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Internal communication as a marketing communication's tool

Abstract

Marketing communication constitutes an interactive dialogue between an organization and its environment. Scientists focus on its external influence, marginalizing an internal aspect. Meanwhile, because of fierce competition and the development of information technologies, the integration of activities directed to the market and the company's inside is indispensable. Therefore, the analysis of relations and dependencies between external and internal communication is required.

The main objective of the following paper is the analysis of internal communication's usage as a tool of marketing communications directed to the company employees. The activities from the fields of: human resources marketing, internal marketing and internal public relations are considered as internal marketing communications forms with special attention given to the last two. Moreover, the authors' aim is to redefine the term "effectiveness of internal communication" taking into consideration its different goals rather than only the informative one. The paper is based on a critical analysis of subject literature, taking into account publications related to the practical dimension of the problem.

Key Words:

internal communication, marketing communication, integrated marketing communication, internal marketing, internal public relations, effectiveness

Introduction and Objectives

Contemporary enterprises operate in a dynamic, fast-changing environment. Due to the necessity of the adjustment to the new external conditions, companies seem to attach minor importance to what is happening in their inside. Meanwhile, the situation within the organization may contribute to its success or failure. The human resource management's approach (HRM), which enables the integration of activities oriented to the clients with those directed to the personnel, is becoming more and more important factor of company's competitiveness. Organizations consist of people, therefore the relations built during cooperation between business partners are relations between two people working for two companies above all. The quality, form and frequency of contacts influence significantly the

way the organization is perceived by its contractors. For that reason more attention should be given to communication aspects of company's functioning, both internal and external.

Marketing communication constitutes an interactive dialogue between an organization and its environment. Scientists focus on its external influence and they marginalize an internal aspect. Meanwhile, because of fierce competition and the development of information technologies, the integration of activities directed to the market and the company's inside, is indispensable. Therefore, the analysis of relations and dependences between external and internal communication is required.

The main objective of the following paper is the analysis of internal communication's usage as a tool of marketing communications directed to company employees. The activities from the fields of: human resources marketing, internal marketing and internal public relations are considered as internal marketing communications forms with special attention given to the last two. Moreover, the authors' aim is to redefine the term "effectiveness of internal communication" taking into consideration its different goals rather than only the informative one. The paper is based on critical analysis of subject literature, taking into account publications related to the practical dimension of the problem.

The Importance of Marketing Communication

Successful functioning is highly dependent on the efficient communication, both internal and external. It concerns not only various aspects of the process but numerous audiences as well – organizations need to communicate with customers, suppliers, stakeholders, distributors, personnel etc. The necessity to exchange information between a seller and a buyer, a marketer and a consumer or between employees, makes communication a very important area of the marketing process. Modern companies must act as communicators if they want to sell goods and services on more and more demanding markets. Therefore, they are obliged to manage complex marketing communication programs.

Communication can be described as the exchange of information, ideas etc. or as the action of conveying one's thoughts, feelings and so forth, to others. It constitutes the foundation of all human relationships and as such demands particular attention. Running marketing activities by a company demands communicating as well. Marketing communication has been defined variously in the literature, however the distinctions in the interpretation of this term are not

the subject of these reflections. According to Ch. Fill [2006, p. 5] marketing communication is a process that provides the means by which brands and companies are presented to their audience and which engage them in a long term. The main objective is to stimulate the demand for the company's products or services. B. Szymoniuk offers a slightly different definition in which she states that marketing communication is an interactive dialogue between an organization (a company, an institution) and its external and internal environment [Szymoniuk 2006, p. 16]. This dialogue should serve satisfying public's needs with market offer. Marketing communication management is based, first of all, on a proper identification and assessment of the main announcements addressees of the company. This phase is crucial to the whole process and enables: appropriate planning of all communication activities, determining main messages and selecting suitable tools [Pilarczyk, 2004, p. 18].

Regardless of various marketing communication definitions which simply underline different aspects of the process, the scope of its objectives is rarely the subject of scientists' disagreement. Typical and the most important aims of the organization's communications with its numerous kinds of public are as follows [Koekemoer 2005, p. 23]:

- create awareness of a new product offering;
- launch a new product offering;
- stimulate trial purchase;
- obtain an order;
- increase frequency of purchase;
- increase consumption;
- increase retail store traffic;
- encourage brand switching;
- reduce or eliminate post-purchase cognitive dissonance;
- generate sales leads;
- set up appointments for salespeople;
- make a specific sales presentations;
- reinforce brand loyalty;
- render a public service;
- change consumers' perceptions or attitude towards a product or organization;
- convey positive information about the organization;
- build the image of the product or organization;
- improve employees' attitudes towards the organization.

Considering the objectives mentioned above one can conclude that their main target are clients. Nevertheless, employees play a substantial role in enabling the organization to attain those goals. Marketing communication should improve personnel's attitudes towards the company, to make them more dedicated to their job and more efficient in selling goods and services to the customers. However, employees may contribute, directly or indirectly, to achieve other marketing communication objectives. During their everyday life they have a lot of opportunities to influence potential clients by spreading positive information about the organization they work for. Small talks with friends and family about good atmosphere at the workplace, buying company's products, using its services or simply being satisfied with their job, gives the impression that this specific firm is worth considering as someone's market choice. Therefore, the personnel also assists in: reinforcing brand loyalty, rendering a public service, changing consumers' perceptions and attitude towards the organization or its offer and building the image of a product, a brand or a company. In the light of the above, employees seem to be as important marketing communication audience as clients. Due to this fact, the issues related to the internal marketing and communication within the organization should be the areas of managers special interest and as such they will be particularly analyzed in the subsequent sections of this paper.

Regarding numerous addressees and goals of marketing communication, there has been an urgent need to find a complex solution to communication management. The concept of integrated marketing communications (IMC) emphasizes the requirement of using and coordinating diverse tools and communication channels in order to send coherent messages, whether the recipients are external or internal. Unfortunately there is no commonly accepted definition of IMC and various authors indicate the necessity of its clarification [Baker and Mitchell 2000; Beard 1996; Cornelissen 2001; Kitchen and Schultz 1999; Kliatchko 2005; Low 2000; Phelps and Johnson 1996; Reid, Luxton and Mavondo 2006]. Many authors emphasize, however, that integrated marketing communication should not be identified with standardization of information transmitted to various publics through different channels, rather than with a complex coordination and management of messages sent through complementary channels to the targeted audiences, in order to demonstrate and build a coherent image of the company [Kitchen, Brignell, Li and Jones, 2004]. According to P. Shimp [2000] all interpretations of this term include at least five common elements:

- affecting behavior through directed communication as a primary goal of IMC;

- starting the process with a customer or a prospect and working backward to the brand communicator afterward;
- using all forms of communication and all sources of brand or company contacts as potential message delivery channels;
- the need for synergy with coordination helping to achieve a strong brand image;
- building or strengthening a relationship between a brand and a customer.

The features of ICM mentioned above indicate the need of complexity and integrity of all organization communication activities, but they concentrate mostly on external audience. In the meantime, horizontal integration across company communications efforts may contribute significantly to build its competitive advantage.

Employees act as organization advocates in external surrounding, therefore, they can influence the opinions and attitudes of existing and potential clients in a positive or negative way. Personnel helps delivering the brand promise, increasing customer satisfaction and company's revenue and therefore, it should be considered as a target of integrated marketing communication as well. The concept of employee communication inclusion into the IMC activities is a subject of deliberations in the following sections of this paper.

Marketing and Public Relations Activities Directed to the Personnel

While planning and running communication activities, organizations should give particular attention to its employees since including internal addressees to the process is a crucial condition for a company information policy to be successful. In the subject literature there are two concepts giving the role of key addressees in organizational communication activities to the employees – internal marketing and internal public relations. Both approaches underline the importance of internal communication as a tool and area of special interest.

The idea of internal marketing based on the requirement of satisfying the needs of the personnel related to motivation and satisfaction, in order to achieve high quality of service offering, emerged in late 70s of the last century. Despite over 30 years of managers and academics' debate about this concept, it remains poorly explained. Various authors defined the term differently, emphasizing employee orientation, customer orientation or support for implementing strategy and change management processes [e.g. Egan 2007 p. 354; Finney 2011; Olszty_ska 2005, p. 11]. However, they all thought about internal marketing as an indispensable assistance for company's external activities. Currently, scientists focus

primarily on including personnel into decision making processes and gaining its acceptance and support for strategic objectives accomplishment [Baruk 2008, p. 80]. Uniting employees with a common vision and knowledge management are crucial areas of interest as well.

While analyzing conceptual and empirical literature, one can identify five key elements of internal marketing [Rafiq and Ahmed 2000, p. 456]:

- employee motivation and satisfaction;
- customer orientation and customer satisfaction;
- inter-functional coordination and integration;
- marketing-like approach to the above and
- implementation of specific corporate or functional strategies.

Undertaking activities related to all areas mentioned above enables building personnel commitment and trust in organization. The primordial condition for the realization of internal marketing principles is an efficient communication system in the organization. The process of transmitting information should aim at arousing understanding among personnel for every decision that is taken in the company and building loyalty and identification with the firm.

Effective internal marketing activity leads to better performance of the company. Nevertheless, contrary to the marketing theory, internal marketing does not focus on customers and their needs but on the employees and their requirements. According to this concept it is satisfied personnel, which makes an organization successful. Furthermore, such employees pass their contentment to the clients thus turning them profitable and loyal for the company [Schultz 2004, p. 112].

As previously noted, internal public relations is the second concept treating personnel as a key audience for organizational communication. Public relations is defined by Chartered Institute of Public Relations as *“the discipline which looks after reputation, with the aim of earning understanding and support and influencing opinion and behaviour. It is planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics”* [Egan 2007, p. 246]. Its internal forms are directed to the company’s personnel.

Building a positive corporate image or achieving other public relations objectives would not be possible without gaining employees goodwill. Internal public relations consists of correct

information policy management and is called internal communication or human communication frequently [Rozwadowska 2002 p. 116]. Owners, managers, personnel, potential or retired employees are the target audience for all internal public relations activities. It should still not be forgotten that people are a relevant communication channel between a firm and its external environment.

In the subject literature, many authors underline that internal public relations constitutes one of the most neglected areas as far as organization functioning is concerned. The activities are run on occasion and received information is usually incomplete. Meanwhile, the proper formulation of messages enables developing awareness and understanding of the meaning and roles that personnel plays in organization.

The main objectives and responsibilities of internal public relations are: information, training, motivation and corporate identity building. Fulfilling above-mentioned tasks encourages employees to be more interested in their work and in the company's goals. Personnel should be informed about organization's strategic priorities and its role in them, as well as motivated to reach those objectives. Employee communication is the area of particular significance for internal public relations activities. It is responsible for moulding a positive corporate identity as well as personnel's motivation and training in order to make them behave properly in the contacts with company's external audiences. Furthermore, employees should be informed about marketing actions or important decisions that concern or influence them. This motivates them to accept the decisions and to assist in implementing them [De Pelsmacker, Geuens and Van den Bergh 2007, p. 298].

Summing up, internal public relations activities should create goodwill and sympathy for the company among its employees. The main action used in order to achieve it is the employee communication. It is necessary to underline that the commitment of real management to the concept of good internal communication and employee relationships constitutes indispensable condition of its success [Blythe 2006, p.142].

The Meaning of Internal Communication

All forms of activities undertaken by personnel need the flow of information and communicating with other organization members to be effective. Communication processes that take place in the company enable its proper functioning. Moreover, owing to

communication employees become acquainted with an organizational mission and goals, in addition, unique corporate culture is created. The way internal communication activities are run affects positively or negatively firm's performance [Szyma_ska 2004, p. 266]. Therefore, understanding the peculiarity of communication in organization, its constituent elements and delimited objectives is crucial for management functions.

The term "internal communication" is defined less or more in detail, depending on the research perspective and approach to internal communication as a tool or an autonomous process in the organization (see table 1). C. L. Bovée and J. V. Thill [2000, p. 7] or A. Mazzei [2010, p. 221] propose general descriptions and identify internal communication with the flow of information and ideas between people in the organization.

Table 1
The comparison of internal communication' definitions

Author(s)	Definition
C. L. Bovée J. V. Thill	Exchange of information and ideas within an organization
G. Cheney L. Christensen	Employee relations, statements of mission and organizational development
J. Cornelissen	All methods (internal newsletter, intranet) used by a firm to communicate with its employees
M. Dunmore	Process that supports implementing strategy, propagating organizational values and building company's personality and that contributes to competitive advantage
U. Gros	Main organizational process enabling exchange of information between different members, which binds company's units and a company with its external environment
H. A. Kalla	All formal and informal communication taking place internally at all levels of an organization
A. Mazzei	Communication flow among people within the boundaries of an organization
A. Olszty_ska	Process of transferring information, which aims at raising employees understanding for every action undertaken for a company management and building loyalty and identification with an organization
B. Quirkie	Core process by which business can create this value
E. Scholes	Professional management of interactions between all those with an interest – or 'a stake' – in a particular organization

Source: Own elaboration based on: Bovée and Thiel [2000, p. 7]; Cheney and Christensen [2001, p. 233]; Cornelissen [2004, p. 189]; Dunmore [2002, pp. 133-134]; Gros [1994, p. 69]; Kalla [2005, p. 304]; Mazzei [2010, p. 221]; Olszty_ska [2002, p. 167]; Quirke [2008, p. 21]; Scholes [1997, p. xviii]

J. Cornelissen [2004, p. 189] presents an instrumental approach to internal communication and identifies it with all tools that are used by a company to contact with employees. On the contrary G. Cheney and L. Christensen [2001, p. 231] underline its relational aspect. They define internal communication as relationships with employees, statements of mission and organizational development, giving the particular attention to its links with external communication.

According to B. Quirkie [2008, p. 21], internal communication is the main process happening within company, which enables creating value for the customer. In the domination of information era, principal organization resources are knowledge and relations between employees. Managing a modern enterprise consists of collecting accurate information and processing them with usage of personnel intellect and creativity, in a way that creates a value for the client. In the opinion of E. Scholes [1997, p. xviii], internal communication should be understood as a professional management of interactions between all people who have an interest or a stake in an organization. M. Dunmore [2002, pp. 133-134] states that internal communication supports the 'living' of organization's strategy, values and personality and have a significant role to play in building competitive advantage. For that reason it cannot be identified only with information flow – leadership, culture and behaviour should be taken into consideration as well.

H. A. Kalla [2005, p. 304] emphasizes that internal communication should be identified within four domains:

- business communication (concerned with communication skills of employees);
- management communication (focused on management skills and capabilities for communication);
- corporate communication (focused on formal communication) and
- organizational communication (addressing more philosophical and theoretically oriented issues).

In the opinion of that author, integrated internal communication consists of all formal and informal communication acts that take place on all levels of the organization.

Regarding the range of organizational aspects covered by internal communication, it needs many diverse tools to fulfill its tasks (see table 2). What is particularly important and should be emphasized is that all internal communication instruments are employed within internal

marketing and internal public relations activities. As all employee communication activities, also its tools can be divided into two groups – formal and informal tools. Their combination and frequency of usage is determined by the organizations actual needs, its size and available resources.

Table 2

The instruments of internal communication

Formal communication tools	Informal communication tools
<ul style="list-style-type: none"> • face-to-face conversations • memos • in-house journals • bulletins • reports • information boards • annual reports about company performance • meetings • company' radio • call center • Intranet • newsletter • e-mail • board consulting hours • suggestions boxes • studying employees opinions and attitudes • printed materials • interdisciplinary teams • independent coordinators • bonding events • courses 	<ul style="list-style-type: none"> • rumors and gossips • unofficial after-work meetings • managers lunches with employees • workgroups • management by walking around (MBWA) • informal relations between employees • supporting workers initiatives concerning local community life, charity, sport, culture or education

Source: own elaboration.

While planning internal communication activities and its instruments usage, companies should remember that insufficient access to the information via formal channels leads to supremacy of informal sources, with predominant role of rumors. Concerning the difficulties related to informal communication management, organizations should exert themselves to assure good communication climate so that the employees would not fear and prefer formal ways.

Taking into consideration the role internal communication plays in company functioning and its relations with firm's external communication activities, it has to be maximally effective. However, the term of effectiveness is not unanimously understood by academics and practitioners, which impedes the measurement of employee communication. This aspect will be elaborated in the next section of the paper.

Internal Communication Effectiveness Revision

Literature concerning the problem of internal communication effectiveness and its conditioning is not plentiful. There are many books about communication process and marketing communications, but internal communication, determinants of its effectiveness and correlation between internal and external communication are marginally treated. Most authors focus on internal communication as a tool used within: internal public relations [e.g. Budzy_ski 2003; Rozwadowska 2002; Szyma_ska, 2004], stakeholder public relations [e.g. Theaker 2001] internal marketing [e.g. Ahmed and Rafiq 2002; Dunmore 2002; Egan 2007; Olszty_ska 2005; Varey 2002], human resources marketing [e.g. Baruk 2006; Zbiegie_-Maci_g 2006] or organization communication management [e.g. Jablin and Putnam 2002; Manning, 1992]. There are a few publications regarding internal communication as a relevant instrument of internal marketing communications [Fill 2006; Smith, Berry and Pulford 2002] or a complex process with numerous areas of impact [e.g. Bartoli 1994; Clutterbuck, Hirst and Cage 2003; Grunig, Grunig and Dozier, 2002; Lesca and Lesca 1995; Quirkie 2008; Rogala 2011; Scholes 1997; Smith and Mounter 2008; Wright 2009]. Meanwhile, internal communication plays a strategic role in the majority of above-mentioned areas, by integrating those activities. It helps organizations reach their goals and objectives and enables them to develop structure and culture successfully.

The primary and superior aim of internal communication is shaping and changing employees' behaviors so they will lead to a better cooperation and actions consistent with organizations goals. Secondly, it should create work atmosphere which facilitates:

- developing strong organizational culture founded on commonly accepted values;
- increasing personnel's motivation and commitment by delivering credible, authentic and comprehensible information;
- establishing work conditions that stimulate the growth of employees' effectiveness and creativity;
- work process;

- directing managers towards personnel needs;
- improving communication and relationships between supervisor and employees plus between colleagues;
- preparing employees for incoming changes in order to gain their acceptance and diminish resistance connected with implementing them;
- optimizing the use of knowledge available in the organization (knowledge management) [Dunmore 2002, p. 134; Olszty_ska 2002, pp. 168-169].

Realization of those partial objectives contributes to shaping the culture of work based on mutual respect and two-way communication. Moreover, it facilitates engaging personnel into corporate image building process.

According to S.P. Robbins, communication between organization's members executes at least one of the following functions [Robbins 2004, pp. 220-221]:

- informative, which aims at delivering essential information for decision making and productive work;
- motivational, based on the assumption that access to the information about the progress in fulfilling one's duties increases personnel's commitment and effectiveness;
- expressive, that stands for showing feelings and emotions as well as satisfying social needs, regarding that working group constitutes the basic source of human relations and
- control, because the information flow about the job that is performed, allows supervising employees behaviors.

While pondering the diversity of objectives, functions and tasks of internal communication, one can conclude that it has a strong impact on the employees working attitudes and efficiency, but above all on the company's performance.

In the subject literature, the effectiveness of organizational communication is treated incidentally. It is frequently identified with the conformity of the message sent to the received one, thus with the reference to general communication effectiveness (e.g. elaborations from the field of psychology, cybernetics, management). However, it seems that internal communication effectiveness needs a wider, praxeological perspective, taking into consideration its various objectives and tasks, including marketing functions.

Praxeologists consider the efficiency as an ambiguous term. For instance, T. Kotarbi_ski [1982, s. 104] distinguishes three aspects of an efficient action: economical, related to the profit and connected with effectiveness. Effective actions lead to reaching intended goals, however, those objectives might be fully or partly achieved.

In the communication theory, its course and results are most frequently assessed with the category of efficiency, rarely with its effectiveness. According to B. Sobkowiak [2005, p. 245], internal communication can be considered efficient if:

- its final outcome is the highest level of mutual understanding possible, which effects with high level of cooperation satisfying for both interlocutors;
- owing to it and in accordance with interlocutors values and interests, continuous and dynamic shaping, modifying and changing of their attitudes, behaviors and knowledge is possible.

Whereas in the opinion of B. Quirke [2011, p. 368], internal communication is effective provided that it relies on business goals, is based on a clear set of expected results and concentrates on transforming information into understanding and action afterwards. However, the measurement of internal communication is possible with reference to its specific tool or channel rather than to the process in a holistic approach.

U. Gros [2003, p. 166] divides communicational objectives into general (cognitive) and pragmatic. A general objective of the process is the same understanding of the message by interlocutors, while a pragmatic one concerns the achievement of expected outcome. Therefore, internal communication might be fully, highly or low effective. If an addressee comprehends the received message in accordance with the sender's intention, and the main purpose of the interaction is reached, communication is considered fully effective. In turn, high effectiveness appears when an addressee confirms receiving the message and formal chances to achieve a pragmatic objective exist. Finally, internal communication is low effective if there is a little probability of reaching a pragmatic objective, even though an addressee acknowledged the receipt of the information.

Effectiveness concerns all forms of internal communication. There are two factors which enhance effectiveness, first of all, the conformity of what a sender wanted to say with what an addressee comprehended and the realization of a pragmatic objective. The higher these two factors are, the better the effectiveness is. However, one should remember that two parts of

the process may have different communicational goals, therefore the effectiveness of internal communication may be examined from two different perspectives.

The efficiency and effectiveness of internal communication does not result only from adequate selection of tools or participants' communication competences. Continuous monitoring of the process, examining employees information needs and searching for communicational problems solutions are extremely important as well. Regular communication audits, a reliable analysis of the obtained results and implementation of the proposed improvements enhance internal communication quality.

Internal Communication As an Instrument of Integrated Marketing Communication

Modern organizations face a lot of competitors and problems as far as their market performance is concerned. In the age of information predominance, managers should give particular attention to the processes of communication with company customers. As mentioned before, apart from external market, internal market should be taken into consideration as well. Additionally, the concept of integrated marketing communication underlines that a coherent and complex transfer of messages to all interested audiences is needed. Internal integration level of marketing communication indicates the necessity to inform and familiarize all employees with new products, services, business partners or strategies, in order to motivate and prepare them to fulfill their duties properly.

The quality and outcomes of relationships between a company and its personnel depend mainly on the way they communicate with each other. What should be remembered is that employees take their "buying" decisions concerning: buying into an organizational objective or project, sharing a company vision or living up to corporate values [Thomson and Hecker 2000, p. 48]. Whereas one of the main reasons of organization failure in gaining the personnel's goodwill is inappropriate, or missing, implementation of integrated internal communication frequently.

An interesting approach to the usage of internal communication in marketing communication process was proposed by A.S. Ferdous. The author presented a conceptual framework for management actions related to employee communication, with suggesting four major stages for implementing it within organizations [Ferdous 2008, pp. 226-230]. The first step is

identified with a creation of the appropriate atmosphere for communication inside the company. The positive climate and culture of internal communicating that consist of suitable frameworks, and procedures, encourage two-way information flows across the organization [Asif and Sergeant 2000]. It enables building beneficial relationships among employees and between personnel and the company as a whole. As soon as the appropriate atmosphere for communication is created, a range of integrated internal communication instruments (e.g. personal selling, internal advertising, workshops, appropriate incentives and rewards) must be applied, in order to reach desirable aims such as fostering internal branding, employee satisfaction and commitment. The last two stages of the presented framework are measuring the integrated internal marketing communication effectiveness and getting feedback for corrective action. The change in employees behaviors to those consistent with the organizational vision and values as a result of company's communication may be the area of assessment.

Properly implemented and managed internal communication, which is integrated with company's marketing activities leads to high level of personnel satisfaction and commitment. As a consequence, employees build more profitable relationships with external customers. Moreover, marketing-based internal communication is crucial for strengthening emotional contracts between individual and the organization, which in turn increases employees emotional capital in the company [Thomson and Hecker 2000, p. 57].

Conclusion

As mentioned in the introductory section, there is still a theoretical and practical need for a complex analysis of dependencies between internal and external communication, and between internal and marketing communication in particular. Therefore, a comprehensive study of the literature related to marketing communication, internal and human resources marketing, public relations, internal communication, organizational behaviors or psychology supported by empirical research may lead to the significant improvement of every organization functioning.

In the light of the above, integrating internal communication with marketing communication activities contributes to higher performance of the organization and creating a competitive advantage. Moreover, it facilitates building personnel loyalty and identification with the company. In addition, internal communication helps develop corporate image, influence it

positively or negatively. A positive impact occurs only when external and internal messages are both encouraging and coherent. Furthermore, internal communication plays a primordial role in internal public relations and internal marketing actions. If appropriately used, it gains employees goodwill and turns them into advocates of the organization. Summing up, extending integrated marketing communication to the internal marketing and internal public relations may result in employee commitment and trust.

Integrated internal communication significantly improves almost every aspect of company functioning. However, it is still underestimated and it is not explored sufficiently. The following paper just delineates the potential profits of more thoughtful employee communication inclusion into integrated marketing communication. Therefore, the subject needs further exploration and research. According to the authors, particular attention should be given to the determinants of internal communication effectiveness and the strength and direction of its influence on marketing communication activities. Another aspect worth investigating are the conditionings of effective integrated internal communication's implementation.

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Tables

Table 1. The comparison of internal communication' definitions

Table 2. The instruments of internal communication