Internal Marketing: Analysis of theories and strategies that can be applied to reach competitive advantage and improve business performance in a telecommunication company. Case Study: Digitel Corporation.

Melissa Marcano
Student Number 10119431
Supervisor: Jackie Kennedy
Word count: 21,068
Declaration

This dissertation is being submitted in partial fulfilment of the requirements for the degree of General MBA at Dublin Business School (www.dbs.ie).

This dissertation is the result of my own independent research work, except where otherwise stated. All other sources are acknowledged in the bibliography section. This dissertation work is not submitted in any other form to any other organisation or institute.

- Melissa Marcano
22nd May, 2015
# Table of Contents

CHAPTER 1 ............................................................................................................................................................................. 9  
**Introduction** ........................................................................................................................................................................... 9  
1.1 Reason of researcher’s interest in the topic .................................................................................................................... 9  
1.2 Research Question: .......................................................................................................................................................... 13  
1.3 Research Objectives / Hypothesis: ................................................................................................................................. 13  
1.4 Contribution of the Study .................................................................................................................................................. 14  
1.5 Research Background ...................................................................................................................................................... 15  
1.6 Digitel Corporation. (Venezuela) ........................................................................................................................................ 15  
1.7 Organization of the dissertation ......................................................................................................................................... 16  
1.8 Scope and Limitations of the research ............................................................................................................................ 18  

CHAPTER 2 ............................................................................................................................................................................. 19  
**Literature Review** .................................................................................................................................................................. 19  
1.9 Literature Introduction ....................................................................................................................................................... 19  
1.10 Telecommunication Industry in Venezuela ...................................................................................................................... 19  
1.11 Marketing ........................................................................................................................................................................ 20  
1.11.1 Marketing Approach, 4P’s ............................................................................................................................................ 21  
1.12 Internal Marketing .......................................................................................................................................................... 21  
1.12.1 Internal Marketing Objectives ......................................................................................................................................... 23  
1.12.2 Purposes of Internal Marketing ....................................................................................................................................... 24  
1.12.3 Internal Marketing Management Interactions .................................................................................................................. 25  
1.12.4 Barriers to develop an effective Internal Marketing ..................................................................................................... 25  
1.12.5 Internal Marketing Tools and Techniques ......................................................................................................................... 25  
1.12.6 Internal Marketing Models ............................................................................................................................................ 28  
1.13 Services Marketing ........................................................................................................................................................ 30  
1.14 Relationship Marketing ..................................................................................................................................................... 30  
1.15 Organisational Culture ....................................................................................................................................................... 31  
1.16 Internal Communication .................................................................................................................................................... 32  
1.17 Leadership and Motivation ................................................................................................................................................. 34  
1.18 Job Satisfaction ................................................................................................................................................................ 35  
1.19 Change Management .......................................................................................................................................................... 36  
1.20 Competitive Advantage ...................................................................................................................................................... 38  
1.21 Literature Conclusion ......................................................................................................................................................... 40
CHAPTER 3 ............................................................................................................. 42
Methodology ............................................................................................................. 42
  3.1 Methodology Introduction ............................................................................. 42
  3.2 Research Design .......................................................................................... 43
    3.2.1 Research Philosophy ............................................................................. 43
    3.2.2 Research Approach .............................................................................. 43
    3.2.3 Research Strategy ................................................................................ 44
    3.2.4 Research Choice .................................................................................. 45
    3.2.5 Time Horizons .................................................................................... 46
    3.2.6 Selecting Respondents ......................................................................... 46
    3.2.7 Research Ethics ................................................................................... 47
  3.3 Data Collection Instruments ......................................................................... 48
    3.3.1 Primary data: ........................................................................................ 49
    3.3.2 Questionnaire ...................................................................................... 49
  3.4 Data Analysis Procedures ............................................................................ 51
  3.5 Limitations of Methodology ......................................................................... 52
CHAPTER 4 ............................................................................................................. 54
Data Analysis / Findings ........................................................................................... 54
CHAPTER 5 ............................................................................................................. 79
Discussions, Conclusion and Recommendations ..................................................... 80
  Discussions and Conclusion ................................................................................. 80
  Recommendations ................................................................................................ 85
Bibliography ............................................................................................................. 86
Appendices .............................................................................................................. 94
List of Tables and Figures

Figure 1 Berry’s Model of Internal Marketing. (Berry, L., 1981) ......................................... 28
Figure 2 Gronroos’s Model of Internal Marketing (Varey and Lewis, 2000) ..................... 29
Figure 3 Model of Competitive Advantage (QuickMBA, 2010) ...................................... 39
Figure 4 Digitel Company Logo (Digitel, Venezuela, 2015) ............................................ 16
Figure 5 Saunders Research Onion Method ...................................................................... 42
Figure 6 Gender Graph .................................................................................................. 55
Figure 7 Positions Graph ............................................................................................... 55
Figure 8 Length of Service ............................................................................................ 55
Figure 9 Vision and Mission graph ................................................................................. 56
Figure 10 Organisational Values graph .......................................................................... 57
Figure 11 Goals and objectives graph ............................................................................ 58
Figure 12 Organisational strategies graph ...................................................................... 59
Figure 13 Internal Communication graph ...................................................................... 60
Figure 14 Internal Communication graph ...................................................................... 61
Figure 15 Internal Communication graph ...................................................................... 62
Figure 16 Benefits and Motivation graph ...................................................................... 63
Figure 17 Benefits and Motivation graph ...................................................................... 64
Figure 18 Benefits and Motivation graph ...................................................................... 65
Figure 19 Benefits and Motivation graph ...................................................................... 66
Figure 20 Roles graph .................................................................................................... 67
Figure 21 Roles graph .................................................................................................... 68
Figure 22 Changes graph ............................................................................................... 69
Figure 23 Changes and Competitive Advantage graph .................................................. 70
Figure 24 Changes and Competitive Advantage graph .................................................. 71
Figure 25 Changes and Competitive Advantage graph .................................................. 72
Figure 26 Development and Engagement graph ............................................................. 73
Figure 27 Development and Engagement graph ............................................................. 74
Figure 28 Development and Engagement graph ............................................................. 75
Figure 29 Development and Engagement graph ............................................................. 75
Figure 30 Development and Engagement graph ............................................................. 76
Figure 31 Development and Engagement graph ...................................................... 76
Figure 32 Development and Engagement graph ...................................................... 77
Figure 33 Employees Opinions ........................................................................... 78
Acknowledgements

I would like to thank my mentor Jackie Kennedy for all her professional advices and guidance, Lelia Garcia and Digitel Company for all the cooperation and for allowing me to carry out the research within the organisation.

To my family, boyfriend and friends for being always there giving me all the support I needed through all the process.

Mom, Dad, Desi and Liah this is for you!

Thanks to all!
 Innovation nowadays implies a lot of factors that has to be consider to go by the hand with the fast moving world and satisfy customer’s needs, that are every time more and more exigent.

It is here when at the moment of thinking about company growth and success is necessary to think about change and adapt certain organisational strategies to reach goals in a better and effective way.

While in a company has been always important external customers, service and products; the importance that has to be given to the employees as one of the main actives that conform a company and are part of the principal and direct channel to reach and please customer’s needs, had been left aside.

While an employee working in a company need to fulfil all its function compulsory as part of an organisational commitment and contract, it will be always reached in a better and efficiently way if this one is truly engage and loyal to the company, characteristics that are reachable through motivation and job satisfaction, main focus to reach through internal marketing strategies and techniques.

Internal Marketing is then defined as “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).

Keywords: Internal Marketing, Motivation, Job Satisfaction, Competitive Advantage, Business Performance, Service Marketing, Relationship Marketing.
CHAPTER 1

Introduction

1.1 Reason of researcher’s interest in the topic

Nowadays, Internal Marketing (IM) is becoming every time more important within organisations, being customer loyalty, business performance and competitive advantage, priority reasons of why applying it.

There are numerous companies that devote a large amount of resources to capture, retain and build customer loyalty, but completely neglect their own workers. However, the reality is that a disgruntled employee whose needs are not covered by the company and its managers is impossible to provide the customer the unique experience we want. In other words, "treat your employees as you would have them treat your customers" (Martinez, E., 2013, p1)

It is to know, that managing a group of work within a company is not easy and it is becoming among the time more complex, each one of the employees that conformed it, represent a different character with particular exigencies that are important to take in consideration, in order to get their optimum development and thus a better business performance. Related to this and referring to leadership, this is probably one of the most difficult parts referring to manage the human resources of a company. The fact of trying to include and understand each one of your employees and taking actions according to the whole group to keep them motivated, promoting an engagement between them and the organisation and getting the best results.

In internal marketing, as in everything else, management commitment is crucial (Varey, R. And Lewis, B. 2000, p. 83). Many organisations have been decreasing the number of management levels in order to delegate management responsibility and move the decision-making to a level that is closer to the external customer, so organisations are realising that their most important asset is the employee. Thus, ‘taking care of customers requires a focused effort in trying to take care of workers. These efforts include, among others, Internal Marketing. (Vera, C. 2012, p.691)
In the whole context, internal marketing has not a specific parameter to follow, rather can be interpreted and defined differently according to the organisation goals and exigencies regarding to its internal customers referring to the employees. Being the internal market as important as external market, comes the need for organisations to adapt and apply some strategies based on traditional marketing to the internal environment.

Furthermore focusing on interpersonal skills does not negate the need for the organisation and its high levels of positions, as directors, managers and team leaders to be able to handle issues such as: the main technological aspects of the activity that directs processes that create value in the business, instruments and financial indicators of marketing tools, among other technical or functional aspects. But interpersonal skills allow them to obtain higher levels of information, collaboration, and results of subordinates who are "specialists" in the various fields as well as the achievement of a team that encourages integration and consensus of different approaches to making more effective decisions, among other benefits (Codina, A. 2010, p.3).

Internal marketing can be based on personal and interactive relationships as well as on mass marketing. (Varey, R. And Lewis, B. 2000). Having said this, it is important to emphasize that Relationship Marketing it is a concept that plays a very important role within the performance of internal marketing, even though this was created originally based on relationship between customers and suppliers, the strategies and techniques are applicable to the internal environment. As better are the internal relationship between all the levels of employees within a company, longer and efficient will be employee’s commitment and performance.

This research seeks to delve into internal marketing theories developed nowadays and analyse how important are these one within a telecommunication company to improve business performance and reach a competitive advantage by applying them.

In a telecommunication company as in other types of companies it is essential to take in a very high consideration, the fact of having an internal marketing strategy defined and more specifically talking, even though internal marketing can be defined
in an overall for the whole company, by a group of specialist related to human resources management, the managers and team leaders and every person within the company who manage a group of employees, should have the proper knowledge about this field to apply it in their managerial area based on their specific objectives to improve their performance and reach a high competitive advantage in conjunction with other strategies.

It is known that internal marketing is a strategy applied to the internal market of an organisation to get employees attention in order to motivate them, creating an engagement with the organisation and making them feel compromised with their work, in other words, "strengthen its organizational culture, achieving greater commitment and sense of belonging" (Acevedo, J. cited in Barragan, A. 2014, p. 1)

The effectiveness of a director, manager or team leader can be measured most often through the results obtained from its working group, as these reflect how efficient are, the strategies implemented by management. While being in an important position within a company in charge of managing a group of employees, not only involves applying strategies based on their human resources to achieve their goals, these ones represent indeed an important fact within the leader performance, which must be constantly updating and studied for a better use. Human resources for an organization in overall as well as for each workgroup or management area are and must be 'essential base' to consider since these are the direct and effective channel to achieve the company goals.

“Conquer the heart of internal customers -employees- should be as important for an organisation as winning the hearts of external customers. If an organisation and its directives wants the customers always happy and satisfied, it must be followed by the statement that indicates that you have to treat employees as well as you want them to treat customers.” (Barragan, A. 2013, p. 1)

This is the reason why is so important to analyse the role that internal marketing plays within an organisation, in this case Digitel Co. Venezuela, the importance that is given to IM within the organisation and how effective is from employees point of view.
This research born of the necessity of proving how important is the motivation and engagement of the employees within a company to reach organisation goals, and why all higher levels of an organisation should be aware of internal marketing knowledge to apply it, getting a better business performance and reaching a competitive advantage through their employees.

Understanding competitive advantage concept as an advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retain more customers than its competition. There can be many types of competitive advantages including the firm’s cost structure, product offerings, distribution network and customer support.

Through the development of this research it is very important to take in consideration theories, techniques and tools used for traditional marketing that can be applied to the internal marketing, as knowledge about organisational culture, service marketing, internal communication, competitive advantage and relationship marketing.

After all the above; It is at this point when certain questions begin to emerge shaping what is the work below, about.

How internal marketing can be useful in a telecommunication company?
How internal marketing can be a suitable model for business performance improvement?
How internal marketing can lead you as an organisation to establish a competitive advantage?
How internal communication can be improved through internal marketing?
Why a high level of motivation of employees can guarantee a better performance?
How internal marketing can guarantee proper group work integration?

Based on this it is important to mention what is the research main question and what are the objectives and hypothesis, which are mentioned below.
1.2 Research Question:

How important and effective are internal marketing techniques and tools as a competitive advantage technique within a telecommunication company?

1.3 Research Objectives / Hypothesis:

Objectives:
- Conduct a study of marketing theories, techniques and tools for a better understanding.
- Conduct an analysis of the theories, techniques and tools to understand its functions and advantages in a telecommunication company.
- Identify the possibility of development of competitive advantage from the influence of internal marketing in organizational commitment, motivation and job satisfaction.
- Analyse the limitations of internal marketing from a literature point of view.

Hypothesis:
- As high the internal marketing orientation is, higher will be organisational productivity.
- As high the level of satisfaction of employees is, the better performance of them will be obtained.
- As much are applied the tools and techniques from internal marketing, better will be to accomplish business goals and performance.
- As high the employees motivation and job satisfaction is, better will be their engagement with the organisation.

This research will be developed based on Digitel Company (Venezuela), below it can be noticed a brief profile about the company.
1.4 Contribution of the Study

Regarding internal marketing, even though there are studies about this theme, there is still a lack of definition and importance that should be given to this one, at the moment of looking to improve business performance and reach a competitive advantage within an organisation. Nowadays innovation is the pioneer of a successful company and internal marketing is linked to this one, the fact of considering the internal market as the main active of an organisation is leading the companies to reach their most important goals.

By analysing in a deepest way how the techniques applied normally for marketing are turning and being adapted to promote internally with the most important clients of a company who are the employees, the motivation and engagement with the organisation and thus reaching organisational objectives.

While, this fact had been studied since 1970, it is in the last decade when companies start turning its interest to new ways of managing the human resources to get better results from them. Nowadays Latin America had been promoting and focusing in this terminology named as well as ‘EndoMarketing’ which means inward.

The reason of this study is to point out how important is to take this techniques in consideration due to the fast moving world we live today, to exploit in the best way the organisational resources through their most important ACTIVE, and thus contribute with the spreading of this techniques for those companies that does not believe yet in that internal marketing is one of the most important tools to be used within an organisation, starting from human resources area until every manager that has to manage a group of workers.

However definitions and criteria continue to be quite vague referring to different authors and contradictory from others point of view, reason why this study seeks to gather all the important information related to the techniques derivate from internal marketing that are important to apply within a company to reach a competitive advantage and business performance, and this way show how a company through innovative ideas related to this one, can be successful.

However, even though there are too many things to stipulate and promote to give the real importance that IM deserves, there are already studies developed and related to this topic which helped to complete this research.
1.5 Research Background

‘Internal Marketing in itself is not new’ (Sasser and Arbeit, 1976 cited in N., Saad, P., Ahamed and M., Rafiq), but this one started to be consider in the last decade from organisations as a profitable mechanism to reach job satisfaction and employees motivation with the purpose of achieving a competitive advantage and improve business performance thus allowing the company to be successful, unique and reach their main goal which is external customer satisfaction through an effective and efficient development of activities necessary to provide the best service and products.

Today there are many researches and studies that try to give form to this definition, promoting and explaining what indeed is, where it started and what can be reached through this one. An example of researches that had contributed is ‘Internal Marketing: Using Marketing-Like Approaches To Build Business Competencies And Improve Performance In Large Malaysian Corporations’ by Saad, P., Ahamed and M., Rafiq.

On the other hand, there are researches about competitive advantage, relationship marketing, leadership, customer’s satisfaction, managerial strategies and employee’s motivation that also contribute to understand in a better way what the researcher is trying to explain and show through this study.

As part of the study, is important for the researcher to know about the organisation, following is showed a brief description of the company.

1.6 Digitel Corporation. (Venezuela)

Digitel Corporation is the company where was carried out this dissertation project. Digitel Company is a mobile phone company, established in Venezuela, which provides telecommunication services, as mobile phone services and internet services.
Digitel was founded in 1995 offering telecommunication services. Currently is one of the best mobile companies in Venezuela offering the latest technology for mobile telephony and internet 4G/LTE network. The company counts with a wide group of employees subdivided in different management areas that work hardly to offer the best services to its customers.

**Digitel Co. Goal**

In Digitel we build roads to link emotions and purposes, using our technology so you can be close to the person you want, we manage to stay informed and connected with the world.

Our goal is to improve your quality of life and that of our employees; our values inspire us to work every day to be the model telecommunications company in Venezuela, distinguishing ourselves by our Social Commitment. (Digitel Company, 2015).

![Digitel Corporation Logo](Digitel, Venezuela, 2015)

### 1.7 Organization of the dissertation

This research is divided in different chapters, starting with the chapter number one who seeks to intrude the reader to the discussion topic, giving a introductive explanation about the research problem and why this one is of an interest to being studied for the researcher. Through this chapter, the researcher start delving into internal marketing definition and the importance of this one when it comes to motivation, job satisfaction and reaching a competitive advantage within a company, therefore, developing questions that give shape and meaning later in this study, and
the hypotheses that seek to be confirmed for a greater understanding of the importance of internal marketing.

In Chapter Number 2, is presented the literature review, where the researcher raises the topics and concepts that are needed to a better understanding of this study, where academic literature reviews are mentioned and are important base. In this chapter is where the researcher use all the information gathered to make comparisons and analysis that are essential key to answer the research questions and hypothesis; and hence leading to reach the research objective.

In Chapter Number 3, is presented the Research Methodology, where Saunders Research Onion plays an important role guiding the researcher through different levels of investigation that will lead him to reach the research objective in a better and organised way. Through this levels or layer of the onion, the research has the opportunity to explain the research design, the philosophy used and the survey strategy to be applied.

In Chapter Number 4, are presented the Data analysis and Findings, where the researcher shows the results and analysis of the answers obtained from the questionnaires applied to the selected target in the telecommunication company, representing a primary data for the research. The results of the questionnaire applied to the employees were gathered by a program named Free Online Surveys, which was used by the researcher to design the questionnaire. Having all the results from the program, to proceed doing the analysis of the data was used Microsoft excel. All this needed to complete the following chapter and draw conclusions through the answers collected from the selected target to answer the research questions and reach the research objective.

In Chapter Number 5, Conclusions, discussions and recommendations are presented, where the researcher in one hand conclude from the results obtained from the questionnaire analysis, presenting the findings related to the research questions and prove the hypothesis, and how can this be of interest for managers and companies in overall to take in consideration at the moment of reaching a
1.8 Scope and Limitations of the research

This research seeks to study and show the importance of internal marketing within a telecommunication company to create and reach a competitive advantage through job satisfaction, employee motivation and employee’s commitment and thus a better business performance. Whereby, the scope of this study is the application of a questionnaire to determine the degree of importance and effectiveness that has the application of techniques of internal marketing within a telecommunication company.

This scope will be reachable through the application of a questionnaire designed based on previous researchers questionnaires related to internal marketing, and applied to a selected target of the company which is the sample of the population to be analysed. This sample belongs to the Operations area of the company involving around 100 people, expecting to get response from at least 50 of them. Moreover, together with the studied literature pertaining to secondary data and gathered from different resources will lead the researcher to achieve and demonstrate de research objective and hypothesis.

Nevertheless, the study carried out may have certain limitations that must be considered from the beginning of this research. As is the time and the necessary permits to obtain information on the company, the approval to apply the questionnaire and a low rate response from the employees who will be surveyed. Below, will be defined the next chapter ‘Literature Review’ which will contain all the topics and theories related with Internal Marketing and that are important to be aware of, for a better understanding of this research.
CHAPTER 2

Literature Review

1.9 Literature Introduction

This chapter seeks to delve into internal marketing literature in order to have a better understanding of the theories, techniques and tools that should be considered and are important within a Telecommunication Company, more specifically in Digitel Co. to get a better business performance and a competitive advantage. It also includes topics related that are very important to understand as Marketing, Services Marketing, Relationship Marketing, Organisational Culture, Competitive Advantage, Motivation and Job Satisfaction, Digital Marketing.

1.10 Telecommunication Industry in Venezuela

At the moment of evaluate the possibilities of an effective internal marketing that can be applied within a company it is important to take in consideration some factors that influence in the decisions that has to be taken in relation to the strategies and tools to use within the internal marketing plan to be applied.
Nowadays, Venezuela’s economy is suffering a high strike and the situation is not the best one for companies and industries to grow. Economic factors influence this kind of the decisions because companies are not able to expend or invest too much money and resources in certain processes due to the current situation in the country, however if tangible resources are used in a proper way it is possible to exploit them in their maximum expression to get benefits from them.

Even though, the industry sector is one of the most affected ones due to the economic situation, Telecommunications companies still represent a big part of this sector and are essential for the country to keep working effectively in relation to technology area.
So it is to say, that putting aside all problems that can exist, is still important for this sector, as they represent the technology era, to go by the hand with upgrades and new ways of managing, controlling, motivating and utilize their whole actives and resources, including human resources or employees. Therefore is worth to mention
that telecommunication companies, its employers and employees need or should count with a proper and effective internal marketing plan adapted to its needs and scope, being internal marketing considered in the last decade as an effective way of taking advantage on the internal customers and representing an important tactic or strategy which has begun to be taken more in consideration and implemented for some time, for the best and most successful companies around the world as Google, Disney, Ericsson, Tesco, Apple and others.

All this with the purpose of reflecting from the inside to the outside what the company wants to show and offer to the clients. If internal customers which are the employees do not buy the idea of the good services and products and feel committed to this ones and the company; then this one will not be properly reflected and sold it to the external customers, in other words, “Internal Marketing must indeed precede external marketing” (Susan K. Foreman and Arthur H. Money, 1995, p. 755). In addition to this, also “if top management does not understand the strategic role of internal marketing, money invested in internal marketing efforts and processes will not pay off” (Gronroos, 2007 cited in Gustafsson, N., Jawad, M. and Puumala, D., 2011, p. 14).

1.11 Marketing

The discipline of Marketing is nowadays being related to areas that before even if they had to be related they was not taken in consideration within marketing theories: where as an example this discipline start “moving from interest in the product to concern for services, from transactions to relations, from interest in the product to concern over services, from the manufacturing process to value creation, from focusing on human and material resources to concern for knowledge-based resources” (Webster, 2005; Bouzas Lorenzo, 2010). (Cited in Grayson, D. and Sanchez, M., 2010, p. 5)

Kotler (1972) sought to broaden the marketing concept by pointing out that firms have other several groups important to them rather than only customers. It was there when organisations started to realise that marketing vision should take a turn and focus not only in customers but also be internal customers oriented.
Marketing principles lead then to the adaptation of its traditional approach of the 4Ps to make way for what is relationship marketing and internal marketing, with the purpose of adapting them to a better approach that includes and recognises employee expectation, satisfaction and motivation to benefit internal and external customers.

Thus, “IM needs to be considered in this manner – not as a tool to objectify employees, rather to engage employees in an interactive relationship aligning individual and corporative goals” (Grayson, D. and Sanchez, M., 2010, p. 6)

1.11.1 Marketing Approach, 4P’s
Marketing is about presenting a unified approach to the customer. If a brand’s employees are not engaged by its marketing or, worse still, do not understand it, any new sales targets will suffer. (Kotler, P., Keller, K., Brady, M., Goodman, M. and Hansen, T., 2009)

It is to know, that marketing is based principally in four P’s theory, since its beginning, even though afterwards there has been some modifications and critiques from different authors, about adding or replacing some of them for others to improve the mix.

The 4P’s marketing approach which relate to product, price place and promotion, is the base for internal marketing.

1.12 Internal Marketing
‘Internal marketing is the application of marketing management to the corporate organisation and was first suggested in the late 1970’s. Since that time it has been used widely in management and marketing areas’. (Varey, R. and Lewis, B., 2000).

Although there is existent literature about internal marketing, this one ‘has not been subjected to extensive research’. (Fisk et al. 1993 cited in Foreman, S. and Money, A., 1995). Internal Marketing is underestimated and underutilised. (Kotler, P., Keller, K., Brady, M., Goodman, M. And Hansen, T., 2009).
However, after 1980 this topic has become more popular and of interest to be studied and applied by researchers and companies.

“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, p. 10). In other words, Ballantyne (1995) define IM as “Any form of marketing within an organisation which focuses staff attention on the internal activities that need to be changed in order to enhance external market place performance”. (Cited in Varey, R. and Lewis, B., 2000, p. 47)

The Internal Marketing literature has a wide range of authors that define it from different points of views, but fundamentally similar, the overall it is to promote employees motivation to get a better performance and communication, and thus reflect this to the outside environment with external customer - clients -, as Kotler, 1991 highlight that ‘internal marketing refers to the task of successfully hiring, training and motivating able employees to serve customer well’.

On the other hand Gummenson, E., explain that internal marketing “emerged from services marketing with the purpose to get the front line personnel - who have interactive relationships with external customers – to handle the service encounter better and with more independence”, notion also supported and shared by Fisk et al 1993.

Internal Marketing is getting more popular with the past of the time, due that organisations are starting to recognise how important is the internal customer, placing them as the important pillars for the company to reach the goals. “Employees who are satisfied do invest more in their performance orientation and can produce productive results” (Byju KPM, 2013, p. 521).

Is at this point where is worth to mention what Ballantynes highlight, “Staff satisfaction with their work will be positively related to customer satisfaction when that work is customer oriented”, setting for the definition of Internal Marketing as any form of marketing within an organisation which focuses staff attention on the internal activities that need to be change in order to enhance external market place

Additionally, the usefulness of Internal Marketing had been recognized by some academics, researchers and practitioners, but some critics has arisen claiming that the terminology is just been used as a new synonym for good human resources management, effective organizational development or simply a good and best way of communicate with employees. But Internal Marketing is not a label. (Ahmed and Rafiq, 2002) have clarified that IM “is the use of marketing-like techniques such as segmentation, market research and marketing mix -including communication- to motivate employees towards organizational goals”.(Grayson, D. and Sanchez, M., 2010, p. 5)

From other point of view, Gronroos, states that it is important to make clear and point out that Human Resources and Internal Marketing are not the same thing, even though they have many things in common, HR presents the tools that can be used in internal marketing, but IM offers guidance on how this and other tools can be used, therefore is very important that this two - IM and HR - work together.

Therefore, starting from the principles of Internal Marketing and all the contributions from different authors, theories in relation to internal marketing have been established, in favour to the clear definition of this process, One important contribution is what Ahmed and Rafiq, named as the three phases of IM, which are: 1. Employee Motivation and Satisfaction, 2. Customer orientation, 3. Strategy Implementation and Change Management.

1.12.1 Internal Marketing Objectives

- General: Achieve sustained motivation of employees and transfer it in better service and quality to customers.
- Strategic: Promote a good environment between employees that benefits customer service.
- Tactical: create awareness and position business messages within employees.

1.12.2 Purposes of Internal Marketing

An Internal Marketing seeks to investigate, orientate, form, communicate and facilitate.

An efficient internal market strategy brings benefits to the organisation as well as for employees.

For the organisation:
- Increase of productivity and profitability,
- Decrease employees turnover,
- Improve customer service,
- Reduce organisational costs,
- Creates an environment for innovation,
- Generates positive public opinions, and
- Generates employee’s loyalty.

For the employees:
- Creates environmental satisfaction,
- Job satisfaction,
- Promotes engagement,
- Raise motivation,
- Promotes employees interaction,
- Leads to a greater sense of belonging employee-organisation, and
- Better dispositions at work.

According to Dr Brian Monger, there are three levels of Internal Marketing, where tree types of different situation are easy to identify and are reason to involve or apply internal marketing:
- When the organisation need to create a service culture and a service orientation for the employees.
- When the organisation needs to maintain a service orientation among the employees; and
- When the organisation wants to introduce new goods, services, marketing campaigns and activities to the employees.

1.12.3 Internal Marketing Management Interactions

Interactions are based on social exchange, involving mutual orientation, dependence, satisfaction, commitment and adaptation. Managing interactions within an organisation involves establishing, developing and facilitating co-operative relationships for mutual benefits (Varey, R. and Lewis, B., 2000) of employees and organisation.

A manager must consider the way they manage interactions within its groups of work that in conjunction with the analysis and good management of the information of organisational culture and employees behaviour becomes part of an effective internal marketing strategy.

1.12.4 Barriers to develop an effective Internal Marketing

There exist some barriers that can prevent a successful internal marketing strategy, which are important to take in consideration, as:
- Resistance to change
- Inter-functional conflicts
- Intra-functional conflicts
- Lack of individual responsibility

1.12.5 Internal Marketing Tools and Techniques

Even though, the strategies that can be applied within an internal marketing plan to reach employees motivation and job satisfaction and thus better and effective results, can be too many, this techniques or tools that can be used, are marketing based, and should start from the premise of applying and evaluating the internal
market using 4P’s marketing approach and adapting this ones to the internal market, ‘essentially therefore, marketing tools and concepts might be used just as effectively with employees as internal customers’ (Susan K. Foreman and Arthur H. Money, 1995).

Every decision, related to the strategies to be applied, will be taken in relation to the company’s scope, vision and interests, which mean that this ones, can be merely subjective, due the fact every company is different from many points of view. Where can be mentioned what Gronroos points out, ‘**IM is not legitimated by its methods – any activity could be part of internal marketing – but by its purpose of gearing internal personnel-oriented processes towards their external-focussed effects**’.

However, there exists a mix of activities relating to active marketing inside the company described as the Internal Marketing mix or “the 4Ps of Internal Marketing”: product, price, place and promotion (Sanhez, I. and Grayson, D., 2011), which from the premises of marketing are general basis for any company to apply internal marketing. So it can be said that techniques from external marketing can be applied internally, mainly from the areas of promotion and communications. (Gummesson, E., 2006).

According to Varey, R. and Lewis, B., 2000, IM Organisational Objectives can be divided in two: Short Term Internal related to the 4P’s marketing approach and Long Term Internal related to **strategic internal marketing**.

The 4Ps mix of Internal Marketing is basically adapted from what is the 4P’s marketing approach used for the external market linked to the short term internal objectives, which can be understood as following:

- **Product**: refers to the attractiveness of a job offered by a company to the employees in order to get the best professionals,
- **Price**: refers to the opportunity cost of the employees at the moment of develop an unattractive job,
- **Promotion**: refers to the internal communication within the organisation, and
- **Place**: refers to the place where the company is located but also the environment, which mean the environment where the employees develop their functions.
Within the long term internal objectives, is categorised the strategic internal marketing, which refers to:

- **Product**: refers to the strategy to be applied,
- **Price**: refers to what employees are ask to do or give up for the strategy to work,
- **Communication**: refers to the channels of information used to communicate to employees, and
- **Distribution**: refers to the way of how the changes that are needed to perform within the company can be influenced and managed.

According to Sanchez, I. and Graysson, D., Internal marketing programs derived from general marketing assumptions (Kotler&Armstrong, 2008; Kotler& Keller, 2012) involve:

- The process of identifying the employees’ needs and wants, and how the organization together with managers and human resources department apply strategies in order to satisfy those needs.
- Having clear the differences between each employee’s needs, to fully understand them and try to apply the strategies that best meets the common denominator, without affecting or neglecting those with big difference.
- And last but not less important, decide and define how the organization can structure itself to reach competitive advantage and hence differentiate itself from its competitors to become an employer of choice that attracts the best professionals to work in and avoiding labour turnover.

Is also important to point out what Ahmed and Rafiq, 2000, identified as the main elements of internal marketing -supporting what is said above-, which are: employee motivation and satisfaction, customer orientation and customer satisfaction, inter-functional co-ordination and integration, marketing-like approach, implementation of specific corporate or functional strategies. (cited in cited in Lliopoulos, E. and Priporas, C., 2011).

Different processes and activities are involved within the IM plans, and according to the organisational objectives will be defined the suitable and most effective ones, as also Suarez, M., 2013, clarify, for the development of an IM plan there exist different actions plans, starting from the segmentation of the staff. “Within the activities that
can be defined and applied to reach IM purposes among employees—motivation, job satisfaction, engagement and so on—, which are innumerable exist: the ‘sweepstakes and contests, incentives linked via social networks, direct gifts to those who achieve the best results, special promotions for groups as families, details on childbirth, creating a special club for employees and their families, others’. (Suarez, M., 2013, p. 1)

1.12.6 Internal Marketing Models

According to Berry, 1981, - who presented a model for external marketing -, explained that treating employees as internal customers and the job presented to the employees as the product, in conjunction with the application of marketing techniques within the organisation, will guide the company to reach employees satisfaction, which is the main purpose on IM. Having employees satisfied, will lead to a better results reflected to external customers, with a better quality and therefore the starting of a sustainable competitive advantage for the organization.

![Figure 2 Berry's Model of Internal Marketing. (Berry, L., 1981)](image-url)
According to Gronroos, the model is “based on the premise that the employees need to be customer conscious and sales minded so that they can take advantage on interactive marketing opportunities leading to better service quality and consequently higher profits” (Varey, R. and Lewis, B. 2000, p. 224)

Varey and Lewis pointed out that both models are incomplete and also have different mechanism and objectives, where Berry does not use or indicates mechanism to motivate employees, while Gronroos ignores the marketing approach; whereby to have a better and comprehensive model this two approaches should be combined.

Internal marketing involve to many factors and theories related to it that has to be considered which will shape and give meaning to the plans that will be applied in order to reach the organisational objectives through this one. So it is of high importance to manage and have the proper knowledge about the following theories and approaches and the processes linked to them:
1.13 Services Marketing

As a telecommunication company offer services, is very important within the organisation the fact of relate services marketing, with internal marketing. These both come linked due that, as better and effective the internal marketing to improve the internal development of employees, better will be this reflected in the way services are offered to external customers.

Internal Marketing is essential to services marketing success, attracts, develops, motivates and retains the qualified employees’ excellent delivery demands. Internal marketers share a core belief in human potential; they build achievements cultures, knowing that the service product they sell is a stellar performance that satisfies their external and internal customers alike. (Varey, R. and Lewis, B., 2000).

According to Groonros, within service marketing is very important to improve the service productivity, in which one is involved firstly improving employees technical skills, helping and making them how to do things correctly, therefore improving employee’s skills, the quality of the service and the productivity will improve; and secondly supporting internal marketing theories, explains that internal values should be developed to support good service and hence better results, thus focusing again on the employees and making them understand, being aware and teaching them in the best way how to use the resources in the company, will reflect in a better external service to customers.

Thus, employees will be able to ‘understand the interplay between internal efficiency and external efficiency effects of their actions and behaviour in the service processes’. (Gronroos, C.,2007).

1.14 Relationship Marketing

‘The term relationship marketing was introduced in the service marketing literature by Leonard Berry in 1983’ (Gronroos, C., 2007). Today marketing is increasingly about gaining competitive advantage and Relationship Marketing is one of the ways to reach this objective in a long term. (Little, E. and Marandi, E., 2003, p. 9)
It is important to mention relationship marketing through this research due to the fact that this can be extremely linked with internal marketing. Relationship marketing as well as internal marketing focuses its theories on customer keeping, high customer commitment, and high customer service and so on; so theories of RM are fairly adaptable to apply them on internal marketing. Additionally, Gronroos highlight that in IM, ‘the focus is on good internal relationships between people at all levels in the organisation’, summing ‘adequate skills, supportive systems and leadership’. (Gronroos, C., 2007).

To relate internal marketing in a consistent manner with relationship marketing approach is to recognise that the value component of the exchange for the participants and the satisfaction that results is very important. Adding value through internal relationships is to enhance the employment relationship such that the employee has the greatest potential to experience satisfying interactions, relationships and opportunities. (Varey, R. and Lewis, B., 2000). Therefore it can be mentioned that according to Gronroos, from a ‘relationship perspective, the main focus of marketing is the value creation or value formation’ and ‘the value-creating process’. (Gronroos, 2007).

Is at this point where is worth to mention that, the role of a manager within an organisation is to bring relationships into being and change them for mutual benefit; where relationships are managed through the performance of organised functions, tasks, roles, interpersonal interaction and analysis (Varey, R. 2002) seeking to reinforce trust, commitment and attraction.

1.15 Organisational Culture

Developing an internal marketing strategy requires the deep understanding of the organisational culture to define and set up the implementation process that will fit into the organization profile.

According to DeLong (1997) it is more common to describe organisational culture in terms of values, norms, and practices. Values represent “what an organisation’s
member believes is worth doing or having” [p. 6]. Norms indicate “the shared beliefs about how people in the organisation should behave”. Practices are “the formal or informal routines used in the organisation to accomplish work” (De Long, 1997, p. 6). Practices can also be described as “conventions, customs, habits, mores, traditions, and usage” (Hofstede et al., 1990, p. 311). (cited in Khan, I., Usoro, A. And Majewski, G., 2010).

Organisational culture, influences and involve how indeed will be defined the environment in which the employees will be developing and from which will get the proper tools and motivations to do an effective job, within this one should be taken into consideration the different attitudes and manners from all the employees, reason why, becomes a little more complex at the moment of defining which strategies of IM suit more to apply in order to manage all of them as a mass but at the same time individually, to keep them satisfied and motivated, going by the hand with the organisational culture.

All this bring us to highlight why an organisation must have a strong organisational culture defined having clear it vision and mission, which can be transmitted to employees from its beginnings in order to keep all them aligned working for a same purpose reinforcing the reason why they are working for the company and making them feel committed to it, therefore resulting in greater overall productivity.

1.16 Internal Communication

Communication is more than just a company report is a tool that helps persuade, align transactions and generate ideas with audiences (Veliz, F., 2009, p. 1).

Writing in communication world, Michael C. Brandon (1997) cites that there exist three major stages of development, described as: industrial relations, realistic journalism and marketing. (Cited in Smith, L. 2008) These stages are developed into three models that promoted the communication within an organisation among the time, based on principles of the Communication theories. (Appendix 3)

Marketing as a home for internal communicators, made some sense in terms of the customer focus. (Smith, L. 2008). Starting from this we can refer to Internal
Communication – also known as Employee Communication as the process of facilitating strategic connections and conversations within the organization. This communication takes place between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee; ensuring your people are committed to achieving ground-breaking business results, by helping improve collaboration, productivity and performance, thus allowing a competitive advantage (Melcrum, 2014).

The internal communication seeks to transmit organisational information through the different channels available within a company. At this stage is very important to understand the importance that represent an internal communication within an organisation and how this one is directly related to an internal marketing strategy.

Good internal communication can:

- Provide employees enough information for an effective development,
- Allows employees to have clear standards and expectations for their work,
- Give people feedback on their own performance, creating a link between manager-employee that creates motivation,
- Promotes and creates emotional support for difficult work,
- Creates employee engagement,
- Allows employees participation in organisational decisions,
- Allows managers to control and shape employee’s attitudes and behaviour to reach a better business performance, and
- Creates competitive advantage

Promoting internal communication is one of the most important things a manager can do to make sure that the organization runs smoothly and effectively. Good internal communication will flourish if there is an organizational climate of openness that is conducive to the free flow of communication and information in all directions; and create clear definitions of what needs to be communicated and by whom. (Rabinowitz, P., 2014). In addition to this, Groonros highlight that Internal Marketing regularly focuses on internal communication between management and staff (Gronroos, 1990a).
Veliz, F point out that communication today is the most important characteristic in which organizations are working to optimise for a better performance. The different sources of information as communication media, channels—how the messages are delivered— and how the new content is handled and built, are the key areas that are relevant for the organisational management in today’s business environment. (Veliz, F. 2011).

1.17 Leadership and Motivation

“Leadership and motivation are like brother and sister. It is difficult to think of a leader who does not motivate others.” (McGannon, D. Cited in Adair, J., 2006)

Leadership is a concept that probably everyone knows about, but it is very important to highlight this one through this research, due that a person how manages a group of employees within an organisation must be a good leader to reach its goal and objectives through the group of work in the best an effective way by the hand with an effective internal marketing. As mentioned before a good leader must include within its strategies the way of promote employees motivation, which is one of the facts in what internal marketing works to promote too.

In this way it can be said that Leader, is a person with certain qualities of personality and character, which are appropriate to the general situation and supported by a degree of relevant technical knowledge and experience, who is able to provide the necessary functions to guide a group towards the further realization of its purpose, while maintaining and building its unity as a team. (Adair, J., 2006). For this reason, it can be said that a manager should include within its aspirations and knowledge Internal Marketing theories and strategies.

From other side, Motivation has been widely accepted by researchers and leaders as one of the most important factors that can influence the level of success of employee’s performance. Supporting this, Gardner (1985) points out that, a motivational orientation can influence directly in employee’s goals including interpersonal quality which refers to the integrative quality or practical quality which refers to the instrumental one.(cited in Mosahab, R., 2011).
It is to know, that within a company an employee highly motivated will produce better results referring to its functions and obligations; hence affecting directly on the quality of the service that the company is willing to offer and give to its clients or external customers. Therefore supporting this statement Bowen and Lawler, 1992, set up that motivated employees, who have a clear vision of the importance of service quality to the firm, should provide superior service. (Cited in Mosahab, R., 2011)

Employee motivation is thought to be an essential ingredient of learning organizations (Marquardt & Reynolds, 1994).

1.18 Job Satisfaction

There are so many factors which play an important role in employee satisfaction and thereby resulting in external customer satisfaction. As is known there are many existent authors that have grouped them mainly under three categories, which are: Organizational factors, financial factors and non-financial factors. Byju, explains that this three factors have the purpose of determining the level of the internal service quality; and when the internal customers - the employees – are happy and satisfied, this reason will lead to an increased performance of these ones towards the external customers or clients, reflecting in a job satisfaction (Byju KPM, 2013).

Hoppock, 1930, explains that employee’s job satisfaction is linked to the mental and physical satisfaction that they can experience within the company, in the work environment and with their function. (cited in Lliopoulos, E. and Priporas, C., 2011).

Another contribution to the literature is what Lings, 1999 and Bitner, 1990, explains, that a satisfied employee it is more likely to provide a better service to the internal and external customer comparing with an unsatisfied employee, as it will be positive to the organisation to reduce personnel rotation keeping employees for a longer period of time. ‘Low employee satisfaction has the potential of causing low-quality service performances by the employees’ (cited in Qayum, M. and Sahaf, M., 2013).
Within the job satisfaction, it is important to mention those characteristics that are involved as factors that allow reaching a job satisfaction from the employee’s point of view. Is here where it is important to highlight the importance of two management processes linked to IM: attitude management and communication management.

Where the attitude management involve or relates that the effectiveness and efficiency of an employee will be always linked to its motivation and satisfaction, hence, employees and personnel attitude toward customers will mostly depend on how motivated and positive is their attitude, this is why organisations must manage this fact very closely by using IM strategies.

From the other side, communication management involve the fact that all the employees from every level in a company, need information to perform effectively in their positions, thus reflecting a good service and performance to external customers. As better informed the employees are, better will be the performance and hence their satisfaction because this involve the pleasure about being aware and certainly being sure about what their functions are, allowing them to develop in their best way and to feel able to ‘communicate about their needs and requirements, their views on how to improve performance, and their findings of what customers want’. (Monger, B., 2013, p. 1)

In addition to the literature, Porter and Lawler, categorise the job satisfaction into internal and external satisfaction, where the internal is linked to all the factors that have relation with the job satisfaction as the sense of belonging, success, job rotation, accurate position and functions, training, personal development and others; and related to the external satisfaction refers to the factor that are not directly correlated to the job satisfaction as the relations between employees and other colleagues, job environment, promotions, salary and others. (cited in Lliopoulos, E. and Priporas, C., 2011).

1.19 Change Management

Rafiq and Ahmed, 1990, expressed that Internal Marketing was sometimes difficult to implement due to the differences and inter functional conflicts between departments, management and employees directly linked to the resistance of changing, reason
why they stated that IM ‘is a planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional strategies’. (Cited in Qayum, M. and Sahaf, M., 2013,p. 52).

‘Change has been studied and researched for many years. Philosophies, theories, models and techniques abound; all aim, with various degrees of credibility and success, to deliver sustainable organisational change’ (Todnem, 2005, cited in Siwarat, N., 2012, p. 5)

Internal Marketing, involve many times, applying changes in the organisation to reach the purposes and goals, this is the reason why change management is one of the three levels mentioned by Ahmed and Rafiq that are very important to know about and know how to manage very closely.

In an organisation, the fact of changing will be most of the times of alert for employees because in occasions changes can mean they will be affected in a negative way, reason why there is a resistance to change, therefore is important from organisational departments, managers and leaders to be aligned and prepare to handle it in the best way. Through the strategies that can be applied within an IM plan problems related to change could be overcome. ‘To survive and prosper, organisations must adopt strategies that realistically reflect their ability to manage multiple future scenarios’. (Paton, R. and McCalman, J., 2008). In addition to this, Piercy, 2002, ‘states that internal marketing is a critical tool which can aid in the implementation of strategic change’. (cited in Qayum, M. and Sahaf, M., 2013, p. 51).

Between 1980 and 1990 companies were trying to develop a sustainable advantage in volatile and competitive environments. Those organisations that had overcome or developed it, found that through a creative market-driven management of their most important actives as it is their employees can reach and produce “the much-needed competitive ‘cushion’ where people manage change, and well managed-people manage change more effectively”. (Paton, R. and McCalman, J., 2008)

Paton and McCalman explain that one of the primordial steps to reach a successful implementation of change is the obtainment of the perception of those one who are affected, in this case the employees, trying to consider their point of view taking in consideration the issues and implications related with the change, including
commitment and involvement; important steps to include and reach through on IM strategy.

1.20 Competitive Advantage

When a firm sustains profits that exceed the average for its industry, the firm is said to possess a competitive advantage over its rivals. (Appendix 4). The goal of much of business strategy is to achieve a sustainable competitive advantage. (QuickMBA, 2010), according to Veliz, F., 2009, a study of internal marketing poses that people are the most important differentiator to achieve and maintain a competitive advantage in the marketplace.

Teece, Pisano and Shuen, 1997, relate that IM is able to develop dynamics capabilities defined as recombination of resources into new organizational and strategic routines considered new sources of competitive advantage (cited in Sanhez, I. and Grayson, D., 2011)

In addition to this theories it can be mention what Michael Porter identified as the two basic types of competitive advantage:

- Cost advantage
- Differentiation advantage

In this case it comes the importance of mentioning how relevant is the Differentiation, managers by trying to reach and create a differentiation from the internal customers and environment to the external will help to position the business and hence helping to reach a Cost Advantage.

Within internal marketing, theories are related, services marketing, relationship marketing internal communication and organisational culture as was mentioned before.

Therefore is worth to mention that ‘one form of competitive advantage is offering proper services to customers, whose result will be the customer’s robust loyalty’. One of the approaches to the attainment of this objective is internal marketing, which is a key factor in offering superior services and success of the external marketing of an organization (Greene et al., 1994; Rayej et al., 2010 cited in S.R. SeyedJavadein, H. Rayej, M. Estiri and H. Ghorbani, 2011)
“Internal Marketing was developed since its beginnings from conventional marketing theory”. (Woodruffe, 1995, cited in Sanhez, I. and Grayson, D., 2011). Sanchez, I and Grayson, D explain that the accumulated knowledge of the marketing functions is positive and by using it within the organization it can be reached a competitive advantage in the market as well. Therefore, it can be understood that a company poses a competitive advantage when its strategies applied and resources are not imitable by others, thus it comes to mention that one of the most powerful resources to have a competitive advantage over other competitors is the human resources - the employees -, which are the main focus of internal marketing. What the company is capable to do and invest to prepare their employees, keep them motivated, giving them a sense of belonging, can be translated into an organisational commitment, being the main tool to differentiate from others and get the best results. Robert and Patrick D in ‘Nordstrom Way of Customer Service Excellence’ 2012, highlight the importance of IM measures bringing a competitive advantage and how this one can be sustainable in the future, they explain that to obtain or gain a sustainable advantage in the future is necessary that the customers learn how to value this concept, because otherwise an advantage that is no valued by the customers will not reflect in earnings in the future. (cited in Byju KPM, 2013).
1.21 Literature Conclusion

To have an efficient and effective Internal Marketing, an organisation must count with the following elements:

- The internal marketing must be considered as essential strategy to apply from the senior department and managerial departments,
- The internal marketing process shouldn’t be affected by the organisational structure or for the lack of support coming from the highest positions of the company, and
- Senior management has to constantly demonstrate an attitude of active support to the process of internal marketing.

According to all the literature it can be sum that internal marketing imply understanding the organisational philosophy related to the employee training and qualification, being aware about the techniques and procedures that can be applied, the process of understanding what is involve can be sometimes slow but this indeed will be really effective as long as it is applied with a proper planning and continuity in time.

While organisation take especial interest on spreading all the information about IM through all the levels for a better understanding, facilitating organisational structures that support changes and flexibility oriented to employees, supporting the existence or the creation of participative management systems and working methods that can include employees and encourage their participation and creating guidelines and activities to promote employee’s motivation either through interactive activities, intranet or any creative idea that the organization can have, to catch the attention and hearts of the employee to make them feel part of the organization and that they feel that more than a workstation is a second home, where what is made, is made by their own initiative and interest to achieve a proper and general welfare; to reach a common goal as part of a sense of belonging to the organization, that what they are doing makes them happy and proud of what has been achieved.

Based on the information showed above, the research was carried out and with all the literature review – that belongs to the secondary data - in conjunction with the primary data which is developed and explained below, the researcher seeks to prove and demonstrate the research objectives and hypothesis defined.
It is important to be aware about all the definitions and topics related to the main subject which is Internal Marketing, to have a better understanding and hence lead to a better, accurate and concise development of the project through the secondary data.

On the other hand, it is essential to have the literature review well defined to use as a guide and base for the development of the following chapter which is Methodology, and for further researchers that want to use it as a trustworthy base or model.
CHAPTER 3
Methodology

3.1 Methodology Introduction

This chapter seeks to define and explain the types of research that were more suitable during the study and data collection, as well as the strategies that were used and what kind of limitations existed. The methodology developed is based on the research onion method.

An explanation of some these elements of research onion provided the researcher with required knowledge to conduct this study (Saunders, Lewis, & Thomhil, 2007).

The research onion developed and presented by Saunders (2007), explains and illustrates the levels that must be followed when is being developed, a research strategy. Starting from the outside, each layer refers and describes a stage of the
research process. Through the research onion the research methodology can be designed according to the context of the research.

3.2 Research Design
3.2.1 Research Philosophy


The research philosophy that suited more to this study is the realism, which explains that social reality and the researcher are independent of each other and so will not create biased results. However, where they differ is that realism thinks that scientific methods are not perfect. It believes that all theory can be revised and that our ability to know for certain what reality is may not exist without continually researching and leaving our minds open to using new methods of research. (Saunders et al, 2009).

On the other hand it will be also related with Interpretivism, this philosophy relates to the study of social phenomena in their natural environment. It focuses upon conducting research amongst people rather than upon objects, adopting an empathetic stance so as to understand their social world and the meaning they give to it from their point of view. Data collection and analysis are, therefore, likely to involve qualitative data from in-depth investigations with small samples (Saunders, M, Lewis, P and Thornhill, A., 2012)

3.2.2 Research Approach

The research approach refers to the extent to which the researcher is clear about the theory of the research and the design of this one, basing on the reasoning that the researcher adopt the research approach could be: deductive or inductive.

A deductive approach allows the researcher to establish a hypothesis by using theory (Saunders et al., 2009), ‘a deductive approach is concerned with developing a
hypothesis based on existing theory, and then designing a research strategy to test the hypothesis’ (Wilson, 2010, cited in Dudovskiy, J., 2013).

The research approach chosen is deductive, due the fact this case seek to show how through the existing literature could be answered the research questions in a positive or negative way and prove or disapprove the different hypothesis raised. A deductive research involve many important characteristics as, the search of explaining causal relationships between concepts and variables, the use of highly structured methodology to facilitate replication a process which ensure reliability and concepts need to be operationalized in a way that enables facts to be measured. (Saunders, M., Lewis, P. and Tornhill, A., 2012).

After a depth research on internal marketing literature, its theories, models, strategies and concepts involved with it; the researcher used this information to drawn over the questions and hypothesis about how effective are the techniques and tools of internal marketing to reach competitive advantage and business performance within a telecommunication company, in this case Digitel Company.

### 3.2.3 Research Strategy

The research strategy is how the researcher intends to carry out the work (Saunders et al., 2007 cited in UK essays), in other words ‘is essentially a research plan’ (Mathews, B. and Ross, L., 2010).

The research strategy is categorised in various approaches that study the social phenomena as evaluation, grounded theory, systematic literature review, surveys, experimental researches and others.

The research strategy proposed for this study was Survey that is often linked with a deductive approach. ‘Surveys tend to be used in quantitative research projects, and involve sampling a representative proportion of the population’ (Bryman& Bell, 2011 cited in UK essays). Survey research represent one of the most important ways of measure applied within a social research, producing a qualitative data that can be analysed observationally and this one is used to analysed and understand causal variables between different sorts of information or data.
Due the fact this research implied gathering theories in order to understand and analyse a social behaviour within a company including different points of view of each constituent, it was suitable to use surveys to collect the necessary data in order to address the who, what, where, when and how of the topics involved in the research.

3.2.4 Research Choice

A look at the history of research prove that there is a qualitative and quantitative research methods divided between social researchers, where this approaches are related with different point of views on how the social world is seen and understood and how the social phenomena can be analysed. (Mathews, B. and Ross, L., 2010).

This study will carry out a multi method, where it will be used both quantitative and qualitative data’ but the researcher’s outlook is rooted in only one of them. So both types of data are analysed from only one point-of-view. (Brace I., 2008), ‘mixed methods can best be thought of as combining qualitative and quantitative methods in a way that is best for a specific research project’ (Mathews, B. and Ross, L., 2010).

A qualitative research depends on the interaction between data collection and data analysis to allow meanings to be explored and clarified. (Silverman, D and Marvasti, A., 2008), ‘qualitative researchers speak a language of cases and context, where they emphasize conducting detailed examinations of cases that arise in the natural flow of social life... and where they describe the technical research procedures they use”. (Neuman, L., 2000).

Therefore the research was based on a qualitative research, due the fact that what was analysed were literatures of internal marketing and data as employee’s opinions related to the usefulness of theories and strategies related to Internal marketing within Digitel Company, but using and applying interviews and questionnaires that are related to the quantitative research, to relate the results with the literature that was found.
3.2.5 Time Horizons

To develop a research, the researcher should be conscious about the period this one will take to be reach and ‘must use strategies that accommodate time and change’ (Ruane, J., 2005). Within the strategies that can be applied by a researcher are: Cross-Sectional research design and longitudinal research design. A Cross-Sectional design refers to the obtainment of information from a group of respondents at a single point in time without the necessity of keep carrying out the research over time (Ruane, J., 2005).

This research is based on a cross–sectional design, due the fact that the period of time to submit the project belongs to a short-term study established by the institute. Therefore there was a limit of time for the researcher to submit the final dissertation project and this project and its objectives had to be chosen and designed in order to meet this period of time.

3.2.6 Selecting Respondents

Selecting the respondents, refer to a sample of the population to which will be applied the research. ‘Sampling decisions determine which particular cases to include in the research(Plowright, D., 2011)’, collecting the cases from a selected target of the population designed to study related to the research project. Samplings can be categorised in two techniques: Probability and Non-Probability Sampling.

The sampling choice was based in Probability Sample, which involves a random selection of targets from the population established to be studied. Due the fact Digitel Company is comprised by a large amount of employees within different departments and managerial areas, the sampling techniques applied to choose the population to be studied were two:
First systematic random sampling were the department chosen to apply the questionnaire between all the ones existent in Digitel Corporation was ‘Operations Department’, ‘a systematic random involves selecting’ (Plowright, D., 2011) from a group or list the ones to participate, in this case, one department from all the ones that conform Digitel organisation.

Secondly a simple random sample made by the company choosing the participants from the data base of all the employees working in the operations department in which are several managerial areas, selecting 100 employees to answer the questionnaire. ‘A simple random sample refers to the process of choosing a random of cases at random from a larger group of cases’ (Plowright, D., 2011).

3.2.7 Research Ethics

There are several reasons why it is important to adhere to ethical norms in research (Resnik, D., 2011), named below:

- Promotes the aim of the research
- Promotes the values that are essential to collaborative work
- Help to ensure that researchers can be held accountable to the public
- Help to build public support and;
- Promotes moral and social values.

‘The researcher faces many ethical dilemmas and must decide how to act’ (Neuman, L., 2000). One of the best ways researchers can avoid and resolve ethical dilemmas is to know both what their ethical obligations are and what resources are available to them. “Researchers can help themselves make ethical issues salient by reminding themselves of the basic underpinnings of research and professional ethics”. (Bullock, M., executive director in APA’s Science Directorate; cited in Smith, D., 2003)

For this reasons and more it is important to take in consideration and be aware about some ethical issues involved with this research, in other words, ‘the researcher has a moral and professional obligation to be ethical....The ethical issues are the concerns, dilemmas and conflicts that arise over the proper way to conduct a research’ (Neuman, L., 2000).
Like any Organisation, Digitel Company, has rules and policies under which they are govern, and some of them include confidentiality and access restrictions to information. Confidentiality issues are one of the most important during this research, because while doing the interviews the researcher was asked not to publish some information and to modify some questions of the questionnaire, due to organisational rules of privacy.

On the other hand, the objectives of the research had to be very clear and well explained to all the participants to avoid misunderstandings and hence avoid controversial situations related to the actual strategies applied by the company for its personnel.

Evaluating the whole context of the research, there were no more possible ethical issues to concern about, due that interviews were the proposal took place took place within the organisation where there are not healthy and safety risks (referring to location) and people that was involved in questionnaires are adults over 18 years old (referring to participant).

### 3.3 Data Collection Instruments

Referring to data collection, this is an important phase of the research process, which need to be clearly defined about which will be the methods to apply for collecting the data. Data collection is an important part of the research and it can be classified into two types, namely primary data and secondary data. (Saunders et al. 2009).

Researchers use one or more data collection techniques. 'Some techniques are more effective when addressing specific kind of questions or topics’, taking skill, practice and creativity to match an appropriate research question to an effective data collection. (Neuman, L., 2000).

In terms of data collection and analysis the difference between qualitative and quantitative approaches 'is the way in which the data is collected and structured and by whom, where qualitative data collection is based and constructed by the research
The research includes primary and secondary data collection. Where the primary data was carried out by doing questionnaires to the employees of the organisation; and the secondary data was based on gathering literatures, theories, journals and all the information related to the research topic.

3.3.1 Primary data:

The primary data used during the course of this research was carried out through a questionnaire that was sent online to 100 employees of Digitel Corporation from the operational department, which took place during May 2015 (Appendix 5).

Phone calls were not used, due the fact employees time are mostly compromised with organisational activities, hence emails were be the best option as this one allowed the employees to choose which was the right time to answer the questionnaire according to their agenda and free time.

3.3.2 Questionnaire

‘A questionnaire is a format that enables standardised, relatively structured, data to be gathered about each of a usually large number of cases’ (Matthews, B. and Ross, L., 2010, p. 201), allowing the researcher to arrange a set of questions to be answered by the participants selected in the research and be able to reach the research objectives, through the analysis of the questionnaire’s results.

Questions in a questionnaire must be deeply analysed and designed in order to answer and prove the research questions and hypothesis. Domegan and Fleming
(2003), suggest that questionnaire follow three objectives (cited in Dowling, T., 2007):
- Translate the necessary information into questions the respondents can answer,
- Must fit, motivate and encourage people to collaborate; and
- Must minimise response error.

The questionnaire designed, comprised 28 questions, based and adapted, from Foreman, S. and Money A. table about Internal Marketing and some questions chosen by the researcher related to motivational and engagement activities that can be applied within a company as part of an internal marketing strategy and techniques based on internal marketing theories and models studied during the development of the literature review, also models and examples, questionnaires previously performed in other researches related to the topic, adapting them to the specific objectives of this research related to Digitel Company.

The answers of each question were based in a liker scale. “Likert (1932) developed the principle of measuring attitudes by asking people to respond to a series of statements about a topic, in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of attitudes”(McLeod, S., 2008). In the questionnaire, the Likert Scale defined for the answers was a five point scale that allowed the employees to expressed their level of agreement or disagreement in relation to each question.

‘Question sequence, is about a logical flow of the questionnaire’ (Dowling, T., 2007). This sequence was defined and designed grouping the questions that are related to the different topics concerned to internal marketing activities, processes and techniques applied within an organisation as vision/mission, values, goals, strategies, communication, benefits and motivation, roles, change and competitive advantage, development and engagement.

From the different ways of self-administrated questionnaire, the researcher chose web surveys. Nowadays ‘there has been a considerable growth in the number of surveys being administrated online’ (Bryman, A., 2012). The questionnaire designed
and applied to employees was sent through an online web link. ‘Web surveys operate by inviting a selected target of respondents to go to a website where the questionnaire will be placed and where they can complete it’. (Bryman, A., 2012).

The researcher chose web surveys due the fact the research is based on Digitel which is a company situated in Venezuela and this one is currently living in Ireland, so web survey was the most accurate way of reaching the population to be interviewed and to capture a large number of responses.

The online program used to design the questionnaire was FreeOnlineSurveys, which allowed the researcher to design the questionnaire, deciding the order of the questions, the type of answer options and the interactivity of the questionnaire to be presented to the respondents. FreeOnlineSurveys is an online system that allowed people to build a survey giving them the opportunity to ‘create a full page survey with multiple questions, question types and pages, advanced features like question branching/skip-logic, file uploading and more’ (FreeOnlineSurvey.com). The questionnaire could be launched by the employees in the following link:

http://freeonlinesurveys.com/s/akgifs4ttw35b74642300

To continue developing the research and questionnaire process; and get the proper information from the company as well to be able to start sending the questionnaire to employees, the researcher had to get the approval of the pertinent entities to access the company and set meetings to propose the study, as well as find the permission to access email addresses information to proceed with the processes required by the company as sending an email with a request and proposal of the questionnaire, to the human resource department to get the approval from them.

It is important to note that some practical issues were involved during this process and that could change the course of the time proposed, explained below in methodology limitations.

### 3.4 Data Analysis Procedures

As was stated above, the research was carried out under a qualitative research, which involved during its development the process of collecting data through a questionnaire to achieve the research objectives.
According to Miles and Huberman (1994) the process of doing qualitative data analysis, is an interactive process, which consist on three concurrent sub-processes: data reduction, data displays and drawing and verifying conclusions (Schutt, R., 2011).

Based on what is mentioned before, the research data analysis process included few steps, first getting the information gathered from questionnaire’s answers through the program FreeOnlineSurvey and then documenting and synthesising this information using Microsoft Office Excel for a further analysis and graph’s building of each one. Due the fact the questionnaire was sent to employees in Spanish the results and graphs thrown or showed by the program were in Spanish, reason why the researcher used Microsoft Excel to transfers the data, translate it to English and build the graphs.

Secondly, data was interpreted, analysed, synthesized and transformed based on theories regarding the secondary data –literature review- where the researcher analysed the employees’ answers relating them to the existent literature and the learning obtained through this one. Like many qualitative approaches, a case-oriented understanding attempts to understand a phenomenon from the standpoint of the participants. The case-oriented understanding method reflects an interpretive research philosophy that is not geared to identifying causes but provides a different way to explain social phenomena and point of views.

Thirdly, data conclusion was drawn in order to prove hypothesis and answer the research questions.

3.5 Limitations of Methodology

Limitations of methodology, is a fact that has to be considered to prepare possible solutions in case that these ones occur.

During the development of this research the main methodology limitations that could occur was during the appliance of the questionnaire, because employee’s answers
could be dishonest due to the lack of interest, lack of time or a misunderstood of the objectives of the research due that there is not opportunity to clarify issues related to the research and could exist a low rate response. A dishonest answer can affect the course of the research about proving the hypothesis and answering the questions.

Another limitation that occurred was that the questionnaire process took more time than the researcher has planned, due the fact protocols and processes necessaries to obtain approvals by the company were long and quite slow at the beginning. This process took more than one month and after having the approval the questionnaire was sent to the employees from the target selected, where the employee count with two weeks to answer the questionnaire. This reason forced the researcher to rearrange her schedule and time due to the short remaining period to proceed with the analysis of the results and conclusions to finish the thesis and submit it the stipulated day.
CHAPTER 4
Data Analysis / Findings

This chapter will show the results obtained from the questionnaire applied to the employees of Digitel and the further analysis of them in relation to each question. The analysis of the results it is one of the most important steps in the research, due the fact this process lead the researcher to found the answers necessaries to fulfil the research objectives and hypothesis.

As was mentioned before, the questionnaire it is structured in a sequential order relating questions to different aspects related to an organisation and the strategies they need to follow to reach an effective internal marketing plan.
From 100 employees who receive the questionnaire, the researcher had a feedback of 68 which represents a 68% of the population selected to take the questionnaire.

To start this chapter it can be said, that as part of the beginning of the appliance or improvement of the internal marketing techniques applied in a company, a questionnaire as the one applied in this research will help the organisation, first of all to know how good or bad they are related to this topic, and secondly as a step to show the employees they are being taken in consideration.

The researcher defined the first three questions to have a better idea about the characteristics that defined the target audited. In a company at the moment of defined strategies to apply within the employees is of a high importance to analyse the characteristics that defined the group or population of employees.
Even though there can be many of them, there are some global characteristics that can help to clarify the objectives, as can be, the genre, the position and the years of experience.
These ones are related to the position, time working in the company or sector and gender, general characteristics evaluated which results are showed below.
Figure 6 Gender Graph

Figure 7 Positions Graph

Figure 8 Length of Service

How long have you been working in the telecommunication sector?
Due the company was the one in charge of choosing the employees to be interviewed, it can be seen that managers were not included by them to be interviewed.

The second graph shows that the majority of the employees who answer the questionnaire are specialist and some of them team leader.

The third graph show us that most of them have enough time working in telecommunication field whereby them have enough experience to provide a reasonable answers and with an accurate basis related with the importance of IM techniques within a telecommunication company, which are linked through the questions.

**Vision and Mission**

An employee, who knows well the vision and mission of the company where it works, will develop his functions in a best way because these ones are point of guidance for them to work aligned and in one same direction. Within Digitel it can be seen above that a big part of the employees interviewed are well informed about the organisation's vision and mission, but there is a group that represent the 17.7% that
is not aware or are not sure about them, reason that can be of not benefit for the organisation because this employees even though they might be developing its functions in a good way, they are not working oriented in direction to the vision and mission and this could result in a disagreement to the organisational philosophy.

Organisational Values

An organisational value is “a belief that a specific mode of conduct is preferable to an opposite or contrary mode of conduct” according to Rokeach (1973, The Nature Of Human Values, cited in Bronwing, A., 2015). Talking about the values that defined an organisation, is very important that the employees know them well, due the fact this are the ones that stipulate the behaviours through which they should be governed; and by having this clear, the employee will already know the way they should not act, this actions include the treatment between employees hence resulting in the treat to the external customer.

In this case, it can be seen that an important part of the employees which represent a 5.9% of the employees are not sure about knowing the values, and 1.5% not know them; this can be due the fact they do not have a clear idea about what this is referred to or because indeed they do not know the organisational values. In both cases, represent a negative situation for the company due the fact, that these
employees can be acting in an immorally way and the results can affect external customers; and services offered.
While the highest percentage which is 92.6% is represented by the employees who do know about the organisational values hence proving that the organisation is putting it best effort to make values clear among the employees.

Organisational Goals

‘The organisational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees efforts’. (Rouse, M., 2015).
Through the results it can be seen that an important part of the employees interviewed represent a 22.1% who do not know or are unsure about which are the organisational objectives and goals, which mean that, an employee who does not know the organisational goals, is an employee who does not know where is the company going and where they want to be in a future in terms of scope and services they want to offer to customers, in other words, the results that the company wants to reach. A not well defined objective and goal can cause the disorientation of the employee due the fact they do not know what the company want to reach resulting in a breach of the established goals by the organisation.
From other side it can be seen that an 77.9% which represent the majority, are aware of the organisational goals which enables a more effective and efficient work upon to achieve these objectives, showing that the organisation is aimed at obtaining good results.

Organisational Strategy

An organizational strategy is the sum of the actions a company intends to take to achieve long-term goals. By understanding this, the employee, should be clear about which steps should follow in order to accomplish this action and reach the long term goals. Analysing the results from the chart, it is showed from one side that a big part which represent the 69.10% of the employees are aware of this actions while from the other side a representative part 19.10% are not sure and the 11.70% do not know, meaning in this case that these employees could not probably be as effective as the organisation want due the lack of knowledge about this fact, and could be probably taking actions according to what they think is the best to reach an objective.
rather than follow the steps established by the administration, affecting then the business performance.

**Internal Communication**

![Internal Communication graph](image)

Communication within the company is promoted and is essential within all the processes

---

In relation to the internal communication, it is important to say that a company must be constantly pursuing strong communicational actions and systems to keep all the employees informed about any action, changes, activities and information necessary to keep them whole up to date and therefore keep them working aligned a for a same cause. Communication plays an important role within a company, apart from keeping them informed about any of the actions mentioned before, it also make them feel involved within the important organisational processes that will lead to greater results that will be reflected to the external customers, this way is obtained what internal marketing seeks, which is involve the employees trying to get their best effort and engagement.

Below it is showed the results of how effective is the communication in Digitel, an the numbers in terms of majority in one hand a 72.10 % shows that the communication is promoted by the company within all the employees trying to reach better results.
On the other hand, results about those who are not agree about that the communication is promoted internally, is also important fact to take in consideration by the company to improve its current communicational strategies trying to involve those one who has a different opinion concerning this fact.

As part of the communication, are the processes of informing employees about organisational and social activities of the company, so it is to say, that if employees are aware of this kind of activities is because the company plays a great role by communicating to employees and promoting indeed that through this way the internal communication between employees, due the fact this process is a example to follow of how administration act and how employees should follow their acts.

The results above shows that a 73.50% of the employees are aware of the activities promoted and offer by the company, but there are a percentage of 26.50 of employees that are not sure about knowing them or indeed not know about.

This numbers could be influenced by many factors, lack of time of the employees to read about these activities that are mostly promoted by the intranet or by email, lack of interest from the employees or the company has not used all the channels available to let them know, reason why this number of employees could be an
opportunity for the organisation to evaluate the weaknesses that can be presented related to this fact and therefore improve them.

From other side, the internal communication related to the product advertising or promotional activities which is one of the objectives of IM, is a fact to be consider an have very closely at the moment of analysing how effective are the IM tools and techniques applied within the organisation. This process allow the organisation to make the employees believe in the service and products that the company will offer to the clients and therefore have a better impact and results at the moment of offering to the external customers.

Through the results presented in the chart it can be seen that in this case there are an important percentage of 19.1% that are not sure about this action which can mean that the employee did not understand the objective of this question or not have knowledge about the product advertising and promotional activities of the organisation.

While a 33.9% indeed are sure about saying that the company does not communicates these one internally, which in this case is a high percentage of them, and therefore the organisation should be more sensitive to this answers in order to improve from this point of view due the fact that communication about all processes
within an organisation are one of the pillars of IM that creates a link between the company and employees and reinforced the attitude of commitment.

**Benefits and motivation**

![Benefits and Motivation graph](image)

In this graph we can see how respondents mostly agree that the benefits offered by the company meet their expectations which can be seen through the answers of the 88.20% of the employees interviewed, contrary to what might be perceived in a society with serious problems of political, economic and social issues, therefore, this clearly points that company’s employee’s sense that their benefits are fulfilling their expectations. Every company must ensure that this is so, otherwise many talents could simply switch companies or simply feel unmotivated and thus their efforts and achievements for the company will be affected.

Talking about the percentage that believes benefits are not good enough, in one hand, the company should probably evaluate closely specific cases of employees that could be over the level of salary that indeed should receive related to their positions, but in the other hand this percentage could just refer to those employees who are never happy with what is offered, considering that exist people like that and...
that is always very hard to please the 100% per cent of the people, when their needs and expectations are different.

Unlike previous graph where we could see a much clearer trend, we see that according to the employees’ point of view there is a lack of opportunities within the ones that the company offers for training and personal development representing a 53% which is a high percentage of them. While a 47% are agree with the opportunities offered by the company.

This percentage even though is lower than the ones that are not agree, shows that the company is not leaving aside this fact, but that should be spread or maximised to those ones that are not been taken too much in consideration related to this fact.

While these results are not the most favourable ones, they can be explained from a good way; due the fact the employee feels a clear need to be constantly learning, which is an excellent indication of proactivity on employees, making them open to new technologies and knowledge, whereby the company can take advantage of this need propelling training, courses, forums, all of them within the company and outside it, even internationally including in different languages. This will enhance employees’ skills, generating a deepen professional quality and thus turning into new and better
ideas proportioned by them, hence the employees will feel that they have been and will be taken in consideration; and at the same time these ones will be at the forefront as far as the profession is concerned.

Training for professional development depending on the role that each employee has, will generate different competitive advantages, such as a manager in the marketing area generate different competitive advantages that a manager in the area of planning, which is great for the company because each field and area of the company will have employees engaged at the forefront in times in which it is essential because of globalization and competition.

![Benefits and Motivation graph](image)

Figure 18 Benefits and Motivation graph

In this chart if it is true that we have a good percentage of respondents agree, there are a large number who feel the need for motivational activities and commitment to the company, this indicates that there is consistency in what employees think, not just feel the need for professional training but also of activities that engage and encourage them, and this both are related.

At times in our country this may be the turning point for any employee decide to keep working in the company or simply find new opportunities in other national and
international companies, reason why the company should try a little harder within their scope to improve this aspects.

<table>
<thead>
<tr>
<th>In the company I feel as:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Just a worker</td>
<td>48.5%</td>
</tr>
<tr>
<td>Valuable employee</td>
<td>44.1%</td>
</tr>
<tr>
<td>A friend</td>
<td>22.1%</td>
</tr>
<tr>
<td>Part of a big family</td>
<td>39.7%</td>
</tr>
</tbody>
</table>

This table shows how the employees feel within the company, how through the treatment that they receive from the organisation, the fact of being taken in consideration and through the benefits and motivation can creates in them a sense of belonging to the organisation.

Being a multiple answer question, the researcher allowed the employees to choose as many options they feel characterize their sense of belonging to the company. It can be seen that from a 100% a 50% feel just a worker, this percentage can be interpreted as this employees who choose this answers did not choose another one, showing that there is a high percentage of employees that need to be reinforced in the way of caring about the company, an employee who feels that is job and place of work is more than just that, is an employee who is emotionally link to the company, who appreciate it and what conformed it, therefore is an employee who is open and ready to give his best for something that they care. A company should show to its employees rather than been just a place where they go and fulfil some objectives, that is a place that can be named as their second home, this fact will create in the employee a sense of belonging and commitment, a positive factor to get better results from them and improve the business performance.

From the other side a significant part of them show that they feel more than just a worker, as a valuable active, as a friend as a big family, proof that the company is putting their efforts in create this sense of feeling on the employees.
As mentioned before, because of the entire situation in Venezuela, makes it harder to companies to please their employees; employees will always want more and more caring and benefits, so from one side is understandable why probably the company can give more than they are actually giving related to this fact, but from other side this results can be helpful for the organisation to show the discontent of the employees, and try to use their current strategies and active applied in a better way, in other words, an action can be always be refocused, you can give it a whirl, to try to use more effectively the resources the company has and so to cover more percentage of satisfied employees and therefore more committed.

Roles

![Roles graph](image)

In this case we see that more than a half of respondents that represents a 58.8% are unsure or disagree that the roles and procedures are not in accordance with the capabilities and experience, it can be understood from different ways.
The first that it is possible that the employee feels that he is overworked and that their workload is not accurate with his level of responsibilities and even remuneration which often go hand in hand.

The second could be that the employee feels that the distribution of assignments is not equitable, which can mean that could be employees with higher level of workload than others. Each employee can have different perspectives, and of course each area and position have different workloads; what has to be indeed analysed is, if between, what should indeed be analysed is whether between roles and areas related, exist significant imbalances in workload and whether this is associated with the level or the employee’s role, that is, if it exists in the senior areas short workload but a lot of responsibility and the lowest levels much workload with great responsibility.

This could lead to some tensions between employees and eventually can cause wear and tear on interpersonal relationships between employees, is possible that for this reason employees feel the need of more incentive and commitment activities from the company which at the end can be translated into a better working environment, job satisfaction and more productive employees.

![Figure 21 Roles graph](image)
It continues to strengthen the possibility that the employee feels differences and imbalances in the roles and assignments within the company; it could be that each employee will certainly perceive that their workload is greater to their remuneration and responsibilities especially related to lower-level positions. While a great number of them are happy with the benefits and opportunities of training, those ones who are not happy could be also the ones who have a negative answer to this question.

This can be interesting because it indicates that employees who are at the lowest levels in the company are the ones who most need to be motivated, paid and trained in the short time -considering that the highest percentage of respondents are specialist- if the company wants to generate or improve a clear competitive advantage through IM strategies.

**Changes and Competitive Advantage**

![Changes graph](image)
Changes within any organization or company are always difficult and the resistance coming from the employee can often be associated with age and the time that the employee has been working in the company.

In this case, the chart indicates that there is mostly good acceptance and responding to change representing a 60.30%, which is not surprising due to the number of situations that are presented to Venezuelan people in their day to day, which should overcome these changes and obstacles effectively and efficiently.

Mostly changes can generate positive effects for the company, especially in the times in which we live. However this does not mean that there are traditional and highly values and goals that remain for decades and make the company to remain successful. In this case a company that provides telecommunications services will surely have to be in constant change and renewal which employees should be prepared for these changes and even must be willing to be avant-garde otherwise the company could fall behind or simply perish in the medium term.

This graph is very important, because indicates that 92.7% of the employees feel and perceives the company as a pioneer and innovator; and undoubtedly as a telecommunication company, it has to be, and as a result should have employees...
who are willing to accept changes, new challenges, so that there is consistency and harmony between the company and its employees.

The fact that the employees perceive and consider the company in this way, it is already creating a competitive advantage, hence if the employees know that the company is modern and pioneering forces them in some way to improve their business performance and so develop efficiently and be at the professional level that the company expects from them -as a pioneer and vanguard organisation-.

Again we see a majority that believes the company promotes a culture of innovation in the organization, but still a significant number of 27.3% of employees who do not agree or are not sure This may be associated with the employee who feels that the company should be the one in charge of promote and offer them - their employees - the drive to be innovative, proactive, among many other things, which is true but not entirely.

The employee must also be its own generator of innovation, for example a doctor, the hospital can promote forums, specializations, conferences, but it is the doctor who, although his organization is not so provided, must imperatively find on their own the constantly updated and cutting edge, as far as their profession requires.
Again, we see that the vast majority of employees representing a 71.1% perceive that their requirements and strategies of the company are not of their complete satisfaction or pleasure, perhaps because it is a question that involves them directly with their own needs or expectations as an employee.

It is no secret that the employee will always demand more and more, everyone looks after their own interests and needs. Always must be heard and taken into account, otherwise their sense of belonging may be affected and the employee may feel that is not taken into account which is clearly an obstacle to achieving a competitive advantage.

The company strategies are normally developed by senior managers and executives towards achieving the objectives of the company, but when these senior managers and executives are dissociated or sections of employees of lower charges, can generate this kind of situation where the employee feels humiliated. The top managers should always be steeped in the reality experienced employees and so in this way be seen as representatives achieve and transmitters of them, not only because generate empathy with employees but also will have a way of acting and thinking consistent between what the company is and its employees.
Development and engagement

The fact that the 88.2% of employees feel and know what the company expects from them is extremely important, because according to these expectations they should give their best to not only cover but also overpass them.

If good incentives and motivation of the company to its employees are combined; and employees are clear of what the company expects of them, undoubtedly 'employees and company' will be a highly effective pairing, and referring to competitive advantage, it will not be at all difficult to obtain it.
In this graph we see how much the employees feel they must have loyalty and attachment to the company, representing a 91% of them agree with it. For whatever reason, if the employee feels he must act in this way it is because whatever you are doing the company is on track.

It could also be a particular issue for society, the sense of loyalty, sense of belonging, and the fact that the employee values and appreciates their work for whatever reason.

It cannot be expected to achieve positive results with disengaged employees, would be like trying to swim against the watercourse, no matter what make the company the results will be always more or less the same.

This applies not only within a company, applied in everyday life, from loyalty to your parents as well as to your brothers, family and friends; otherwise the relationship will be doomed to failure.
Figure 28 Development and Engagement graph

I am inspired to meet my goals at work

Figure 29 Development and Engagement graph

I feel completely involved in my work
These three graphs showed above are grouped, as their responses show a clear trend of effort, achievement of goals, commitment to the company and with it, daring to say, that the company has in its hands ability to empower their employees since they feel a clear determination to achieve their career goals and therefore the company, based on the results that shows a high percentage of them very determined, involve and inspired. These ones related to motivation shows that the company is trying to generate and promote it through is techniques, because the results shows employees that want to give their best to the company.
Grouping these last two graphs, and relating them with the previous three, it can be pointed out that:

Initiative as its definition refers is ‘the power or ability to begin or to follow through energetically with a plan or task, enterprise and determination’ (thefreedictionary.com), therefore initiative coming from employees –in this case identified as helping their partners and identifying the challenges and opportunities of the company– is one more time a good sign of satisfied employees, this attitude in a person shows that the person is committed, focused in get their objectives, give their best, is inspired. When an employee has initiative, is related too with the process of taking decisions, this fact has to be promoted from the company, to facilitate and promote a better performance and hence a better service to the external clients, all the actions and attitude coming from employees will be reflected to the outside.

When as employee is not satisfied, feels unmotivated, it will not be 100% open to give his best, to feel committed to his job and objectives therefore this will turn into negative aspects for the company, its goals and services offered.

In the chart, the results showed, speak very good about how the company manages and promotes this process and this kind of attitude in employees, but nevertheless
as in other graphs there is a percentage to consider be analysed by the company and therefore improving their techniques turn them into the population who feels positive proactive and with initiative to work not just to fulfil their objectives but also on behalf of the company and both personal and group welfare.

As a last question in the questionnaire, the researcher wanted to give the opportunity to employees to add something else they consider important to mention and that support the percentages showed before.

The answers collected are:

The company counts mostly with a range of young personnel that generates a better and more comfortable environment

There is a lack of new positions and roles in some departments that allow employees who has more time in the company and more experience to climb positions, creating in occasions demotivation within them.

Little things make big differences; Digitel should work more about these things that involve more all the community rather than just a group.

Missing more proposals to motivate employees.

Excellent company, every day more happy and satisfied with the benefits they give us, and I will work as necessary, so that the company emerges and grows up every day more.

None, until now; everything seems fine. Despite what happens in the environment.

Digitel more than a family is a school of telecommunications training.

Digitel Corporation and organizational structure (as a company) should improve a lot and this should be a goal for the company, which should result in a well-defined hierarchical structure with general and specific objectives according to departmental functions, the fact of proposing objectives not related to the departmental functions leads to an structural disorganization although the objectives and numbers raised are achieved.

Digitel has world-class human resources, but is far from being a world-class organization. Lots to do, I would start with a bit of Gung Ho!

Give Couching
In this table it can be seen that some of the employees are happy with the way of Digitel is managing the techniques and processes related to internal marketing, while others provide some advices that they consider will help them to improve, considering they are involved in the every-day internal processes and are sensible to the actions taken in relation to them and to the organisation to be successful.
CHAPTER 5

Discussions, Conclusion and Recommendations

Discussions and Conclusion

Nowadays one of the most important actions to promote within a company is the creation and promotion of opportunities exchange -motivation process- that will lead the company, to reach a job satisfaction, and with this one a better performance and reinforcement of employee's self-esteem. This fact not just will benefit the employees but also the company; having a better performance and development from a motivated employee, the company will have a better business performance, the opportunity to reach a competitive advantage and hence offer better service and products to its external clients.

The process of IM marketing should be taken in consideration not only from the directions and administration, it is a process that include every each employee in the company and mostly all those in charge of a team, named team leaders, supervisors, managers, positions that have included in their tasks, the management of the most important active of a company which are the employees, therefore having analysed very closely the benefits that IM can bring to an organisation, be able and open to make the necessary changes related to IM to be successful.

Having this clear, the researcher through all the study, had the opportunity to analyse very deeply all the data gathered from existent literature and in conjunction with the primary data which refers to the questionnaire applied within Digitel company, to be able to answer and support the research question, objectives and hypothesis.

As was mentioned at the beginning of this research, the researcher seeks to analyse the importance of the Internal Marketing techniques that can be applied within a Telecommunication company, making his particular study in Digitel Corporation.
Where the main question established for the study was: How important and effective are internal marketing techniques and tools as a competitive advantage technique within a telecommunication company?

Starting from the fact that in Venezuela the numbers of company that offer the kind of services offered by Digitel, are very few, it is important to have a high level of competitive advantage to differentiate themselves from the other companies and thus encompass a high and more range of customers.

In Venezuela as well as in other countries, customers are well attached and loyal to a company that offers more and better products and services that keep them happy, which in its opposite is very easy to lose and that these ones to seek change of supplier if these expectations are not filled or fulfilled. Therefore we can say, what a better way to reflect from the most inside to the outermost this quality, that is, if a company wants satisfied and happy customers, the best way is starting from its inside, having satisfied and happy employees they can be an example and show this attitude to the outside, which is what you want to achieve, you have to sell this quality product and service from all points of view and factors involved in the process to internal customers in order to reflect in its acts and actions the best results, which at the end this results are the one to show to external customers.

Having explained this, it can be seen through the graphs results, that Digitel Corporation give a high importance and meaning to IM process and techniques, due the fact its employees show a high percentage of satisfaction with the techniques applied. As well as in the daily life of any person or company, all the actions and processes taken are not perfect, which can be seen through some of the answers collected through this questionnaire, but that simultaneously are an important tool to take in consideration by the company to improve their current strategy and get a higher quantity of satisfied employees and thus a better business performance in turn allowing them to settle in a difficult position to be reached and copy by its competitors.

For confidentiality reasons, questions referred to its strategies that could reveal specific characteristics of them could not be made, due the fact this involve showing internal information that therefore could be copied by others.
But what it could actually be mentioned related to this is that while most renovated and innovative are ideas and strategies implemented; more will you differentiate from others.

From the other side, talking about the research objectives, it can be said that this ones were successfully reached by the researcher, who established them at the beginning of this research to work as a guideline for him. Research about marketing theories was done to lead a better understanding about the analysis of the theories and techniques of Internal marketing, to understand the usefulness of this one in an overall way and within a telecommunication company. Also was identified the fact of reaching a competitive advantage through the appliance of IM reaching an organisational commitment, motivation end employees’ job satisfaction.

Some limitation are linked to the literature review existent related to IM, and are mostly the lack of definition and accordance between authors and is indeed identified the fact that IM should be more taken in consideration from researchers and authors to be better defined and theoretically established.

In relation to, the hypothesis raised, and after explained every result related to each chart in the analysis chapter, it can be said that employees answers reflected how important are this processes involved with IM. A company could have too much money and equipment, but without a human resource who manage all the processes to make them work and be effective the company would not be nothing.

The factors that shape an organisation are internally attached, one without the other will not work, there should or must exist a dynamic relation between organisation and employees that allowed or seek to achieve a win-win process.

Nowadays in Venezuela, there is often the situation where, it does not matter how unhappy could be an employee in his current job, this one cannot leave because of the existing economic situation in the country, because it depends economically of what he is earning in that job to live and also due the fact that getting or finding a job in other company in these current times is not easy. Due to this reason, many companies which are aware of this situation therefore stop giving importance to the human factor when job satisfaction and motivation refers, as they know that for
reasons of necessity, this one will not stop working with them, and at the end it sometimes companies think that will go in benefit of them because they spend less.

This reason about the critical situation in Venezuela made the researcher think that answers from employees could be worst or negative, and so probably, hypothesis could not be proven effectively, which to surprise the researcher, it was not like that, the majority of the employees feels happy with Digitel Corporation and it shows that the organization pays important attention to what are the processes of internal marketing, as motivational strategies, to improve employee and company development and performance and reach a competitive advantage. Therefore, results gathered from the answers of the questionnaire help the researcher to prove the hypothesis raised at the beginning of these research, where productivity, satisfaction, engagement and motivation are the main objectives to reach in employees through IM strategies and techniques applied within a company to obtain a competitive advantage and business performance; which were mentioned in the hypotheses, so answers from the employees confirmed once again the hypotheses and that Digitel is taking especial part and interest to develop a good IM strategies to keep cutting edge, be innovative and differentiate from the competitors, improving this way, always the business performance.

Therefore the researcher can conclude that the hypotheses raised at the beginning can be proven through the results and analysis made in the previous chapter:

- As high the internal marketing orientation is, higher will be organisational productivity.
- As high the level of satisfaction of employees is, the better performance of them will be obtained.
- As much are applied the tools and techniques from internal marketing, better will be to accomplish business goals and performance.
- As high the employees motivation and job satisfaction is, better will be their engagement with the organisation.

To sum all said before, IM is a complex process which need the involvement and the knowledge of different marketing theories related and mentioned in the literature
review, which ones give shape and meaning to all the objectives that IM has as a focus. Therefore as was showed within the results obtained from the questionnaire applied in Digitel Corporation, Internal Marketing techniques represent a high importance for telecommunication companies, and as it can be seen and understood from the literature and the primary data the techniques that can be applied could be any.

Many may say that IM is one more issue related to human resource techniques, as well as many authors and researchers over the years have expressed, however, as well as the existing theory explains, is an action to be performed together with the views of human resources department but its objectives and actions are based on marketing techniques that are usually applied and are effective to engage the customer and which should and are effectives also to engage the internal customer. Therefore we can say that the employee is actually another important client to worry about and take care, where the ideal situation is to sell the company, products and services to them and thus create a unique interest in them derived from the motivation, commitment, engagement and loyalty generated by this actions, so that in this way the external objectives are achieved more efficiently.

Said all this the researcher could finish saying that: Internal Marketing is and will be increasingly important for a telecommunications company, in this case Digitel Corporation, and the techniques and tools related to this can be many and any type as long as they are avant-garde, current and interactive; and having as a main focus “the employees”.
**Recommendations**

Recommendations for further researchers is doing an extensive study, by saying this, is counting with a wide period of time to have the opportunity of applying a more extensive quantitative research where the population can be better studied and where personal interviews can take place to have more specific information.

Other recommendation is the appliance of the study in at least two companies, to be able to do a comparative analysis of the techniques and the understanding of the adaptation of this one according to the organisation, its vision, mission and goals, the efficiency of each one.

This research was made over the fundamentals of time for submission proposed by the institute reason why the study could not be more extensive.

Time is very important at the moment of developing a research whereby the researcher should be very cautious and define carefully his chart every step of the research to be developed within a comfortable range of time thus anticipating and preparing for possible issues.

The researcher found itself very short of time at the end due to the fact, of the long period of time that permissions and approval's processes by the company took. Is recommendable to develop a research related to a company which is placed in the same place or city that the researcher lives, otherwise processes will take longer and will be harder related to make contact with the population to be studied and entities or persons in charge of approving the pertinent and necessaries processes related to the study.
Bibliography


Available at: http://issuu.com/bibliotecapedagogica/docs/programa_de_endomarketing


Neuman, L., (2000), ‘Social Research Methods, Qualitative and Quantitative Approaches’. USA: Allyn and Bacon


- Sanchez, I. and Grayson, D., (2012), 'Internal marketing for engaging employees on the corporate responsibility journey’. Universidad de Extremadura (Spain), Cranfield University (United Kingdom).


Appendices

Appendix 1:
Questionnaire

GENERAL MBA
IMPORTANCE OF INTERNAL MARKETING WITHIN A TELECOMMUNICATION COMPANY FOR COMPETITIVE ADVANTAGE AND ORGANISATIONAL PERFORMANCE

QUESTIONNAIRE
The following questionnaire seeks to analyse the importance of internal marketing techniques that can be applied within a telecommunication company for competitive advantage and business performance. This questionnaire belongs to a thesis of a master study and does not have any relation with company’s internal processes. All answers will be anonymous. It should take no more than 10 minutes to complete. Thank you for your participation!

1- Gender:
   Male
   Female

2- Position:
   Manager
   Coordinator
   Team Leader
   Specialist
   Employee

3- How long have you been working in the telecommunication sector?
   Less than 2 years
   3-6 years
   7-12 years
   More than 12 years

4- Our company has a strong vision and mission
   Strongly Agree
   Agree
   Unsure
   Disagree
   Strongly Disagree

5- Our company has strong values
6- I am aware of company’s goals and objectives

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

7- I am aware about company’s strategies

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

8- Communication within the company is promoted and essential within all the processes

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

9- I am aware about organisational and social activities of the organisation

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

10- The company communicates internally product advertising or promotional activities to employees before do it with external customers

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

11- The company provides an attractive range of benefits for employees

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

12- I am happy with the opportunities of training that the organisation promotes for my professional development

Strongly Agree
Agree
Unsure
13- The company seeks to promote different activities to encourage motivation and engagement

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

14- In the company I feel as:

Just a worker
Valuable employee
A friend
Part of a big family

15- Company’s roles and procedures are distributed and assigned in order to employees' capabilities and experiences

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

16- I consider that positions and functions are clearly identified and assigned

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

17- Employees in the organisation willingly accept change

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

18- The company takes care about being pioneer in innovation to gain a competitive advantage

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

19- The company promotes and create a suitable innovation culture in the organisation

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree
20- The administration uses data gathered from employees to improve their jobs, and to develop the strategy of the company

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

21- I am aware of the company’s expectations of me

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

22- The company deserves my engagement and loyalty

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

23- I am inspired to meet my goals at work

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

24- I feel completely involved in my work

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

25- I am determined to give my best effort at work each day

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

26- Employees actively identify future challenges and opportunities

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

27- Employees in my organisation take the initiative to help other employees when the need arise

Strongly Agree
Agree
Unsure
Disagree
Strongly Disagree

28- Any further comments you want to add?
## Constituting elements of internal marketing

<table>
<thead>
<tr>
<th>Researcher</th>
<th>Constituting elements of internal marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ballantyne (2000)</td>
<td>Making the employees engaged in the development of policies, procedure and procedures, training, distribution of information, mutual relation, team learning</td>
</tr>
<tr>
<td>Groarock (2006)</td>
<td>Training, management support and internal relation, mass internal relations, human resources management, mass foreign relations, development of systems and enhancement of internal service</td>
</tr>
<tr>
<td>Pitt and Foreman (1999)</td>
<td>Expense of transactions among the internal customers and internal suppliers</td>
</tr>
<tr>
<td>Finn et al. (1999)</td>
<td>Respect, accuracy and speed, useful information, keeping informed and active feedback</td>
</tr>
<tr>
<td>Foreman and Money (1995)</td>
<td>Development of employees, reward, perception and internalization of the organization</td>
</tr>
<tr>
<td>Tanushaj et al. (1991)</td>
<td>Positive attitude toward the employees, having them participate in the employee one-on-one training, leading them toward attainable individual goals, an communication, mutual feedback, help to understand the relation between oper</td>
</tr>
</tbody>
</table>

*Appendix 2. Constituting elements of internal marketing (S.R. SeyedJavadein, H. Rayej, M. Estiri and H. Ghorbani, 2010)*
**THE EVOLUTION OF EMPLOYEE COMMUNICATION**

**Stage One (pre-1960s)**
- Predecessor – industrial relations.
- Goal – improve morale.
- Emphasis – individuals.
- Orientation – camaraderie.
- Attitude – warm, personal.
- Focus – people.

**Stage Two (mid-1960s–1980s)**
- Predecessor – journalism.
- Goal – deliver news.
- Emphasis – facts.
- Orientation – reporting.
- Attitude – cool, sceptical.
- Focus – events.

**Stage Three (late 1980s–now)**
- Predecessor – marketing.
- Goal – implement strategy.
- Emphasis – organization.
- Orientation – aid to management.
- Attitude – business orientated.
- Focus – strategic objectives.

---

Appendix 3. Adapted from the ‘three B’s to the high C’s’ Communication World, April/May 1997 (cited in Smith, L. 2008)

---

**Human capital and competitive advantage**

<table>
<thead>
<tr>
<th>Performance</th>
<th>Type of competitive advantage</th>
<th>Hardly capable of imitation</th>
<th>R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below average</td>
<td>Competitive loss</td>
<td>..</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>Competitive balance</td>
<td>..</td>
<td>N</td>
</tr>
<tr>
<td>Above average</td>
<td>Temporary competitive advantage</td>
<td>No</td>
<td>Y</td>
</tr>
<tr>
<td>Above average</td>
<td>Sustainable competitive advantage</td>
<td>Yes</td>
<td>Y</td>
</tr>
</tbody>
</table>

Appendix 5. Responses over time to the questionnaire
Appendix 6 - Reflection on learning and skill development

Introduction

The purpose of this section is to analyse the learning process of the researcher along the course of the MBA programme, identifying from a critical perspective the knowledge and skills acquired from the courses undertaken and during the development of this dissertation project.

“Reflections are considered the most important part of a learning process” associated with practical experience, where the person learn visually, auditorily or kinaesthetically, so reflecting on the experience will lead the researcher to learn over them, as Dewey, J. philosopher says “We do not learn from experience, we learn from reflecting on experience” (cited in Christensen, T., 2014). Honey, P. (2008) stated that the process of learning underpins every other process due the fact is an important capability which represent a gateway to others capabilities that can be developed.

Learning style

‘Every person has a unique style of learning which allows them to learn information efficiently… By knowing the learning style will lead the researcher to develop coping strategies that will help to compensate his weaknesses and benefits from his strengths’. (National Learning Network, 2013)

Carter, et al. (2005) explain that students have the ability or quality to process information in different manners having different ways of interact with others, including the thinking process and the way of processing information.

According to Honey, P. and Munford, A. (2000) and supported by Kolb (1984), there exist four different learning styles that refer to every learning process in which the researcher can identified his one. They classified the learning styles in: Activist, Reflector, Theorist and Pragmatist.
According to this styles, the researcher identify herself from one side within the activist style which explain that the student -as the word means- is active on learning through experimentation that involves him in new and different experiences, and from other side in theorist that explain the student seek to understand the theory behind the actions.

**Self-Reflection on the process of the MBA**

During the course of this MBA program and throughout the development of this research, the researcher had many situations and learning that has changed her perspective and way of thinking and acting.

At the beginning of the programme even though the researcher counted with research skills developed and learned during her degree studies and the experience working at her previous job, this one has reinforced this skills and learned a new ones.

The fact of studying in another country and in other language is already a big challenge for the researcher. The obstacles regarding this are slightly higher than for a person with native English, although the methods of investigation, analysis and study, may be mostly general and global, the focus given to this ones can change according to the institute, those who govern and the lecturers. The challenge that the language represent in this situation for the researcher is higher, understanding, writing, close reading, technical language, memorization among others, are factors that play an important role; because not only is tested what is being learned during the program but also the management of these because they are essential to the development of any test or project work.

Communication is another important role, there also exist other foreign classmates who handled equally well as another language researcher from another country. Therefore, it is worth mentioning as an important skill the communication role during this course, an MBA program aims to teach not only knowledge about a specific topic, but also how to interact and react to situations in which other people are involved. This is where it is tested the communication and how the researcher reacts to a problem or situation that must be resolved together.
Which leads me to speak of teamwork; everyone is different, has different ways of thinking, acting, cultures and languages as well as can exist within a company and your workplace.

Is for this reason that the course of this program is a whole challenge, teamwork is essential, understanding, the comprehension, cooperation, communication, perseverance and work in harmony. Most, if not all, projects had to be made in teams, where it was tried to reflect a situation that can occur on a day to day work, related to the subject (course) to thereby teach students directly from a more didactic way how to get and learned the related knowledge to be acquired, and indirectly promoted and wrapped us in a situation where we probably get obstacles and should (if does not has the knowledge) seek and learn ways to solve it.

I mention all this because the investigator repeatedly encountered a situation where co-workers did not have the same commitment and level of interest to the study, and this was perhaps the first shock, because talking about a professional level, the researcher hoped that everyone had the same commitment. Disagreements can often become very impressive, and the investigator in this case learned during these situations to be more activist and entrepreneur and resolve on their own the challenges and projects that were submitted without waiting for others, tolerance, patience, self-confident and a high degree of commitment.

On the other hand the research methodology was highly reinforced, from many points of view, so as mentioned above, reading is but the first one of the most important factors, readers learned to strengthen their reading habits, as they were required to invest long hours of time in this to get what you wanted and to understand and then analyse.

Time management is another factor reinforced because the researcher had to divide his time between study and work, a situation that had not happened in the past, this had to learn to be a great manager of her time and tasks, in order to achieve these effectively.
Regarding the courses taken, the researcher paid special attention to the lectures of marketing and project management which were her electives and field of interest to achieve and develop in their professional future, as having worked as an engineer in her profession area of Telecommunications engineering; and having lived many different experiences, this ones were subject of momentum and interest, on the one hand to make the decision to do the MBA and on the other hand reason for the choice of the thesis’ topic.

The researcher projects herself in the future as a manager in a company, whereby believes necessary to obtain knowledge in business management, projects management, marketing and others, to achieve this goal.

Being a manager involves all these facts, but the quality of management and use of resources effectively in a company, and talking about the thesis’s topic, her focus, the effective use of employees as an essential resource within a company.

Knowledge gained during the courses studied were essential base for the development of this research, as are obviously having read this research, marketing strategies that are currently applied, and can be applied to an internal market, methods of organization and project management, ethics, research methods, business strategies, among others.

The qualities developed and learned during the development of this project are many: the capacity for analysis and synthesis undoubtedly was reinforced in a high degree, as well as responsibility, ethics, organization, writing, among others.

Regarding the appliance of this several skills learned through the MBA program and dissertation development, is worth to mention that has provide or make the researcher more analytic thinker, confident and business professional, where all mentioned above will lead, encourage and allow the researcher to reach in a better and effective way her professional goals opening more and new professional opportunities in her country and abroad. Fact that has already proven by herself, applying for better job’s positions in good companies in Ireland and getting a good feedback from her interviewers, being surprised for her development through the different levels of test required to enter a company - being successful through all of them -, and thus proving the fruits that will give this great effort reached and obtained by the researcher; and once again the quality of study and teaching offered by DBS.
INFORMED CONSENT FORM
FORMULARIO DE CONSENTIMIENTO

PROJECT TITLE: Internal Marketing: Analysis of theories and strategies that can be applied to reach competitive advantage and improve business performance in a telecommunication company. Case Study: Digitel Corporation.


PROJECT SUMMARY:

This research will be focused on applying a questionnaire to the population of Operations Area from Digitel Corporation, with the purpose of analyse the importance and effectiveness of Internal Marketing tools and techniques to reach a competitive advantage and business performance in a Telecommunication Company. The questionnaire consist of 30 questions multiple-choice answers; and the questions are related to the topic which will lead the researcher to accomplish the research objective and hypothesis.

RESUMEN DEL PROYECTO:

El siguiente estudio tiene como finalidad la aplicación de un cuestionario al área de Operaciones de Digitel, con el propósito de analizar la importancia y eficacia de las técnicas y herramientas aplicables de Marketing Interno para alcanzar una ventaja competitiva y eficiencia organizacional en una empresa de Telecomunicaciones. El cuestionario consta de 30 preguntas de opción múltiple relacionadas con el tema las cuales son necesarias para alcanzar y/o comprobar el objetivo del estudio e hipótesis.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

Firmando a continuación, usted está de acuerdo con: (1) ha leído y entendido la hoja de información del participante, (2) las preguntas acerca de su participación en este estudio han sido contestadas satisfactoriamente, (3) usted está consciente de los riesgos (si existe alguno), y (4) usted está formando parte de este estudio voluntariamente (sin ser forzado).

______________________________
Participant’s signature

______________________________
Participant’s Name (Printed)

Melissa Cristina Marrano Villegas
Student Name (Printed)

______________________________
Student Name signature

Date 04/05/2015
Security Clearance

Dublin Business School
Company Security Clearance

Name: Melissa Cristina Marcano Villegas
Student Number: 10119431

Dissertation Title: Internal Marketing: Analysis of theories and strategies that can be applied to reach competitive advantage and improve business performance in a telecommunication company. Case Study: Digitel Corporation.

Company Security Clearance

Please initial as appropriate

☑ We agree that the student(s) may undertake a dissertation of the nature indicated above and that he/she/they will be given access to appropriate information sources within our Organisation

☑ We agree that copies of the finished project will be made available for assessment by staff of Dublin Business School and External examiners

Company Name: ___Corporación DIGITEL, C.A.____
Signed: _________
Position: ___Recruitment and Development manager____
Date: __05/01/2015________________

Note to Student:

Please keep the original signed copy of this form and ensure a copy is included in the Dissertation Appendices.