, compared to the qualitative approach that quantitative approach offers limited explanations for the results. Mixed methods approach combines both qualitative and quantitative research data, techniques and methods within the research framework. (Kabir, 203, 2016.)

In this study, the qualitative approach was chosen. The Qualitative approach offers primary data (Kabir, 203, 2016). I gathered the primary data by sending a questionnaire for company X's employees. I chose questionnaire over alternative options since questionnaires are a reliable and quick method to collect information from multiple respondents in an efficient and timely manner.

Furthermore, in this study, also the secondary data has a significant part. The literature review, that naturally consists only of secondary data is the foundation of this paper. Foremost, based on the literature review I was able to answer the first objective of this study (1) How can internal marketing be used to retain and attract talent? Furthermore, according to the literature I was able to form the case study and address the second objective of this paper (2) How Company X employees perceive corporate a) vision b) mission and c) values?

In this section, data analysis is conducted. Statistical methods of data analysis are used to collect raw data and transform it into numerical data. Like mentioned, respondents were asked to which extend they agree to the given statements "strongly disagree – strongly agree".

The questionnaire was distributed to Company X's employees by using SurveyMonkey. SurveyMonkey is an online survey tool, cloud-based software as a service company. Survey Monkey allows a user to add different filters and arrange data accordingly. The user can download appealing reports with arranged data. The user can filter the results e.g. by comparing different groups and their answers. User can also export data to Excel or SPSS. I downloaded the reports from Survey Monkey but I also exported the data to Excel.

In Excel, I arranged the data to four sections according to the questionnaire to ease interpretation of the results for each section. I was not able to do that on Survey Monkey with the license I had. In Excel, I did a pivot table for each section to ease comparing results between questions within the same section.

In total there were 93 respondents. Out of 93 respondents, 85 finished the survey, meaning the completion rate was 91%. The typical time spent on the survey was 2 minutes 45 seconds. The questionnaire reached around 650 employees. The exact number cannot be precisely estimated due to the fact that the questionnaire was distributed on an online portal, and not e.g. directly via email. Calculated with 650 employees the response rate was 13%.

5   Results

In the first section, I asked respondents' demographical location. Majority of the respondents, (63,4%) were from location four. Unfortunately, the response rate from other locations was relatively low. The second largest group (21,5%) of the respondents were from location one. While 14% from location two and 1,1% from location 3.
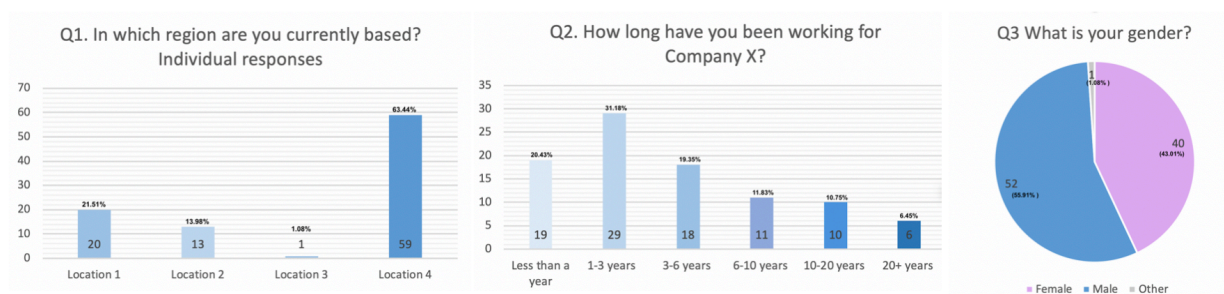

Figure 7. The results of the demographical information.

The working experience between respondents was diverse and relatively evenly distributed. 20,4% of the respondents were freshly joined to Company X and were working for Company X less than a year. The majority (31,2%) of the respondents were working for Company X 1-3 years. While 19,4% were 3-6 years.

The rest of the respondents were working for Company X from 6 years to plus twenty years. These results indicated the respondents within the sample had a very different experience level. 55.9% of respondents were male, 43% women and 1,1% other gender.
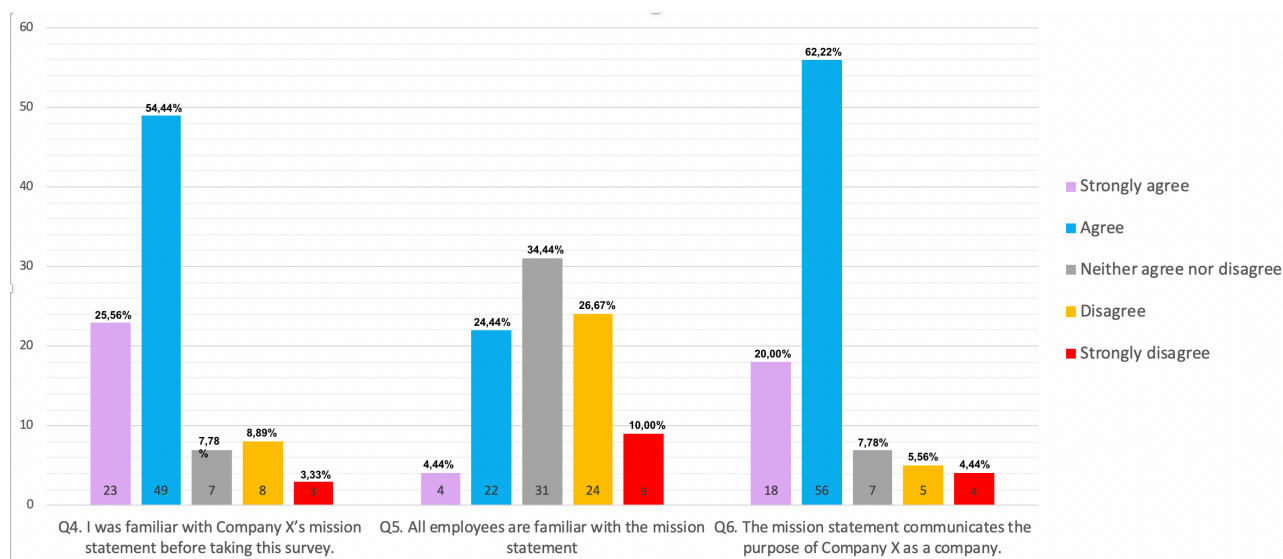

Figure 7. Comparison of the results of how employees perceive the mission statement.

The second part of the questionnaire measured perception towards the mission statement. The respondents were asked to reflect the extent they agree/disagree on given statements. 25,6% of the respondents strongly agreed to be familiar with Company X mission statement before taking this survey, while 54,4% agreed. Based on the data, the majority of respondents are well aware of the mission statement. The majority of the respondents thought the mission statement communicates the purpose of Company X.

However, when the respondents were asked whether they think all company X employees would be familiar with the mission statement, interestingly the majority of respondents 34,4% did not agree nor disagree while the 26,7% disagreed and 10% strongly disagreed.

In the third part, Company X's vision statement was evaluated. Majority of the respondents (19,8% strongly agreed / 55,8% agreed) were familiar with the vision statement before taking this survey. The majority of the respondents also believed the vision statement communicates the future direction of Company X. Unsurprisingly, the majority (47,7%) agreed to believe in the vision statement.
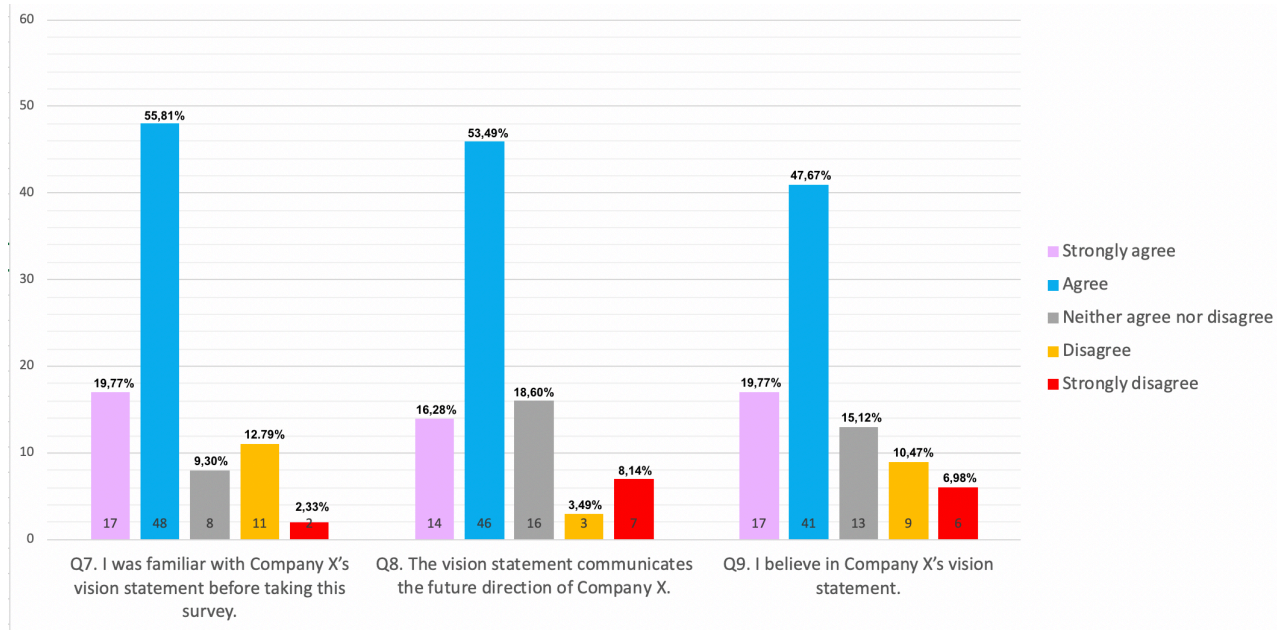
Figure 8. Comparison of the results of how employees perceive the vision statement.

Company X's vision statement had changed recently before I conducted the survey. I used the former vision statement as I used material that was on Company X's website communicated externally. None of the respondents contacted me to inform the vision statement was outdated. Therefore, I deliberate whether the employees were aware that the vision statement was updated.
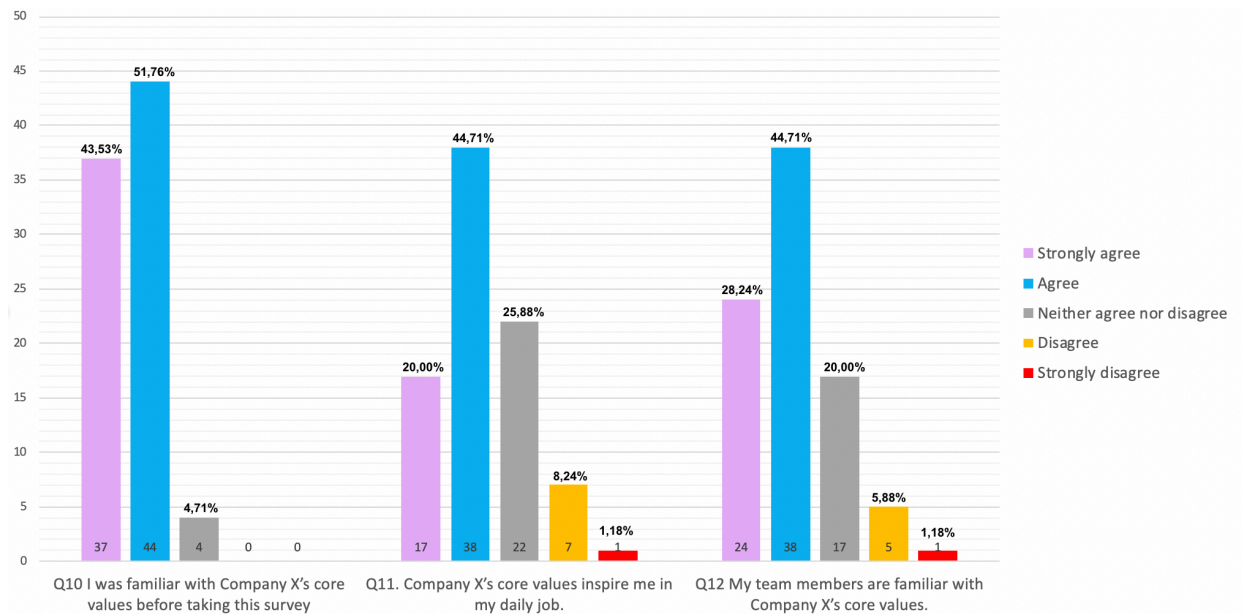

Figure 9. Comparison of the results of how employees perceive the core values.

Based on the data, respondents were significantly more familiar with Company X's core values, compared to the perception of vision and mission statement. The majority of the respondents 51,8% agreed whilst 43,5% strongly agreed to be familiar with the values. The core values also inspired the majority of the respondents. Expectedly, the majority of the respondents (44,7%) agreed their respective team members be familiar with the core values.
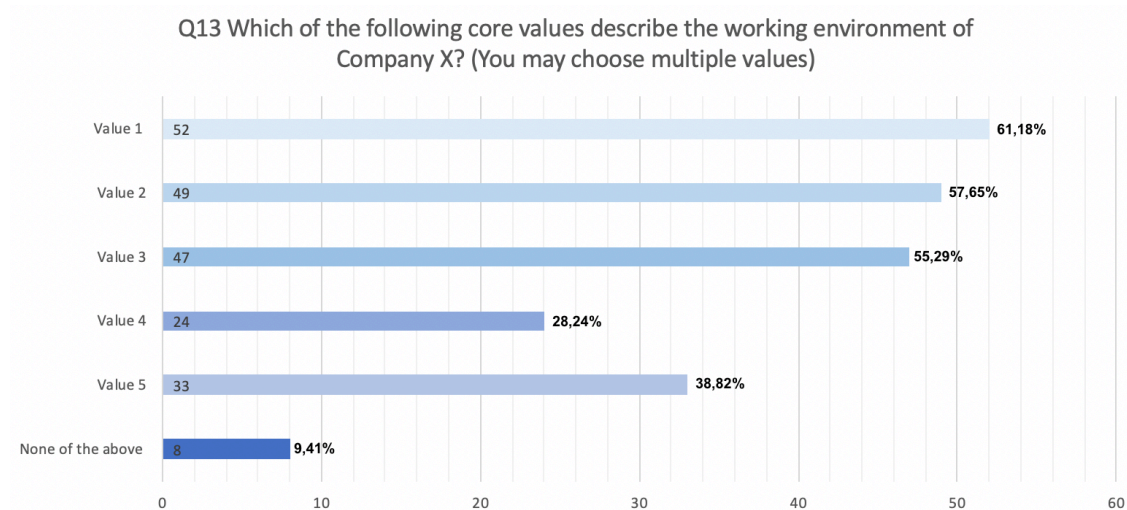

Figure 10. Employees chose the core values that in their opinion describe Company X's working environment.

In the last question, respondents were asked to evaluate which of the core values described the working environment. The majority of respondents chose values 1, 2, 3. Clearly value 3 and in particular value 4 were less popular. A minority (9,4%) of the respondents considered none of the core values to describe the working environment.

The results show that the sample perceived in general vision, mission and values positively. Based on the data, clearly, the most optimistic perception was towards the core values. It can be argued that the positive perception towards core values resulted due to an earlier internal marketing campaign which was promoting the core values. The finding confirmed the effectiveness of internal marketing practises, which was argued within the literature. I found this result significant.

Nonetheless, personally, I was expecting the results of the mission and vision statements to be less optimistic and so was the contact person from Company X. For them, the results were a pleasant surprise. However, the exception was regarding the mission statement, where the majority of respondents did not think all employees were familiar with the mission statement. Therefore, I assume that employees might be less familiar with the mission statement. Based on the results, I can also give valid recommendations for Company X, which are discussed in the discussion section.

One of the respondents sent me an email after finishing the questionnaire. I asked the respondent if it was possible to publish the feedback anonymously on the results. The respondent agreed. The respondent wrote:

 "*One thing is how employees perceive missions and values. It is probably important how our customers perceive the missions. I think we a bit too "self inflated" in terms of our visions—We have a complex organisation, too many firewalls between departments and some and some work tasks where we miss an agreed inter department process flow chart with time limits. If above gets fixed, we will be much close to becoming worlds best.*"

The feedback from the respondent was appreciated by Company X. The feedback also indicated engagement towards the topic.

6   Discussion

The two objectives of the research were (1) How can internal marketing be used to retain and attract talent? How Company X employees perceive corporate vision, mission and core values? Next, I will summarise and reflect the findings as well as the process of the study.

Today, commercial aerospace along other industries have a shortage of skilled employees. Therefore, it is challenging to retain and attract talent. Essentially, this challenge motivated me to begin research the topic from the marketing perspective. Setting the objectives at the beginning of the thesis project was more challenging than anticipated.

The main reason for this was, that internal marketing lacks a standardised theoretical foundation. In the literature review, I examined two different concepts, namely corporate level marketing and internal marketing. Nature of corporations is well considered in the corporate level marketing concept, which I found important as Company X is a large corporation. Internal marketing concept, especially Grönroos' findings were used in the majority of the existing literature which indicates the trustworthiness and importance of the concepts. This indicated clearly to include internal marketing concept in this paper.

The first objective of this study was to understand how internal marketing can be used to retain and attract talent. Retaining and attracting talent is traditionally seen as a human resource topic, however, the literature showed that the topic is relevant to be discussed also from the marketing perspective, particularly, from the internal marketing perspective. The literature built a foundation for internal marketing, and numerous authors agreed, that it is essential for employees to understand the organisations' mission, vision and core values.

In the literature review, the corporate level marketing was discussed in terms of corporate identity, communication and brand. Corporate identity and brand have got increasing attention due to the promising performance. The primary purpose of corporate level marketing lies in constructing a positive and favourable corporate image/reputation, resilient corporate brand and more importantly, competitive advantage in the marketplace. (Balmer, 2001, 248; Balmer and Gray, 2003, 972; Melewar et al., 2005, 59; Simoes et al., 2005, 153). In corporate branding, organisations must have a clear picture of what it represents to its' employees (Balmer et al., 2006, 754). Internal marketing is important in order to ensure employees are aware of what the organisation represent to them.

In corporate level marketing, Ind's (1998) perspective of the integrated approach to communications highlight the relation between corporate identity and image. Ind's model underlines that corporate identity that includes the corporate mission and core values. Depending on how the employees perceive the identity, they show it externally which shape the external corporate image. As a result, internal marketing becomes essential to ensure that employees are aware, understand and take pride in what the organisation stands for. The result from the case study shows that Company X's employees are aware of the mission and core values. This finding confirms, in this particular case the internal marketing and corporate communication to be effective in Company X.

The fundamental purpose of internal marketing is to include employees in the organisation's mission and strategic direction in order to enable them to fully comprehend and value corporate objectives (Gilmore, 76, 2000). According to previous studies, the foundation of internal marketing is to make employees commissioners of an organisation.

If employees are aware and believe in the mission and vision statements, they are more engaged and motivated to work harder to accomplish organisational goals. Organisational core values support the vision, shape the working environment and are the core of the company's identity. Likewise, organisational core values inspire employees in their roles.

In the case study, the majority of Company X's employees agreed on core values to inspire them in their daily job. Furthermore, the majority found the core values to describe the working environment. This finding confirms again, that internal marketing campaign has performed well in Company X. For myself, the results confirm that internal marketing is essential to ensure employees are aware, moreover understand and take pride in what the organisation stands for.

Arnett et al. (2002, 87-88) stated internal marketing may bring benefits to the organisation in terms of low employee-turnover rates, an increase in service quality, high levels of employee satisfaction, and an improved ability to implement change in the organisation. While it can be argued the overpowering purpose of internal marketing is to include employees in the organisation's mission and strategic direction in order to enable them to fully comprehend and value corporate objectives. (Gilmore; Varey & Lewis, 200, 76).

The results of the case study indicate that Company X's employees perceive positively the mission, vision and core values, therefore assumption of the benefits can be considered. It was discovered that employees who do buy-in both intellectually and emotionally organisational goals are improving continually their job performance yet are more likely to recommend their organisation to external stakeholders such as customers and potential job seekers (Thomson & Hecker, 2000, 163).

Gott and Duggan (2003, 6) clarify validity to answers to a question "Does the evidence really provide the answer to the question?". While Kirk and Miller (1986, 19) explain reliability as the degree to which a measurement technique yields the same answer despite when it is executed. In order to yield valid and reliable outcomes, the researcher needs to be critical throughout the study.

When validity is considered scientifically, careful examination of the design, measurement and the way of results are displayed should be considered. Reliability and validity referring to the degree of trustworthiness of the study. (Gott & Dugan, 2003, 6.) Besides validity and reliability, also bias should be considered in the research design. Bias refers to having a risk such as presumptions, status and/or the perceptions of involved parties. Bias may influence how the data is being evaluated (Gott & Duggan, 194, 2003).

The concept of internal marketing is relatively new thus it was not possible to use only one concept which would have fitted straight to the study conditions. Therefore, two concepts were used for the research. As two theories were combined, it increased the risk of my own interpretations which naturally challenges the whether the evidence provide a valid answer to the first objective "How can internal marketing be used in retain and attract talent?".

In the course of study, my interest in the topic grew and I noticed from time to time becoming biased towards materials. It was vital to critically review the existing studies and more importantly, be critical towards my work. Throughout the process, I asked feedback from the thesis supervisor as well as my peers to get a better understanding of my weaknesses and ensuring constant progress. The questionnaire used in the case study was completely anonymous. Nevertheless, respondents may have had social pressure to answer what they might have thought was excepted.

The thesis was truly an educational journey. The process as a whole was educational in terms of shaping academic skills, learning about project management, marketing, and finally, about myself. Moreover, as the western work culture is heavily management-focused it was very refreshing to study and focus more on employees and consider topics not solely from a management perspective, but the employees' perspective. As a key-take away the whole thesis process, I would re-consider whether to conduct quantitative and qualitative research for this type of study.

As this was the first time to measure employees' perception towards vision, mission and core values in Company X, it might have been beneficial to conduct a qualitative study. If I had conducted a qualitative study, it would've required in-depth interviews for employees from each location. In-depth interviews would have been relatively time-consuming technique, taking into consideration how large Company X is and its multiple locations.

Therefore, I believe, for this kind of study, it would have been beneficial to have two peers included. Having two peers would have possibly enabled more efficient coordination and allocated time to build relationships to each location which would have made possible to conduct a qualitative study by having in-depth interviews with employees. Perhaps, through interviews, richer insights would have been gained on how the vision, mission and values are truly perceived. Moreover, probably the comparison between location could have been established.

In light of the results from the literature review and the case study, I would like to give a few recommendations for Company X. The mission, vision, and core values were proven to be perceived overall positively. Therefore, it would be recommended to use these elements in attracting and retaining talent in the future.

These elements could be used for instance in marketing campaigns also for external markets e.g. towards the jobseekers or/and in employer branding. Based on the results from the case study, employees perceived especially positively the core values. Therefore, I would recommend creating a social media campaign around the values. In light of the results, such a campaign would most likely be internally perceived with excitement. Therefore, employees who believe in the values and get inspired by them would surely share it on their social media networks, which makes them "brand ambassadors" of the organisation.

The positively perceived core values and the mission and vision could be used effectively in employer branding. Furthermore, the materials in this study together with the results could be used also as a material internally in Company X, for instance when measuring the brand image or employer satisfaction.

Even though the sample confirmed the vision, mission and values are perceived positively, the study did not discover whether perceptions differ between the Company X locations. To find that out, it would be recommended in the future to follow up and conduct a qualitative study that would emphasise on the different regions.

The case study showed the effectiveness of internal marketing. As company X's vision statement was updated shortly before I conducted the study, and to my understanding, the new vision statement was not actively communicated to all employees, it would be recommended to use internal marketing to make employees aware. Presuming, they consider important to make sure employees are aware of the new vision statement.

To conclude, this paper has been able to construct a trustworthy case study. Both of the set objectives were achieved and based on the findings, suitable recommendations were made. The thesis as a whole is relevant for this type of case study.

References

Accenture. 2019. Commercial aerospace insight report- lead in the new. URL: https://www.accenture.com/_acnmedia/PDF-110/Accenture-Commercial-Aerospace-Insights-Sept-2019-Web-V2.pdf#zoom=50. Accessed: 26 October 2019.

Aerotime, 2018. OSM aviation: we are in a "war for talents". URL: https://www.aerotime.aero/pilotcareershow/21593-osm-aviation-we-are-in-a-war-for-talents. Accessed: 26 October 2019.

Ahmed, P. K. & Rafiq, M. 2002. Internal marketing: Tools and concepts for customer-focused management. Oxford: Butterworth-Heinemann.

Akroush, M., A. Abu-Elsamen, A., A. Samawi, G. & L. Odetallah, A. 2013. Internal marketing and service quality in restaurants. Marketing Intelligence & Planning, 31(4).

Arnett, Dennis B., Laverie, Debra A. & McLane, Charlie. 2002. Using job satisfaction and pride as internal-marketing tools. Cornell Hotel and Restaurant Administration.

Berry, L.L., 1981. The Employee as Customer. Journal of Retail Banking, 3(1), pp. 33.

Ballantyne, D. 2000. The strengths and weaknesses of internal marketing. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Balmer, J.M.T. 2009. Corporate marketing: apocalypse, advent and epiphany. Management Decision, vol. 47, no. 4.

Balmer, J. M. T. 2006. Comprehending Corporate Marketing and the Corporate Marketing Mix. Working Paper No 06/08.

Balmer, J. M. T., 2001. Corporate identity, corporate branding and corporate marketing - Seeing through the fog. European Journal of Marketing.

Balmer, J. M. T., & Gray, E. R. 2003. Corporate brands: What are they? What of them?. European Journal of Marketing.

Balmer, J.M.T. and Greyser, S.A. 2006. Corporate Marketing: Integrating Corporate Identity, Corporate Branding, Corporate Communications, Corporate Image and Corporate Reputation. European Journal of Marketing.

Balmer, J.M.T., Mukerjee, A., Jenster, P., Stephen A., Greser & Wright, L. T. 2006. Corporate marketing, Volume 40, Issue 7\8: Insights and integration drawn from corporate branding, identity, communication and visual identification. Bradford: Emerald Group Publishing.

Balmer, J. M. T., & Illia, L. 2012. Corporate communication and corporate marketing. Corporate Communications: An International Journal.

Balmer, J.M.T., Powell, S.M., Kernstock, J. and Brexendorf, T. 2017. Advances in Corporate Branding. Palgrave Macmillan, London.

Barrow, S. & Mosley, R. 2005. The employer brand®: Bringing the best of brand management to people at work. Hoboken (NJ): Wiley.

Berry, L. 1981. The Employee as Customer. Journal of Retail Banking, 3(1).

Berry, L. Parasuraman, A. Services marketing starts from within. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Bhattacharya, C. B., Sen, S. & Korschun, D. 2008. Using Corporate Social Responsibility to Win the War for Talent. MIT Sloan management review.

Boeing. 2019. Environment. URL: https://www.boeing.com/principles/environment/index.page. Accessed: 27 October 2019.

Brennan, R., Canning, L. & McDowell, R. 2014. Business-to-business marketing. 3rd ed. London: SAGE Publications.

Brown, T. J., Dacin, P. A., Pratt, M. G., & Whetten, D. A. 2006. Identity, intended image, construed image, and reputation: An interdisciplinary framework and suggested terminology. Journal of the Academy of Marketing Science.

Bruno, M. 2018. Harris CEO: 'It Is A War For Talent'. URL: https://aviationweek.com/space/harris-ceo-it-war-talent. Accessed: 25 October 2019.

Columbia Center for Teaching and Learning. Columbia University. Validity and Reliability, Quantitative Method in the Social Sciences (QMSS) e-Lessons. URL: http://ccnmtl.columbia.edu/projects/qmss/measurement/validity_and_reliability.html Accessed: 15 January 2020.

Deepak, K., 1991. Organizational fit and acquisition performance: effects of post-acquisition integration. Strategic Management Journal (1986-1998).

De Bruin-Reynolds, L., Roberts-Lombard, M., & de Meyer, C. 2015. The traditional internal marketing mix and its perceived influence on graduate employee satisfaction in an emerging economy. Journal of Global Business and Technology, 11(1).

DesRochers, M. 2018. The Importance Of Internal Marketing To The Employee Experience. URL: https://www.forbes.com/sites/forbesbostoncouncil/2018/12/27/the-importance-of-internal-marketing-to-the-employee-experience/#a210e067810e. Accessed: 18 December 2019.

Doney, P. M., Barry, J. M. & Abratt, R. 2007. Trust determinants and outcomes in global B2B services. European Journal of Marketing.

EAPI. 2019. Competitiveness of European aerospace suppliers. URL: https://huz.de/wp-content/uploads/2019/03/20180425-hz_KeaPartners-Aerospace-supplier-study-_released-final-small8061.pdf. Accessed: 26 October 2019.

EASA. 2019. Strategy for Cybersecurity in Aviation. URL: https://www.easa.europa.eu/sites/default/files/dfu/Cybersecurity%20Strategy%20-%20First%20Issue%20-%2010%20September%202019.pdf. Accessed: 26 October 2019.

European Commission. 2017. Annual Analyses of the EU Air Transport Market 2016.

European Union. 2019. Reducing emissions from aviation. URL: https://ec.europa.eu/clima/policies/transport/aviation_en. Accessed: 23 October 2019.

Eviation. 2019. Alice Commuter. URL: https://www.eviation.co/alice/. Accessed: 24 October 2019.

Flipo, J. 1986. Service Firms: Interdependence of External and Internal Marketing Strategies. European Journal of Marketing, 20(8).

Flipo, J.P. 2000. Effectiveness implies leaving myths aside. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Foreman, S. 2000. Get close to the internal customer or keep your distance? In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Forsey, C. 18 Core Company Values that Will Shape Your Culture & Inspire Your Employees. URL: https://blog.hubspot.com/marketing/company-values. Accessed: 4 March 2020.

Gilmore, A. 2000. Managerial interactions of internal marketing. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Gummesson, E. 2000. Internal marketing in the light of relationship marketing and network organizations. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Gott, R. & Duggan, S. 2003. Introduction. In Gott, R., & Duggan, S. Understanding and using scientific evidence (pp. 1-14). London: SAGE Publications, Ltd.

Grönroos, C. 1981. Internal marketing – an integral part of marketing theory", in Donnelly, J.H. and George, W.R. (Eds), Marketing of Services, American Marketing Association. Published in Legends in Marketing: Christian Grönroos; 8 volume set. 2013. Sage Publications.

Grönroos, C. 2007. Transforming a Manufacturing Firm into a Service Business. Service Management and Marketing. Customer management in Service Competition. Published in Legends in Marketing: Christian Grönroos; 8 volume set. 2013. Sage Publications.

He, H. 2012. Corporate identity anchors: A managerial cognition perspective. European Journal of Marketing.

Hogg, M.A. & Terry, D.J. 2000. Social identity and self-categorization processes in organizational contexts. Academy of Management. The Academy of Management Review, vol. 25, no. 1, pp. 121-140.

Hogg, G. & Carter, S. 2000. Employee attitudes and responses to internal marketing. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

IATA. 2018. Airline maintenance cost executive commentary. IATA's Maintenance Cost Task Force.

IATA. 2020. COVID-19 Cuts Demand and Revenues. URL: https://www.iata.org/en/pressroom/pr/2020-02-20-01/. Accessed: 21 February 2020.

ICAO. 2019. Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) URL: https://www.icao.int/environmental-protection/CORSIA/Pages/default.aspx. Accessed: 26 October 2019.

ICAO. 2014. ICAO Gathering Global Aviation Stakeholders in Addressing the Shortage of Aviation Professionals and Attracting the Next Generation "A". URL: https://www.icao.int/Newsroom/Pages/ICAO-gathering-global-aviation-stakeholders-in-addressing-the-shortage-of-aviation-professionals.aspx. Accessed: 23 October 2019.

Ind, N. 1998. An Integrated Approach to Corporate Branding. Published in: Balmer, J.M.T., Powell, S.M., Kernstock, J. and Brexendorf, T. 2017. Advances in Corporate Branding. Palgrave Macmillan, London.

Imenda, S. 2014. Is there a conceptual difference between theoretical and conceptual frameworks. Journal of Social Sciences, 38(2).

Javadein, S.R., Rayej, H., Estiri, M. and Ghorbani, H. 2011. The role of internal marketing in creation of sustainable competitive advantages. Trends in Applied Sciences Research, Vol. 6 No. 4.

Jobber, D. & Ellis-Chadwick, F. 2016. Principles and practice of marketing. Eighth edition. London: McGraw-Hill Education.

Kabir, S.M.S., 2016. Methods of data collection. Book Zone Publication.

Kimura, T. 2019. Internal marketing: Another approach to marketing for growth. Abingdon, Oxon: Routledge.

Kirk, J., & Miller, M. L. 1986. Qualitative Research Methods: Reliability and validity in qualitative research. Newbury Park, CA: SAGE Publications, Inc.

Kirshenblatt-Gimblett, B. 2006. Part 1, What Is Research Design? The Context of Design. Performance Studies Methods Course syllabus. New York University.

Kolowich, L. 2020. 17 Truly Inspiring Company Vision and Mission statement Examples. URL: https://blog.hubspot.com/marketing/inspiring-company-mission-statements. Accessed: 8 March 2020.

Kotler, P. & Armstrong, G. 2014. Principles of marketing: Global edition. 15th ed. Boston [Mass.]: Pearson.

Kotler, P. & Pfoertsch, W. 2006. B2B brand management. Berlin: Springer.

Lancaster, G., & Reynolds, P. 2002. Marketing: The one-semester introduction. Oxford: Butterworth-Heinemann.

Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. Routledge.

Melewar, T. C. 2008. Facets of corporate identity, communication, and reputation. Abingdon, Oxon: Routledge.

Melewar, T. C., & Jenkins, E. 2002. Defining the corporate identity construct. Corporate Reputation Review.

Melewar, T. C., Karaosmanoglu, E., & Paterson, D. 2005. Corporate identity: concept, components and contribution. Journal of General Management.

Morgan, J. 2017. The employee experience advantage: How to win the war for talent by giving employees the workspaces they want, the tools they need, and a culture they can celebrate. Hoboken, New Jersey: John Wiley & Sons, Inc.

Myers, JL. Well, AD. Lorch, RF. Woolley, T. Kimmins, S. Harrison, R. & Harrison, P. 2010. Research Design and Statistical Analysis. Third Edition, Routledge, London.

Piercy, N. & Morgan, N. 1991. Internal Marketing - The Missing Half of the Marketing Programme. Long Range Planning, 24(2).

Pillai, A. 2012. Corporate branding literature: A research paradigm review. Journal of Brand Management, 19(4).

Punjaisri, K., Evanschitzky, H. & Wilson, A. 2009. Internal branding: An enabler of employees' brand-supporting behaviours. Journal of Service Management, 20(2).
Saad, N., Hassan, S. & Shya, L. 2015. Revisiting the relationship between internal marketing and external marketing: the role of customer orientation. The Journal of Developing Areas.

Simões, C., Dibb, S. & Fisk, R. 2005. Managing Corporate Identity: An Internal Perspective. Journal of the Academy of Marketing Science.

Shantz, A., & Clark, A. 2018. How SMEs can win the war for talent. Accountancy Ireland.

Teerikangas, S. & Irrmann, O. 2016. Cultural Change Following International Acquisitions: Cohabiting the Tension Between Espoused and Practiced Cultures. Management International Review.

Thomson, K. & Hecker, L. 2000. The business value of buy-in : how staff understanding and commitment impact on brand and business performance. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

Thomson, K. & Hecker, L. 2000. Value-adding communication: Innovation in employee communication and internal marketing. Journal of Communication Management.

Vallaster, C. & de Chernatony, L. 2006. Internal brand building and structuration: The role of leadership. European Journal of Marketing, 40(7/8), pp. 761-784.

Voima, P. 2000. Internal relationship management: broadening the scope of internal marketing. In: Lewis, B. R. & Varey, R. J. 2000. Internal Marketing: Directions for Management. London and New York: Routledge.

van Riel, C. B. v. & Fombrun, C. J. 2007. Essentials of corporate communication: Implementing practices for effective reputation management. London: Routledge.

Wright, R. 2004. Business-to-business marketing: A step-by-step guide. Harlow: Prentice Hall.

Zia-ur-Rehman M., Khokhar MA., & Bilal MS. 2016. How Employment Brand Impacts Employees, Following A Multinational Acquistion? An Empirical Analysis.

Appendices

The survey with the results

Q1. In which region are you currently based?		
Answer choices	Responses in percentages	Individual responses
Location 1	21.51%	20
Location 2	13.98%	13
Location 3	1.08%	1
Location 4	63.44%	59
Total Respondents		93
Q2. How long have you been working for Company X?		
Answer choices	Responses in percentages	Individual responses
Less than a year	20.43%	19
1-3 years	31.18%	29
3-6 years	19.35%	18
6-10 years	11.83%	11
10-20 years	10.75%	10
20+ years	6.45%	6
Total Respondents		93
Q3 What is your gender?		
Answer choices	Responses in percentages	Individual responses
Female	43.01%	40
Male	55.91%	52
Other	1.08%	1
Prefer not to answer	0.00%	0
Total Respondents		93
Q4. I was familiar with Company X's mission statement before taking this survey.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	25.56%	23
Agree	54.44%	49
Neither agree nor disagree	7.78%	7
Disagree	8.89%	8
Strongly disagree	3.33%	3
Total Respondents		90
Q5. All employees are familiar with the mission statement		
Answer choices	Responses in percentages	Individual responses
Strongly agree	4.44%	4
Agree	24.44%	22
Neither agree nor disagree	34.44%	31
Disagree	26.67%	24

Strongly disagree	10.00%	9
Total Respondents		90
Q6. The mission statement communicates the purpose of Company X as a company.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	20.00%	18
Agree	62.22%	56
Neither agree nor disagree	7.78%	7
Disagree	5.56%	5
Strongly disagree	4.44%	4
Total Respondents		90

Q7. I was familiar with Company X's vision statement before taking this survey.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	19.77%	17
Agree	55.81%	48
Neither agree nor disagree	9.30%	8
Disagree	12.79%	11
Strongly disagree	2.33%	2
Total Respondents		86
Q8. The vision statement communicates the future direction of Company X.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	16,28%	14
Agree	53,49%	46
Neither agree nor disagree	18,60%	16
Disagree	3,49%	3
Strongly disagree	8,14%	7
Total Respondents		86
Q9. I believe in Company X's vision statement.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	19,77%	17
Agree	47,67%	41
Neither agree nor disagree	15,12%	13
Disagree	10,47%	9
Strongly disagree	6,98%	6
Total Respondents		86
Q10 I was familiar with Company X's core values before taking this survey		
Answer choices	Responses in percentages	Individual responses
Strongly agree	43,53%	37
Agree	51,76%	44
Neither agree nor disagree	4,71%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
Total Respondents		85

Q11. Company X's core values inspire me in my daily job.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	20,00%	17
Agree	44,71%	38
Neither agree nor disagree	25,88%	22
Disagree	8,24%	7
Strongly disagree	1,18%	1
Total Respondents		85
Q12 My team members are familiar with Company X's core values.		
Answer choices	Responses in percentages	Individual responses
Strongly agree	28,24%	24
Agree	44,71%	38
Neither agree nor disagree	20,00%	17
Disagree	5,88%	5
Strongly disagree	1,18%	1
Total Respondents		85
Q13 Which of the following core values describe the working environment of Company X? (You may choose multiple values)		
Answer choices	Responses in percentages	Individual responses
Value 1	61,18%	52
Value 2	57,65%	49
Value 3	55,29%	47
Value 4	28,24%	24
Value 5	38,82%	33
None of the above	9,41%	8
Total Respondents 85		