Exploring the use of internal marketing within non profit organisations
The example of the Swedish Society for Nature Conservation

Dissertation in Marketing, 15 higher education credits (ECTS)
2nd June, 2010

Authors: Marjolaine Bert (880703)
        Edgaras Rakevicius (870629)

Supervisor: Jean-Charles Languilaire
ACKNOWLEDGEMENT

Conducting this study has taken a considerable amount of effort. Thus we would like to express gratitude to all the people involved in our work for their contributions. Particularly we say a huge thank you to the participants of our qualitative research. Without their honest answers to our questions and time spent on working with us, the research would not have had any value. Additionally, we would also like to thank our thesis supervisor, Jean-Charles Languillaume, for his patience and effort in helping us to find our way to success in this work. His knowledge and advice, as well as great psychological support, has helped us considerably during this course. We say thank you to Halmstad University for giving us this opportunity to study and work towards our objectives as well as for the facilities to work productively and efficiently. Finally, we are also grateful to our fellow colleagues who offered constructive criticisms. This experience gave us an opportunity to enhance our team work abilities and research capabilities.

Marjolaine Bert

Edgaras Rakevicius
SUMMARY

Title: Exploring the use of internal marketing within non profit organisations: The example of the Swedish Society for Nature Conservation

Authors: Marjolaine Bert and Edgaras Rakevicius

Level: Bachelor (BA)

Key word: Internal marketing, NPO1, SSNC2, Naturskyddsföreningen, employee satisfaction, service quality, not for profit, volunteer organisation, internal marketing mix, conceptualisation...

Purpose: The purpose of this study is to explore the potential of internal marketing within non profit organisations.

Method: Qualitative case study of an NPO with the part of primary research based on fives interviews of workers.

Theoretical framework: The framework consists of theories and models on internal marketing. Internal marketing is studied from the point of view of its tools of implementation, its purposes and also its limits.

Conclusion: Internal marketing is revealed as a high potential for NPOs. However, this concept, developed for the profit area, requires some adaptations to fit well to NPOs.

---

1 NPO: Non Profit Organisation

2 SSNC: Swedish Society for Nature Conservation
TABLE OF CONTENTS

ACKNOWLEDGEMENT ...........................................................................................................II
SUMMARY ..............................................................................................................................III
TABLE OF CONTENTS .......................................................................................................... IV
TABLE OF FIGURES AND TABLES .................................................................................... VII

1. INTRODUCTION ..................................................................................................................1
1.1. INTERNAL MARKETING AND NON-PROFIT ORGANIZATIONS .................................... 1
1.1.1. Internal marketing ........................................................................................................ 1
1.1.2. Non-profit organizations (NPOs) ............................................................................... 2
1.2. PROBLEM ........................................................................................................................ 4
1.3. PURPOSE .......................................................................................................................... 4
1.4. RESEARCH QUESTIONS .................................................................................................. 5
1.5. AUDIENCE ....................................................................................................................... 5
1.6. STRUCTURE OF THE PAPER ......................................................................................... 5

2. THEORITICAL FRAME OF REFERENCE .........................................................................6
2.1. THE VARIATION OF INTERNAL MARKETING MODELS ............................................... 6
2.2. DIFFERENT INTERNAL MARKETING IMPLEMENTATION PERSPECTIVES .................... 8
2.2.1. Internal marketing mix perspective .............................................................................. 8
2.2.2. Processional internal marketing perspective ...............................................................10
2.2.3. Internal marketing relationship management .............................................................11
2.2.4. Strategic internal marketing .......................................................................................12
2.3. THE FOUR PURPOSES OF INTERNAL MARKETING .....................................................14
2.3.1. Employee motivation and satisfaction ........................................................................14
2.3.2. Service quality ............................................................................................................15
2.3.3. Customer orientation and customer satisfaction .........................................................17
2.3.4. Profit ..........................................................................................................................18
2.4. LIMITS OF INTERNAL MARKETING ............................................................................18
2.5. CONCEPTUAL FRAMEWORK .......................................................................................19

3. METHODS .........................................................................................................................21
3.1. RESEARCH DESIGN .......................................................................................................21
3.1.1. Topic ............................................................................................................................21
3.1.2. Methodological approach ..........................................................................................22
3.1.3. Quantitative versus qualitative data ..........................................................................22
3.1.4. Primary versus secondary data ...............................................................................23
3.1.5. Selection of “case(s)” ...............................................................................................24
3.2. CONDUCTING THE RESEARCH ................................................................. 25
  3.2.1. Collecting theoretical data ............................................................ 25
  3.2.2. Collecting empirical data .............................................................. 25
3.3. ANALYTICAL METHOD ................................................................. 29
  3.3.1. Analysis during data collection .................................................... 29
  3.3.2. Developing categories ............................................................... 29
3.4. RELIABILITY AND VALIDITY ....................................................... 30
  3.4.1. Reliability ................................................................................... 30
  3.4.2. Validity ..................................................................................... 31

4. EMPIRICAL DATA .................................................................................. 32
  4.1. BACKGROUND TO THE SSNC AND ITS MAIN PRINCIPLES ................. 32
  4.2. THE STRUCTURE OF THE SSNC ...................................................... 32
  4.3. THE ACTIVITIES OF THE SSNC ...................................................... 33
    4.3.1. The international activities ....................................................... 33
    4.3.2. The national activities .............................................................. 33
    4.3.3. The local activities ................................................................. 34
  4.4. THE MEMBERS’ COMMUNITY OF THE SSNC ................................... 34
  4.5. THE VISIONS OF THE SSNC .......................................................... 35
    4.5.1. Differences of vision inside the SSNC ........................................ 35
    4.5.2. Differences of vision between inside and outside the SSNC .......... 35
    4.5.3. Differences between non-profit organizations (NPOs) and for-profit organizations (FPOs) .... 36
  4.6. WORKING AT THE SSNC .............................................................. 36
    4.6.1. Work conditions ....................................................................... 36
    4.6.2. Content of the work .................................................................. 37
    4.6.3. Advantages and disadvantages of working for the SSNC ................ 37
    4.6.4. Satisfaction and motivation ...................................................... 38
  4.7. THE RELATIONSHIPS OF THE SSNC ............................................. 39
    4.7.1. The internal relationships ........................................................ 39
    4.7.2. The internal communications .................................................. 40
    4.7.3. The external relationships ......................................................... 40
  4.8. THE PERCEPTIONS ABOUT THE CONCEPT OF INTERNAL MARKETING ................................................. 40
    4.8.1. The value of internal marketing ................................................ 40
    4.8.2. Being a part of internal marketing ............................................. 41
    4.8.3. Treating workers and volunteers as customers ........................... 42

5. ANALYSIS ............................................................................................. 43
  5.1. THE EXISTENCE OF INTERNAL MARKET AND INTERNAL MARKETING ................................................. 43
  5.2. INTERNAL MARKETING AND IMPLEMENTATION IN NON-PROFIT ORGANIZATIONS .......................... 44
    5.2.1. Analysis of marketing mix perspective ..................................... 44
    5.2.2. Analysis of processional internal marketing perspective ............ 46
    5.2.3. Analysis of internal marketing relationship management perspective 46
    5.2.4. Analysis of strategic internal marketing perspective ................... 48
  5.3. THE PURPOSES OF INTERNAL MARKETING IN NON-PROFIT ORGANIZATIONS ................................. 49
    5.3.1. Analysis of workers motivation and satisfaction ........................ 49
5.3.2. Analysis of service quality ................................................................. 51
5.3.3. Analysis of customer orientation and customer satisfaction ................. 52
5.3.4. Analysis of performance ........................................................................ 53
5.4. The limits of internal marketing for non-profit organizations .................. 53

6. CONCLUSIONS ............................................................................................. 55

6.1. The high potentiality of using internal marketing in an adapted way within non-profit organizations ................................................................. 55
6.2. Limits of the study .................................................................................... 57
  6.2.1. Limits of the reliability of the study ....................................................... 57
  6.2.2. Limits of the validity of the study .......................................................... 57
6.3. Contributions ............................................................................................. 57
6.4. Suggestions for further research ............................................................... 58

REFERENCES ..................................................................................................... 59

PERSONNIAL COMMUNICATIONS ................................................................. 63

APPENDIX: LIST OF QUESTIONS FOR THE WRITTEN INTERVIEW .................. I
TABLE OF FIGURES AND TABLES

Figure No 1: Multi-level model of Internal Marketing.................................7
Figure No 2: Internal Marketing Conceptual Framework...............................8
Figure No 3: Right side up organisation........................................................13
Figure No 4: Service Profit Chain.................................................................16
Figure No 5: Three types of marketing in Service industry...........................17
Figure No 6: Conceptual framework..............................................................20
Table No 1: List of interviews..........................................................................28
Figure No 7: Conceptual framework of internal marketing for NPOs.............56
1. INTRODUCTION

Internal marketing (IM) is a concept which has been developed in the profit sector. However, it is interesting to look at its potential from a non-profit perspective. This paper examines the use of internal marketing within an environmental non-profit organization (NPO). It is also evident that little research has been so far conducted in terms of internal marketing within non-profit organisations. Nevertheless, NPOs represent a rapidly increasing sector and exploring it in a more specific way could open views for different marketing perspectives. Thus, this study aims to explore the potential of internal marketing within NPOs. This chapter is going to introduce the reader to the main concepts, the content and the structure of this paper.

1.1. Internal marketing and non-profit organizations

1.1.1. Internal marketing

Internal marketing (IM) has been a subject of a significant amount of studies and debates (Cahill, 1996; Berry & Parasuraman, 1991; Grönroos, 1981). The first definition of the concept of IM was formulated in 1957 by John McKitterick: “customer-oriented, integrated, profit-oriented philosophy of business” (Cahill, 1996, p.1). Since then, plenty of other definitions have been given. Berry and Parasuraman (1991) focused especially on the service quality. According to them, IM was about attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs. George echoed Berry and Parasuraman with his definition of IM. He states that: “internal marketing is a philosophy for managing the organization’s human resources based on a marketing perspective” (Cahill, 1996, p.3). Grönroos (1981) has used the expression of “selling firm to the employees” who are considered as “internal customers”. The higher employee satisfaction will make it possible to develop a more customer-focused and market-oriented firm (Grönroos, 1981).

Cahill (1996) argues that firms need employees to be knowledgeable about their company as well as to feel confident about its products and services in order to be able to perform in an optimal manner. Following that, one could assume that employees should be a part of any strategy of a company. Therefore, the use of IM could help to create harmony inside an organisation. Ahmed and Rafiq (1995) describe the manner and the extent to which marketing techniques can be used internally, by presenting an alternative conceptual model. This model uses a multi-level schema which interlinks strategic dimensions to an internal marketing mix framework. This framework is going to be discussed in the latter parts of this study.

According to Foreman and Money (1995), IM involves the marketing activities within an organization, where employees are treated as internal customers. Rodriguez Cano and Sams (2009) also argue that IM is a way of managing a company from within. Thus, the main purpose of internal marketing, following Foreman and Money (1995), is to increase the efficiency of the workers within the organisation. This, in the long run, is aimed to bring positive results, mainly in terms of external customer service. In addition to this, Foreman and Money (1995) believe that IM has the most relevance to service firms. Voss, Keller,
Ellinger and Ozment (2004) have also remarked that much of the literature on IM focuses on traditional service organizations in the financial and marketing/sales business segments.

In terms of developing IM within an organization, Rafiq and Ahmed (2000) suggest three major phases, which are an employee motivation and satisfaction phase, a customer orientation phase, and a strategy implementation/change management phase. However, Varey and Lewis (2000) argue there are two main dimensions in internal marketing: interaction orientation and organisational objectives and focus. Hence, IM has two categories of activities: first, the transactional level, i.e. a one-way communication. Here, knowledge circulates only from the top of the company to the bottom, through new product information, skills training, etc. (the IM mix also belongs to this category); second, IM has also a relational level. It is based on the interaction and the collaboration between the company and the employees. This refers to a two-way communication. In this case, knowledge is discovered. For example, it may be a team-based learning or quality improvement. Those activities are also based on two levels: short-term internal and long-term external. This theory is assumed to have the most reasonable scope of technique for internal marketing implementation. Hence, it is going to form the basis of the theoretical framework in this study.

Rodriguez Cano and Sams (2009, p.285) highlight the importance of the internal market orientation as a part of implementation of IM: “an internal marketing orientation is needed to better match the organization's products (i.e. jobs) with its internal customers (i.e. employees) and in-turn to improve the quality (i.e. job performance) of its offerings to its external customers”. The result of the study by Tortosa, Moliner and Sanchez (2009) shows similar things. It reveals that internal market orientation influences the satisfaction of contact personnel, the quality of service perceived by the customer, and through the latter, the customer's satisfaction. It also corroborates the influence exerted by the contact personnel's satisfaction on the perception of quality and on the satisfaction of the customer receiving the service. In addition, the research of Voss et al. (2004) shows that efforts to develop customer-conscious employees influence the quality of exchanges with external customers and their level of satisfaction.

In line with the ideas of the authors mentioned above, the assumption for this study could be: “if managing well the internal market of employees within a company, the results should bring positive outcomes for the overall external marketing strategy”. This can be linked to the Grönroos’s (1981) model of service profit chain as well as other concepts and theories which are going to be discussed in theoretical part of this study. The analysis is aimed at exploring the potential of IM and its applicability within a non-profit organisation.

1.1.2. Non-profit organizations (NPOs)

The logic of IM suggests that it is vital for businesses to have strategies for managing their employees in a way that could bring more positive external results and profits. However, applying this to non for profit organisations (NPOs), the notion can be jeopardized, due to the fact that this specific kind of organizations differs from average firms in many aspects (Anheier, 2005; Powell & Steinberg, 2006; Weisbrod, 1998; Wetfeet, 2003).
The bulk of research in this field confirms the perception that profit is not the objective of NPOs and it does not play a central role in their performance. Pinho and Macedo (2006) argue, however, that attracting revenues is a part of the NPO. Nevertheless, the broad meaning of the concept emphasizes: “the restriction on what an organization may do with any surplus (“profit”) it generates. The essence of this form of institution is that a NPO may not lawfully pay its profit to the owner or, indeed, to anyone associated with the organization” (Weisbrod, 1998, p.1). This definition is vast and therefore it incorporates all the public activities within it. This brings a need for a more restrictive understanding of the concept of NPO.

NPOs are differentiated from business firms and public agencies by two different aspects: their function and their economy. First, - the function of NPOs is philanthropic. Payton (1984) defines philanthropy as the voluntary action for the public good or the love to mankind. Anheier (2005, p.43) compliments that by saying: “The non-profit sector is the promotion of what is in various terms the public interest or the public purposes”. Wetfeet (2003, p.4) completes this vision by defining NPOs as the “businesses designed to make change, and not in the monetary sense”.

Secondly, NPOs are characterized by their economy. According to Anheier (2005, p.45) “NPO do not receive the bulk of their income from the sale of goods and services on the market, or through taxation, but from voluntary dues and contributions”. This opinion is contradicted by Wetfeet: “NPOs derive their operating revenue from foundations, government grants, membership dues, and fees for services they provide” (Wetfeet, 2003, p.5). Powell and Steinberg (2006, p.3) go even further saying: “many non-profits receive the bulk of their revenues from commercial sales and contracts, benefiting from little or no philanthropy”. Here, one can also appreciate that the use of commercial operations is contrary to the fundamental rationale of not for profit organisations. However, one can still find the difference at that point. According to Powel and Stenberg (2006, p.118) “some non-profit organizations derive all their resources from commercial operations, and in this sense are just as much for profits as any for-profit firm. The distinction is that they must retain or reinvest their profits”. This leads to a view that NPOs are also defined by their structure of ownership. To summarize, the choice has been made to use the following definition for the non-profit sector: “those entities that are organized for public purposes, are self-governed, and do not distribute surplus revenues as profits” (Powell & Steinberg, 2006, p.67).

The term of NPO is also known as “non-governmental organization”, “private voluntary organization” or “civil society organization” (McGann & Johnstone, 2008). Furthermore, the NGOs are called the “third sector” in distinction from the first sector (public organizations) and the second sector (private companies) (McGann & Johnstone, 2008). Nevertheless, there is a great diversity of NPOs around the world: “NPOs play a variety of social, economic and political roles in the society” (Powell & Steinberg, 2006, p.66). The non-profit sector focuses also on a wide variety of causes (Wetfeet, 2003). “De facto” NPOs can deal with human services such as education, health and culture, environment and natural resources, local development, humanitarian relief, international development organizations, religion, special interests etc. For example, the Doctors Without Borders, the American Association for Retired People, Alcoholics Anonymous, trade unions, Amnesty International, Natural Parks and farmers’ cooperatives are all NPOs (Anheier, 2005).
Due to the large number of different kinds of NPO, the author of the study finds it necessary to concentrate on one type. Moreover, trying to have an understanding of all of them would lead the research results to make imprecise generalizations. Powell and Steinberg (2006, p.66) compliment that by stating: “conclusions about one type of NPOs do not translate easily to other types.” Hence, the objective in this research will be to focus on the private non-profits whose purpose is protecting the environment.

1.2. Problem

The NPOs have recently become a rapidly emerging sector. McGann and Johnstone (2008, p.65) speak about: “an unprecedented growth of non-governmental organizations around the globe”. They refer to a figure published in *The Economist* in 1999, where the non-governmental organisations sector had experienced a considerable growth from 6,000 in 1990 to 26,000 in 1996. Moreover, McGann and Johnstone (2008) notice that the need for taking a critical look at the effectiveness and accountability of those organisations in the economy has not been felt massively yet. Because of this emergence, the third sector becomes more of a target for academic research. Following this, the need for knowing how to manage NPOs is apparent. Thus, Speckbacher (2003, p.217) believes that there is: “growing awareness that non-profit sector needs management just as well as the for-profit organizations”. Nevertheless, there has not been much study conducted within this area yet. Following that, it is also important to note that the use of IM within the NPOs has not been fully researched either (Anheier, 2005). In expansion of that, the IM is a tool for increasing employee productivity in order to achieve better customer service (Cahill, 1996). The problem is whether it can be applied for NPOs.

Additionally, other business concepts and business tools implemented in the profit area have already been introduced to the non-profit area. For example, Speckbacher (2003) analyzes how the features of private-sector performance management can be applied to NPOs.

Therefore, it can be inaccurate to align the models of business marketing and management with the marketing of NPOs “to transfer concepts and tools from a certain model of the firm and its environment to NPOs, one must determine whether the assumptions underlying this model are also adequate for NPOs. Otherwise, one must first adjust those assumptions and analyze whether the derived concepts and tools are still meaningful in the new context. If not, one must determine how to modify them” (Speckbacher, 2003, p.217).

1.3. Purpose

Following different concepts of internal marketing and non-profit organisations the study reveals the need for more analysis in terms of the use of IM as a tool for NPOs’ management. Assuming that internal marketing can be one of the tools of NPOs’ internal management, it has been decided to explore this area. Hence, one sees what the potential of internal marketing in NPOs could be. To summarize, the purpose of this work is to explore the potential of using IM as a tool for managing NPOs.
1.4. **Research questions**

The defined purpose requires a strategy on how to achieve it. Therefore, it has been agreed that formulating the research questions can contribute to the development of the course of this study. In order to reach this purpose, the study is going to focus on answering these questions:

- What is “internal marketing” within non-profit organisations?
- Can it be applied in the traditional way and, if not, then how? I.e. can it be used in the same way as for profit-oriented companies or not? If not, then how it should be adapted?

1.5. **Audience**

Following the academic nature of this study, the audience of it can vary. This study can be important in terms of unveiling some key points and ideas that can be used in the practice by future managers or marketers of NPOs. Moreover, the ways of improving the efficiency of IM within NPOs need to be explored. Thus it can be useful for other academics and students as a source for idea generation for future research studies.

1.6. **Structure of the paper**

This introduction will be followed by a theoretical framework of IM. The methods of conducting this study are going to be presented. The empirical part is aimed to give the results of primary research conducted during the course of this work. This is going to be followed by the analysis part in which all the data are assembled, compared and interpreted. Finally, conclusions are going to be drawn from the results of this research paper.

*****
2. THEORITICAL FRAME OF REFERENCE

This chapter presents relevant theories, concerning internal marketing and its implementation. At the next step, the variation of different models is introduced as well as the choice of following one of them is made. The next is the review of different perspectives of internal marketing and the tools of implementation of IM strategies. Thus, in this way, the chapter leads to its central aspect of conceptual framework - the identified purpose areas of IM. Finally, the limits of internal marketing in this chapter will be outlined. In order to have an overview of the structure as well as to summarise this chapter the model of conceptual framework was created.

2.1. The variation of internal marketing models

This part of the chapter is aimed to introduce different ways of thinking in terms of creating models and conceptual perspectives of internal marketing. At the latter stages, the selected models shall be presented and the most relevant one is to be followed.

According to Varey and Lewis (2000), there are two main theories of internal marketing. One is introduced by Berry and the other one by Grönroos. Following Varey and Lewis (2000), Berry emphasises on employees being treated like customers and their jobs, - like product. On the other hand, Grönroos sees that employees must be customer cautious and the support from senior management is needed. Nevertheless, both theories have frameworks that appear to be too detailed and complex. That is because they do not lead directly to the purpose of this study, which is based on conceptual implementation of IM. Moreover, both models seem to be based more on ideas, rather than marketing concepts.

The study has identified two other potential models that could be used to explain the essence of implementation of internal marketing. Hence, it is evident that they are based on general internal marketing concepts. The first one was described by Ahmed and Rafiq (2002). They propose the multi-level model of IM, which is constituted by internal marketing mix (Figure No 1). The model consists out of three strategic levels: direction, path and action. Level 1 is setting the overall agenda for a particular mission or change. This allows defining the organisational efforts required for the change. At this point, the evaluation of external opportunities and an understanding of organisational capabilities are needed. Generally, at this level, one should recognise the product (jobs) and develop the strategic patterns for segmenting (grouping by motivation) participants (employees). The segmentation process is normally accredited by internal market research. Level 2 (path) requires the specification of route from many different alternatives. This is to achieve the set or mission which the organisation has chosen to follow. Particularly at this point, the participants (employees) need to be studied even further. Moreover, emphasis should be put on how to position the staff for the right tasks, etc. The market research still plays a significant role. Level 3 (action) requires a translation of a particular option into a specific solution. Here, that would be applying each of the participants to the specific training within the organisation that should complement the function of the entire company as one entity. (Ahmed & Rafiq, 2002)
However, this model is seen to be too subjective as it only takes into consideration the marketing mix as the main criteria for internal marketing. Moreover, it is also close to what was remarked by Ballantyne (2004, p. 12). He states that: “Relationship development and collaboration across department borders is necessary to create the conditions of trust, in which new knowledge is generated and circulated”. Thus, this shows that internal marketing is far beyond internal 4Ps.

The second model is described by Varey and Lewis (2000). It has been assumed to have a better potential as it takes into account broader areas that can be applied to IM. Moreover, it gives different views and perspectives of IM implementation. Varey and Lewis (2000) follow the idea of developing a theoretical framework of IM a little bit further. In 1980’s and 1990’s, the shift towards rational thinking was considerable in terms of external marketing. However, due to acceptance of internal relationships towards the external relationship marketing, the concept and basis of internal marketing remains completely undeveloped. (Varey and Lewis, 2000) At the same time, Varey and Lewis (2000) propose that conceptualisation of internal marketing can provide a clearer view on IM. The internal marketing conceptualisation matrix provides four different prospects on the emergence of IM (Figure No 2).

---

*Figure No 1: Multi-level model of Internal Marketing* Adapted from Ahmed and Rafiq (2002) “Internal Marketing: Tools and concepts for customer-focused management”, p. 37
Interaction Orientation

<table>
<thead>
<tr>
<th>Organisational Objectives and Focus</th>
<th>Transaction</th>
<th>Relational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term, Internal</td>
<td>Internal Marketing Mix</td>
<td>Processional Internal Marketing</td>
</tr>
<tr>
<td>Long-term, External</td>
<td>Strategic Internal Marketing</td>
<td>Internal Relationship Management</td>
</tr>
</tbody>
</table>

The conceptualisation model suggests that internal marketing theory is based on two dimensions: organisational objectives and focus, and interaction orientation. The first one, organisational objectives and focus, can follow a short-term internal, or long-term external, perspective. Then, internal orientation can follow a transactional or relational perspective. (Varey & Lewis, 2000) According to different dimensions, the matrix also suggests four different criteria on which internal marketing can be built: internal marketing mix, processional internal marketing, strategic internal marketing and internal relationship management. This model is going to be followed further through the theoretical part of this study.

2.2. Different internal marketing implementation perspectives

2.2.1. Internal marketing mix perspective

Varey and Lewis (2000) argue that internal marketing mix perspective makes apparent the fact that interaction orientation within a company is very transactional in its nature. The internal marketing mix stands within the frames of transactional interaction orientation and short term organisational objectives with an internal focus. In particular, this implies to the use of the 4Ps. This has to do with traditional approach to marketing. (Varey & Lewis, 2000) Therefore it is highly compatible with the research purpose and questions of this study.

Ahmed and Rafiq (2002) believe that the use of internal marketing mix is crucial for a successful organisation management. IM-mix framework consists out of the same elements (known as 4Ps) as standard marketing mix: product, price, place, promotion. However, at internal level, the 4Ps are applied for employees instead of the external customers.
Product within the internal marketing mix can be a job performed by an employee. Depending on what job employee is required to do, and how much satisfaction it brings, the manager can create an employee with a customer perspective. There can also be two patterns of products: strategic and tactical. Strategic involves the values and attitudes needed to make the plan work, i.e. to sell. At a tactical level, the measures of performance and new ways of handling customers are considered to be internal products. Also, the product can be training and services provided by human resources (HR) (Ahmed & Rafiq, 2002)

Price, in internal marketing, can be any psychological costs of perceiving new methods of working or new policies. Nevertheless, unlike monetary price, the opportunity costs are more difficult to measure. It refers to the possibility of the employees to overestimate the costs of undertaking the new practice. If not taken seriously, this can lead towards a resistance to change. (Ahmed & Rafiq, 2002)

Promotion can be linked to internal communication and management interaction methods with employees. In can involve internal advertising, the use of publicity, face-to-face presentations and communications through team meetings and conferences. (Ahmed & Rafiq, 2002)

Place, here it would be the general work place, departments or conference rooms. Generally, it also means that the place can be any staff meeting point, depending on the occasion. The main distribution channels are to be external parties, like consultants and training agencies. (Ahmed & Rafiq, 2002)

However, despite the logical theme of internal marketing mix, Varey and Lewis (2000) notice that this strategic approach has a lack of focus on external customers. Although the IM mix assumes customers as primary market, the interactions are still based too much on the 4Ps (Varey & Lewis, 2000). This makes internal marketing mix perspective subjective and not very flexible.

At the same time, Goi (2009) quotes Schultz (2001) saying that marketplaces today are more customer oriented and that 4Ps system is too internal. The emphasis should be put more on networking. In fact, this could be equally relevant for both external and internal marketing.

Moreover, the preference for external marketing mix 4Ps for service marketing is not enough. Booms and Bitner (1981) suggested taking in account three additional Ps for services: physical evidence, process and participants. In fact, it could be interesting to see whether the same 7Ps framework could be applied for internal marketing of the service firms.

Nevertheless, in response to all the critiques, Ahmed and Rafiq (2002) argue that 7Ps framework can still be used service firms’ internal marketing. Ahmed and Rafiq (2002) explain additional 3Ps in the following way:

Physical evidence refers to all policies and documentation made in the work place that outlines the job delivered by employees i.e. provision of service. Moreover, the tangible elements can be the training sessions organised for maintaining required standards. On the peripheral side, it can be memos, guidelines, training manuals. (Ahmed & Rafiq, 2002)

Process can be the introduction of new policies through negotiations of trade unions or using communication methods like e-mail, online conferences etc. (Ahmed & Rafiq, 2002)
Participants (or People) are related to the fact, that employees are segmented along the motivational lines, rather than departmental ones. Internal market research here would allow finding out what the workers are really looking for with their job and what is best to motivate them. (Ahmed & Rafiq, 2002)

2.2.2. Processional internal marketing perspective

Processional internal marketing perspective is characterized by relational orientation interaction and short-term organisational goals and internal focus. According to Varey and Lewis (2000), at this point internal marketing is no longer seen as a tool for marketing large groups of employees, particularly the front liners. Instead, the main emphasis is given towards horizontal relationships, i.e. employees place demands upon each other rather than an organisation. This perspective strongly supports internal customer and supplier interactions (Varey & Lewis, 2000)

Following the idea of a firm being an internal market, where its employees are concerned to be internal customers, Hauser, Semester and Wernerfelt (1996) explain how adopting the use of internal customers and supplier interaction can benefit an organisation’s efforts to become more customer and market oriented. According to Hauser et al. (1996), many customer oriented firms have adopted systems by which internal customers evaluate the internal suppliers. In many cases, the internal customers all remain employees of a company, whereas the internal suppliers can vary depending on the role of management. For instance, a marketing department can be viewed as an internal supplier as long as it provides the firm with information on external customers. However, if this information is provided by a third party of professionals, the marketing departments will be classed as internal customers. In other words, the internal supplier can be classed anyone within the company who supplies the organisation with information on external customer needs and wants, or creates the tasks (jobs) for employees to follow. (Hauser et al., 1996)

Gummesson (2002), however, stresses the importance of customer supplier relations, where employees are meant to see other employees as internal customers. Internal customers are generally the ones that receive the deliveries of products, services, messages, documents and decisions. In terms of internal suppliers, they can be seen as companions to the internal customers. According to Gummesson (2002) it is quite common when an employee fulfils both roles i.e. “a recipient of something as an internal customer and to deliver something in a value-added state to another internal customer” (Gummesson, 2002, p.214).

In terms of internal customers, – internal supplier evaluation systems, Hauser et al (1996) identifies two major motives for adopting them. First is the difference in goals. The goals of internal suppliers may clash with the goals of the firm. Internal suppliers may have different objectives than those of the firm. For instance, in some companies’ research and development (R&D) engineers may be more focused on publication and discovery of knowledge rather than increasing the firm’s potentials to maximise profits. In this way, the priorities shift from being customer oriented to focusing on personal needs. The second motive is that internal customers may always be able to evaluate the effects of inter supplier decisions, while management may have a lack of skill or information to perform as effectively as expected.
This is common in R&D companies where decisions always require special scientific knowledge or expertise, which is not acquired by management. (Hauser et al., 1996)

Despite the merits of internal customer – internal supplier evaluation, Hauser et al. (1996) also acknowledges that, in some cases, the system may not be easy to implement. This is due to the fact that internal customers may tend to report favourably on their colleagues. Also, the supplier may bribe the customer by allowing more defects through in order to achieve more complicated goals. Also, the temptation of giving a higher evaluation is greater when there is no cost for it. (Hauser et al., 1996)

Varey and Lewis (2000) believe that customer supplier relationships have, however, one very important aspect, which is not included in the theoretical perspective, and that is the social factor. The biggest shortcoming in processional internal marketing, according to Varey and Lewis (2000), is that the emphasis is put strongly on transactional dimensions, whereas the social dimensions are completely excluded.

2.2.3. Internal marketing relationship management

Referring to the internal marketing conceptualisation model (Part 2.2, Figure: No 3), internal marketing relationship management perspective is of relational interaction orientation, with long term organisational objectives and external focus. According to Ballantyne (2004), relationship mediated internal marketing creates logic where legitimacy and motivation for collaboration with human resource management is a key element of success within a company. Customer – supplier interactions, in general, are seen as credo of relationship marketing, Varey and Lewis (2000). Following Varey and Lewis (2000), in terms of internal market, both internal customer and internal supplier should be willing to evaluate the relationships. The most applicable concepts of relationships in internal marketing are assumed to be: collaboration, long relationship, win-win relationship, joint-value creation, each customer is an individual. (Varey & Lewis, 2000)

Collaboration - It is there to reflect the customer and supplier co-operation with each other. It is a very important reason for forming an organisation. “You collaborate inside and compete outside” (Gummesson in Varey & Lewis, 2000, p.29).

Long-term relationship - It is evident that a longer relationship with customers will lead to higher and more sustainable profits. This is because a loyal customer reduces marketing costs and increases customer share. In a similar way, it reflects the company and employee relationship. Keeping the existent employee is less costly due to the savings of additional training. (Varey & Lewis, 2000)

Win-win - Internal win-win relationships imply the fact that employees feel that they are working for a firm which gives them something in return, i.e. increased salary, development potential. (Varey & Lewis, 2000)

Joint value-creation - This one is about the value created by supplier. The product provided by a supplier creates value for the customer. From the internal marketing point of view this would generally refer to creation of jobs that would bring a positive value added to the employees. Value is also created in a network of relationships of stakeholders. (Varey & Lewis, 2000)
Each customer is an individual - With regard to this relationship, it is important to note that companies should treat their employees also like individuals rather than like mass statistical units. This also means that segmentation should be more accurate. (Varey & Lewis, 2000)

Evert Gummesson (2002) has classified relationship marketing into 30 different types of relationships. It was also segmented into three categories: market relationships, mega relationships and nano-relationships. The last one is particularly within the interest of internal marketing. Nano-relationships are basically the ones that occur between employees, between tiers in the organisation and between functional specialities. Gummesson (2002) sees relationships as a fundamental part of IM. He states, that “internal marketing [is] the marketing between units in the same corporation (R24) and the relationships between internal customers (R25)”. Despite that, Gummesson (2002) also constitutes the fact that current marketing terminology assumes IM as being an application of marketing knowledge, which was designed for external marketing. Nevertheless, the role of IM within relationship management appears to be significant. This is due to the fact that IM objectives are normally to create the relations between management and employees as well as between their functions (Varey & Lewis, 2000).

2.2.4. Strategic internal marketing

Strategic internal marketing, according to Varey and Lewis (2000), has a transactional interaction orientation, long term organisational objectives and external focus. Hooley, Sounders and Piercy (1998) argue that strategic internal marketing offers an easily accessible mechanism for organisational issues, which may be addressed in implementing marketing strategies’ analysis. According to Baron (2006), employees have the will to take part in building the corporate strategy. Therefore, it is necessary to build solid internal marketing strategies, compatible with the company’s staff. This means creating strategies in which the employees are the part of the corporate process. The workers should understand their role in the implementation of the global strategy: “People who see the big picture and how they fit into delivering it are far more likely to be motivated to do their part, which translates into implementing business strategies (Baron, 2006, p.94). Thus, Hooley et al (1998) also notes that strategic internal marketing approach is about winning the support, co-operation and commitment inside of the company.

The managers should therefore adapt their internal communication to the way of the employees’ thinking. This step in communication is essential as it allows turning the strategy into action. The leadership communication should also create a culture of openness. In other words, speaking openly about problems could result in a better feedback. Thus, internal communication is about executing the corporate and business strategies.

Similarly, Crozier (2006) gives a major role to the people of the company: they are the link between the vision, the mission, the values and the business strategies and initiatives, as well as the goals of the company. Scarlet (2006) agrees with Crozier (2006) by saying that the managers are not in the best place to take decisions. However, the employees are close to the customers. That is why they should be empowered. The key role of the managers is to build

---

3 R24 refers to one of the 30 Relationships developed by Gummesson (2002).
4 R25 refers to one of the 30 Relationships developed by Gummesson (2002).
strong and constructive working relationships. First, in order to do so, they have to hire the employees. Then they have to make them committed towards the company’s goals. It has to be a win-win situation between the top-managers and the employees at the bottom of the company’s hierarchy pyramid. Doyle and Stern (2006) argue that flipping the pyramid upside down would help in achieving external goals. This is due to the fact that more attention should be given to the employees who interact directly with the customers. The strategy is to build internal focus on customer satisfaction.

Bottom top pyramid (Figure No 3), constitutes the meaning of right side up organisation (Doyle & Stern, 2006). The important role is given to the company frontline employees. Those ones have a direct interaction with customers. Hence, special attention should be drawn to their training and development. (Doyle & Stern, 2006)

![Figure No 3: Right side up organisation](image)

Changing and adapting the company to the new environment should be the core of strategy of a company (Doyle & Stern, 2006). Goman (2006) argues that changing is about people and that organisations do not change by themselves. If employees resist changes, it is impossible to implement any strategy. According to the academic, the success is not in implementing decisions which have been taken at the top of the company; it is more in creating a strategy based on the interaction with the employees. The more arbitrary change is, the more resistant the employees will be (Goman, 2006). Following this, the first question to ask is: “What do employees think?” This will highlight the problems and gaps that might occur in a company. The following is about motivating the employees to implement the changes. When doing so, it might be useful to underline the personal advantages that can be brought by these changes.
2.3. The four purposes of internal marketing

2.3.1. Employee motivation and satisfaction

It is likely that internal marketing can be valuable only for the change it brings inside the workforce, without taking into account the interaction of the employees with other stakeholders. Doyle and Stern (2006) see employees as major stakeholders of the companies. It is necessary in the balanced scorecard to take into account the internal perspective, among other objectives. Employees’ expectations are security, compensation and job satisfaction. A company whose employees are satisfied and motivated is more stable and more valuable. Moreover, Crozier (2006) highlights the importance of the human capital. This latter is defined as “the value of the skills, knowledge, and competencies of the people” (Crozier, 2006 p. 277). It is a part of the financial performance because “focused, congruent people practices drive value” (Crozier, 2006, p.277). Hence, training can be seen as a way of building human capital.

Today, 75% of employees on average are disengaged from their jobs (Baron, 2006, p.93). This disengagement costs a lot of money to the companies. This also explains why nowadays workers are searching for the meaning of their jobs. Thus, the reasons of this will of commitment are asked (Baron, 2006). Scarlet (2006) agrees on this loss of long-term commitment between the organization and the employee. For d’Aprix (2006), building engagement is based both on the support that the managers give and the information that they have from the workforce.

Sirota, Mischinkind and Metzler (2005) found three main goals for employees at work. First is the essential involvement of achievement. People want to do things which matter, and for which they are recognized. Following this, Ahmed and Rafiq (2002) have actually referred to this in internal marketing mix when talking about product. They believe that, depending on how much satisfaction a job can give to employees, a manager can create a customer perspective in managing them. Second is equity, i.e. being treated on the basis of justice. This is also an essential goal; it can be achieved by physiological, economical and psychological conditions. For example, equity can be reached by an equitable workload, a satisfying salary or respect. Third is the solidarity. It reflects the socialization’s role of the workplace. Having friends and interacting with other people contributes greatly to the workers’ well-being. This theory describes the wants of the employees.

Berry and Parasuraman (1991) believe that IM consists of the set of actions like: attracting, developing, motivating and retaining qualified employees. Thus, it can be done through job products that are satisfactory for their needs. Following that, Berry and Parasuraman (1991) determine the essentials in the practice of IM: to compete aggressively for talent market share; to offer a vision that bring purpose and meaning to the workplace; to prepare people to perform with skills and knowledge; to stress team play; leverage the freedom factor; to nurture achievement through measurement and rewards; and to base job-product design decisions on research (Varey & Lewis, 2000, pp.176-191).
2.3.2. Service quality

Armstrong and Kotler (2009) state that services differ from tangibles products because of their characteristics, such as: intangibility, inseparability, variability and perishability. Intangibility refers to the fact that service cannot have a physical form, unlike goods. Then, inseparability of service is to say that it is provided and consumed at the same time. Service variability is acknowledges that service is provided by people, and so the quality of it may vary, depending on the person, time and location. In terms of perishability, there is a clear logic that service cannot be stored. (Armstrong & Kotler, 2009)

However, Doyle and Stern (2006) see that there is no clear limit between what is a pure good and a pure service. Most of the time, customers buy a mix of both. Also, a product is neither tangible neither intangible: there are different degrees of tangibility. That is why one can apply IM not only to services, but to any kind of goods linked to a service. Effectively, Cahill (1996) wants the IM to promote the “goods and services” of the company to its employees.

Nevertheless, following the pattern, which apparently leads to using IM with regards to services, there is another factor to consider. This is the fact that, in the service business, the customers and the front-line employees interact to create what one can call “service”. This is why the company has to focus on both its customers and its employees. At this point, development of long term relationships can be useful in order to keep employees working to the standards and, therefore, make customers to come back on long term bases. Hence, this goes along with the processional internal marketing perspective. For this reason, Gummesson (2002) believes that employees should also see other employees as customers. Following this, the relationship harmony can be achieved. Moreover, it is also relevant to long term relationships where long-term employee commitment saves costs for a company (Varey & Lewis, 2000, part 2.2.3). Thus, marketing services require additional marketing approaches as the service chain. The service-profit chain is the “chain that links service firm profits with employee and customer satisfaction” (Armstrong & Kotler, 2009 p.253). Each link in the chain is dependent on the previous ones and results into the next link.

This chain has five links: first, the necessity of an internal service quality. This consists of superior employee selection and training, a quality work environment, and strong support for those dealing with customers. That results in the second link, which constitutes the perspectives of satisfied and productive service employees. The following comes into the third link, - the delivery of a service with a greater value. As a result, the customers become then more satisfied and loyal. Hence, this is the next, fourth, link in the chain. Then, finally, all this results in a healthy service profits and growth, i.e. a superior service performance. Thus, it follows the notion: “reaching service profits and growth goals begins with taking care of those who take care of customers” (Armstrong & Kotler, 2009, p.253). Following the model can be illustrated in the figure No 4.
The important thing here is the fact that the chain itself starts with internal service quality and then leads to external success. This, in turn, refers to the main assumption of internal marketing in this study (part 1.1.1).

Armstrong and Kotler (2009) defined three types of marketing in service industry. (Figure No 6). IM is one of them. According to Armstrong and Kotler (2009), marketing a product requires using more than only traditional external marketing. This is also closely related to strategic marketing perspective. Hence, good internal marketing strategies (part 2.1.4) formulated within the organisation link the company with its employees. That is linked to interaction with customers, and external marketing strategies. Following strategic internal marketing perspective (part 2.2.4), the employees should be fully included into the organisations corporate process. This comes into a triangular relation between all three factors: employees, customers and company. (Armstrong & Kotler, 2009)
2.3.3. Customer orientation and customer satisfaction

Berry and Parasuraman also mention the fact that IM “paves the way for external marketing” (Varey & Lewis, 2000, p.190). This can be a reason why IM could be assumed as the best way to meet the wants of both internal and external customers. There, the product should be viewed as performance (Varey & Lewis, 2000). Armstrong and Kotler (2009) argue that internal marketing is a tool for being customer-oriented. Cahill (1996) also acknowledges that the main purpose of IM is customer satisfaction. Employees need to be knowledgeable about their firm and confident in it and its products and services in order to perform their duties in an optimal manner. (Armstrong & Kotler, 2009)

Ballantyne, Christopher and Payne (1995) agree that the aim of IM is to help change the inside of the organization in order it to fit better with the external market place. The organization will be more efficient in satisfying the needs of the customers if the staff is convinced of the necessity of these changes. Varey and Lewis (2000) develop this by saying that market orientation is basically the purpose of internal marketing. It implies the fact that employees have to be customer conscious. Equally, Grönroos (1981) thinks that maintaining high employee satisfaction would make it possible to create a more customer focused and market-oriented firm. In the same way, Armstrong and Kotler (2009) determine the purpose of IM: “Orienting and motivating customer-contact employees and the supporting service people to work as a team to provide customer satisfaction” (Armstrong & Kotler, 2009, p.254). Hence, one can say that the purpose of IM is not to satisfy employees but to satisfy the customers. With reference to Figure 5 (page: 18), it becomes clear that the purpose of IM is interactive marketing. Interactive marketing creates service delivery skills among service providers. All this has the purpose of helping the service marketers to “create competitive differentiation, offer high service quality, and find ways to increase service productivity” (Armstrong & Kotler, 2009, p.259).

*Figure No. 5: Three types of marketing in Service industry*
2.3.4. Profit

In search of connections with profitability Scarlet (2006) draws a correlation between the levels of employee commitment and engagement, and the business performance. Scarlet’s (2006) idea refers to the fact that using power and control to force the employees doing their jobs might not be the most efficient way of increasing the business performance. Authority and control lead to compliance, not commitment. Empowerment is based on truth, not control. Therefore, in this case, one can state that internal marketing indirectly influences the increase of profit.

Correspondingly, Crozier (2006) sees profitability as the very last objective of IM. “Through the creation of an aligned and committed workforce, you can drive performance and value” (Crozier, 2006, p.279).

2.4. Limits of internal marketing

Despite the merits of using internal marketing, there are some limits that one should be aware of. The main limits of internal marketing have been seen by Cahill (1996) in terms of segmentation, Cees and van Riel (1995) in terms of fragmentation of different communications, Varey and Lewis (2000) in terms of difficulties in relationship marketing and Ballantyne (2004), in terms of difficulties of internal and external customer satisfaction to hold up together in practice.

Cahill (1996) notes a particularly dangerous aspect in using segmentation among the different employees of a same company: The messages communicated to the target group should only be perceived by the target group. The messages can be negative stimuli for other segments which hear and see this message not aimed at them.

Another boundary is the fragmentation of the different types of communication of the organization: Cees and van Riel (1995) promote a more harmonized communication inside the organization. To do so it is necessary that the internal and external communication match together. The corporate identity, image and strategy also have to be coherent. Internal marketing is a part of the organizational communication, according to these two authors. That is why IM should not be separated from other organizational communications, like public relations or the relations with the investors. Moreover, the organizational communication should not be separate from the marketing communication (advertising, sponsorship, direct marketing, etc.) and the management communication (the communication made by the managers both inside and outside the organization). (Cees & van Riel, 1995)

Moreover, Varey and Lewis (2000) also see that there is evidence of difficulties with relationship marketing, which is the wider sphere of IM. Although it was mentioned as a scope of success for manager and merits were discussed in the academic literature, the success of M will only be achieved when establishing good relationships between customer and supplier in first place. Thus, the success of internal marketing will largely depend on the relevance of its concepts and techniques.

According to Varey and Lewis (2000, p.58) Ballantyne, the weakness of IM is “the marketing toolbox that blinds us to the fact that with collaboration, across departmental borders, new
knowledge and interdisciplinary tools are available”. A way to avoid this problem is to overtake the transactional level of IM to reach a relational level (Varey & Lewis, 2000).

Furthermore, Ballantyne (2004) believes that the internal and external customer satisfaction does not hold up in practice, due to the fact that not all jobs performed by employees equally contribute towards the success of external customer satisfaction. Moreover, Ballantyne (2004) also acknowledges the fact that, the internal marketing approach may blind the practitioner, in terms of assuming that collaborations between different departments in an organisation are always possible.

Furthermore, it is difficult to put all existent parts and theories of internal marketing into one frame. Therefore, the use of other potential aspects of IM implementation can be present. However, the use of the theories above will lead this study further into its capability to construct empirical research.

### 2.5 Conceptual framework

Following the main assumption of this study: “implementing successful internal marketing within an organisation will result into the positive outcomes on external level” (Part: 1.1.1) the relation between internal marketing and external marketing can be drawn. The following idea formulates the purpose of internal marketing, that is, improving organisations externally. This leads to four internal marketing purposes “P1, P2, P3, P4”, that have been chosen:

- P1. Employee motivation and satisfaction
- P2. Service quality
- P3. Customer orientation and customer satisfaction
- P4. Profit

The study has considered two different models that could achieve these purposes: multi level model of internal marketing, by Ahmed and Rafiq (2002), and the internal marketing conceptualisation model of Varey and Lewis (2000). The latter one was considered better for use in this subject. Hence, in order to achieve results within the purpose areas, the study suggests four different perspectives of internal marketing, which come from the internal marketing conceptualisation model by Varey and Lewis (2000). In order to compliment those perspectives, the main implementation tools for each one of them have been explored. Hence, the theoretical framework of this study can be created (Figure No 1). It is here that different implementation tools support different perspectives of internal marketing. Thus, each of the perspectives can be used for achieving the IM purposes. (The outer part of the circle – tools of implementation, the inner part – IM perspectives and the centre is the purpose areas, which come from the main assumed purpose).
This framework has been followed through all stages of this chapter, where different parts of it were gradually built (starting with perspectives and their implementation) and directed to the purpose areas. Finally, the potential limits of internal marketing were introduced in order to show the awareness of possible risks.

*****

**Figure No 6:** Conceptual framework Created by the authors, 5th May, 2010
3. METHODS

This chapter presents the reasons why it has been decided to conduct a case study of the Swedish Society of Nature Conservation based on qualitative data. Then the way of the research conduction - e.g. interviews – is discussed. Following that is the method of analysis of the data collected. Finally, the reliability and validity of the research paper is reviewed.

3.1. Research design

“The research design is a grand plan of approach to a research topic” (Greener, 2008). It details the reasons why the research method has been conducted this way. That is why all the following choices are structured the same way. First, the different alternatives are presented. Then, the justification of the decision is given. To summarize, the study has explored the potential of Internal Marketing within the NPOs. The methodology was deductive. The data collected were primary and secondary qualitative ones. Moreover, the research focuses on the case of one environmental NPO. These decisions depended upon factors such as the topic of the study, the resources available (people, time, money), the audience of this paper (Halmstad University, eventually further Academicals Institutions further in our studies and, of course, any manager/marketer of NPOs) as well as other practical considerations.

3.1.1. Topic

3.1.1.1. Alternatives

The first choice made during the research process was to define the subject’s area. The authors of this paper were quite free, within the compulsory field of marketing. To do so, some general secondary research has been carried out. The aim was to increase the knowledge of the authors within this field, and to search ideas for the rationale of the study. This research led to the identification of three interesting subjects areas: the communication, the strategic marketing or the internal marketing of environmental NPOs.

3.1.1.2. Justification of the choice

The choice of the elected subject depended upon many factors: the interest that the authors have in the subject, its originality and its concrete utility were the first questions asked. It has been also necessary to verify that there was lack of research within the area in order to give sense to potential future research. The type of method necessary for each type of subject was another criterion. Also, the estimated available resources have been decisive regarding which subject to investigate. The outcome of all these criteria led to choosing the investigation of the field of internal marketing within the non-profit sector.
3.1.2.  Methodological approach

3.1.2.1. Alternatives

The second main choice is selection of a methodological approach. There are two different general approaches for collecting the data: deductive method and inductive method. The inductive reasoning begins with observation of specific instances, then, it seeks to establish generalisations. The deductive reasoning works the other way round. First, it commences with generalisations, and then it seeks to establish if these generalisations apply to specific instances. (Hyde, 2000) Additionally, Dubois and Gadde (2002) argue that a systematic combination of both inductive and deductive approaches would result in an abductive approach.

3.1.2.2. Justification of the choice

The choice between inductive, deductive and abductive approach was based on the research purpose of this study. This study was based on exploring the essence of IM within the NPOs’ sector. Therefore, it was more logical to look at the already existing data in the first time. Then the practical case of one or some organization(s) has been considered. Therefore, the study pursued the deductive approach.

3.1.3. Quantitative versus qualitative data

3.1.3.1. Alternatives

Although the deductive approach has been chosen, the collection of certain type of data is involved. Greener (2008) argues that a study can have two major types of data: qualitative and quantitative. On the one hand, “the qualitative road usually involves asking questions of small groups or small numbers of individuals” (Holbert & Speece, 1993, p.44). This kind data of data cannot be meaningfully put in the form of numbers. Hence, qualitative research involves relatively few respondents (Parasuraman, 1991). Malhotra’s (1996) definition of qualitative research is “an unstructured, exploratory research methodology based on small samples intended to provide insight and understanding of the problem setting” (Malhotra, 1996, p.42). On the other hand, “the quantitative road […] involves numbers, formulas, computers, print-outs, and firm number-based decisions. This means larger number of respondents.” (Holbert & Speece, 1993, p.44) Following, Malhotra (1996), quantitative research means quantifying the data and, typically, applying some forms of statistical analysis. Moreover, the research methods can, in some cases, mix both types of collection of data. This is because it can enrich and fulfil the overall picture of the research. According to Holbert and Speece (1993), qualitative and quantitative research are complements. The qualitative research comes first because it is about exploring. Then the quantitative can be built on this investigation and measure it.
3.1.3.2. Justification of the choice

To begin with, it is necessary to look at the capability of these two different kinds of data to answer the research questions which are “What is internal marketing within non-profit organisations?” and “Can IM be applied in the traditional way and if not, then how?”. A combination of qualitative and quantitative data could have been the more complete answer. The qualitative information is developed and consistent. Then, the quantitative data, which provides figures, are more formal and has a larger panel. Holbert and Speece (1993) believe that evaluating requires both an exploration through a qualitative research and a measurement through a quantitative one. So, using both kinds of data would have answered well the research questions of this study. However, doing both qualitative and quantitative research required a lot of resources, especially if they are primary research (time, number of contacts, money, etc.). Consequently, it was necessary to limit the research to one or other kind of data.

Qualitative data seemed to be the more relevant to answer these research questions. Effectively, Parasuraman (1991) said from the qualitative techniques that they are intended to provide insights, ideas or understanding about a problem, although, he remarked that they are not meant to recommend a final course of action. “Therefore qualitative-research techniques are most appropriate in situations calling for exploratory research” (Parasuraman, 1991, p.251). Also, qualitative data fitted perfectly to this study which is about the exploration of the potential of internal marketing. Besides, even if the qualitative research is called “soft”, it is not less valuable than the quantitative research (Parasuraman, 1991). So, collecting qualitative data was preferred to collecting quantitative one or collecting both.

3.1.4. Primary versus secondary data

3.1.4.1. Alternatives

Qualitative information can come from different sources. Thus, there was a new alternative concerning the origin of these data. It can be primary data, secondary ones or both primary and secondary ones. Holbert and Speece (1993, p.89) defined primary research as the “research that develops data for the first time.” So this is data which has been originated by the researcher specifically to address directly the research problem (Malhotra, 1996). Conversely, the secondary research is already collected data. It consists in two different parts. The external data are published publicly in books, articles, government sources, etc. The internal data are located inside the organization. It can be reports, memos, databases, etc. (Holbert & Speece, 1993, p.89). Finally, primary and secondary data can also be used both in a complementarily way and, ironically, secondary research comes before the primary research. (Holbert & Speece, 1993, p.89)

3.1.4.2. Justification of the choice

It has been decided to use both primary and secondary data. Effectively, “secondary data is a more economical and quick source of background information” (Malhotra, 1996, p. 41), but secondary research was also limited in many ways. The instigators of this study found hardly any precise secondary data related to IM in NPOs but mostly general ones, and the quality of the secondary data found was also problematic. It is usual that the information found does not
fit perfectly the problem (Churchill & Iacobucci, 2005). In addition, Churchill and Iacobucci (2005) noted that there may be a problem of accuracy. Therefore, the secondary research has been made carefully. The authors of this paper have not used secondary data which is of uncertain source or dubious quality, but most of the information concerning the organization was provided by the organization itself. Thus, there was a risk that the organization had not published critical information concerning itself. Therefore, the secondary research needed to be completed by primary data. “Primary source is usually more accurate and complete than secondary source” (Churchill & Iacobucci, 2005, p. 170).

3.1.5. Selection of “case(s)”

3.1.5.1. Alternatives

At this level of reflexion, the kind of data was known. Hence, one may wonder to which organisation this data should belong. There are different kinds of NPOs (Wetfeet, 2003; Anheier, 2005). Consequently, the authors of this paper had the option of focusing only on evaluating the use of IM for all the NPOs in general, and focusing on a single case. Another alternative could have been comparing different examples.

3.1.5.2. Justification of the choice

The choice made was to focus on only one kind, because the NPOs are really different from each other (Wetfeet, 2003; Anheier, 2005). In addition, this decision implicated that the findings would be more reliable for the kind of NPO chosen. The choice to study the case of environmental NPOs in particular was justified by two factors. First, the environmental issues are today really relevant (Shah, 2010). Second, this choice was made because of the personal interests that the authors of the paper have for this area. According to this choice, one of the researchers of this study went to the COP15, the international environmental meeting which occurred in Copenhagen last December. The aim of the trip was to make some contacts with environmental NPOs.

Following the logic of qualitative research, the authors of this study decided to study the case of a single NPO. The Swedish Society for Nature Conservation (SSNC) has been chosen for its geographical location. As this study is made in the Swedish city of Halmstad, it should have been easier to make contact with them. However, the researchers of this paper were aware of the risk of not succeeding in finding people within the SSNC who would be prepared to work with them. That is why they were aware, since the beginning, of the possibility to focus on another NPO. Greenpeace was chosen as a second possibility. This organization was elected because one of the authors of this paper has contacts within the organization.
3.2. Conducting the research

The research design of this study has been decided. The purpose of the research design is to determine how to get information (Holbert & Speece, 1993). Thus, the researchers of this study were able, at that point, to collect the data. These data were both theoretical and empirical. The part of primary qualitative data has been implemented through five interviews of workers and volunteers of the SSNC.

3.2.1. Collecting theoretical data

Books and journal articles have been explored during the building of the conceptual framework. The research on the Internet has been conducted on Google Scholar and the online libraries available through the university library website. Plenty of combinations of the following key words were used: “marketing”, “internal”, “customer”, “employee”, “organization”, “non-profit”, “non-governmental”, “private”, “voluntary”, “environmental”, “issue”, “protection”, “green”, “sustainable” and “ecology”. Research in the public library of Halmstad and the Halmstad University Library has also been completed.

3.2.2. Collecting empirical data

3.2.2.1. Secondary qualitative data

Collecting secondary data needs only few time and financial resources. That is why all kinds of research have been used. There are different types of research possible in terms of collecting qualitative secondary data. The external data was easy to collect; it was general information about the SSNC. This information has been taken directly from the official website of the organization and from the one of its Halmstad division. Thus, around 40 mails have been sent to managers and workers of the SSNC headquarters in Stockholm. They have been asked for some reports related to internal marketing, like the satisfaction study of the volunteers of the SSNC. Only a few answers resulted from these mails, and none of them came with the collection of data.

3.2.2.2. Primary qualitative data

3.2.2.2.1. Deciding the type of research

As the secondary data were too general, primary qualitative data were needed complement. There are also different kinds of research in order to collect qualitative primary data. Parasuraman (1991) lists the key-informant technique, the case study method, the focus group interview, the in depth interview, the word association test, and the non-structured observation. Bryman and Bell (2007) list the ethnography/participant observation, the qualitative interviewing, the focus groups and the language-based approaches. Holbert and Speece (1993) present also experiments and simulations as qualitative way of collecting
primary data. The method of the interviews seemed to be the best option, according to the research purpose, and the time and quality of the relationship with the organization.

However, there are also different kinds of interviews. Firstly, they can be made personally or in groups (Holbert & Speece, 1993). Personal interviews were considered as influencing less the answers by the opinions of the other people, compared to group interviews. It was also easier to contact the people separately than to find a common availability of all the interviewees.

Secondly, the interviews can be made in face-to-face, by phone, by mail or by e-mail/online (Holbert & Speece, 1993). This last choice depended a lot upon the availability of the interviewed people and their geographical location. However, a preference has been given to the personal face-to-face discussion, when it was possible. Such discussions facilitate interaction. For example, if someone does not know IM, it can be explained to him. According to Holbert and Speece (1993), personal face-to-face interviews also encourage response. Furthermore, the quality of the data would be better than a questionnaire, which can be filled in really quickly. If it were not possible to meet the interviewees face-to-face, phone calls were completed. In this way, the voice interaction was kept. However, a phone interview appears to be shorter and less complex than a face-to-face interview (Holbert & Speece, 1993). Finally, the last solution was e-mail questionnaires. They are not good for interaction. Despite that, questionnaires are useful in case of embarrassing or sensitive questions: “In those cases, people are more likely to answer truthfully if they believe they will remain anonymous” (Holbert & Speece, 1993, p.69). However, if the questionnaires are sent by email, people know that they are not anonymous, so this argument is not relevant. Consequently, the kind of interviews chosen depended on the place where the people were located (far away from Halmstad or not) and their availability, but when we had the choice, we preferred face to face interviews.

Thirdly for the oral interviews, semi-structured interviews were preferred to fully structured or unstructured interviews. The questions were flexible in the face-to-face and phone interviews. The objective was to adapt better to what the interviewee could speak about, and that is why open questions were used as much as possible. The answer to “why” and “how” were totally free of limitations. The discussion could reach other topics. People could justify their answers how they wanted, but still some key topics and questions were not forgotten.

3.2.2.2.2. Making contacts with the SSNC

This stage of the research consumed a lot of time. First, a research on the internet was made in order to find people of the SSNC located in Halmstad or its surroundings. The primary contact was made with Alex, a worker paid by the SSNC to find new members in Halmstad. Alex has been called later, but he did not help reaching the chairman of Halmstad division. Indeed he was employed by the SSNC without to be involved in the movement. At the same time an e-mail has been send to Lena Eriksson, the vice-chairperson of SSNC. She forwarded the message to the Secretary General of the SSNC. While waiting for the answer, a second e-mail was sent. That time, the answer was not received at all. Finally, the first successful contact was the secretary of Halmstad division, whose phone number was published on the internet. Another call with the chairman himself resulted in a face-to-face interview the day after. Later, around ten other members of the Halmstad committee were sent e-mails and contacted by phone. Two of them agreed to answer some questions via telephone. One of them agreed to take part to a face-to-face interview. Finally, a list of questions was sent to the
managers and workers in the offices in Stockholm. Only one person, among around fifty people that were contacted, sent back his answers.

3.2.2.2.3. Conducting the interviews

Thus, after contacting around sixty people within the SSNC, two people agreed to be interviewed face-to-face, two people on the phone and one person by e-mail. They had quite different positions in the organization. Stephan Andersson is at the top of the Halmstad division. Helena Westberg, Therese Malm and Catrine Karlsson are volunteers, members or substitute member at the Halmstad council, and Anders Fristöm works as editor for the membership magazine in Stockholm. Therefore, the data collected is first hand data: all the interviewees are concerned directly with the subject. The choice of time and place of interviewing was always decided by the interviewees, so that they could be in better conditions to concentrate on their answers and be also more predisposed to cooperate. The table No 1 below synthesizes these five interviews.
Table No 1:  
**List of interviews** Created by the authors, 5th May, 2010

<table>
<thead>
<tr>
<th>Name</th>
<th>Position in the SSNC</th>
<th>Kind of worker</th>
<th>Type of interview</th>
<th>Date</th>
<th>Time</th>
<th>Place of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephan Andersson</td>
<td>Chairman of Halmstad division Member of the council of chairmen for Halland division</td>
<td>Volunteer</td>
<td>Face to face</td>
<td>06.05.2010</td>
<td>35 min</td>
<td>In his personal office at Skogstyrelsen (Halmstad)</td>
</tr>
<tr>
<td>Helena Westberg</td>
<td>Member of Halmstad council</td>
<td>Volunteer</td>
<td>By phone</td>
<td>10.05.2010</td>
<td>16 min</td>
<td>At home (Halmstad)</td>
</tr>
<tr>
<td>Therese Malm</td>
<td>Substitute member of Halmstad council</td>
<td>Volunteer</td>
<td>By phone</td>
<td>10.05.2010</td>
<td>20 min</td>
<td>At home (Halmstad)</td>
</tr>
<tr>
<td>Anders Fristöm</td>
<td>Editor, Sveriges Natur</td>
<td>Employee</td>
<td>By e-mail</td>
<td>11.05.2010</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Catrine Karlsson</td>
<td>Member of Halmstad council</td>
<td>Volunteer</td>
<td>Face to face</td>
<td>18.05.2010</td>
<td>60 min</td>
<td>In the cafeteria of the University, her workplace (Halmstad)</td>
</tr>
</tbody>
</table>

3.2.2.2.4. Asking questions

This part is about instrument design, e.g. making the tool for getting information (Holbert & Speece, 1993). Semi-structured interviews require to define first a list of key questions/topics. The purpose of these questions/topics was to answer to answer the research questions of the study. The interviewers used the theoretical information collected but without using too many technical terms. The concept of internal marketing was not well-known by the respondents.

To anticipate this problem, the questions have been formulated in a way that everyone could understand them. That is why the list of questions/topics was pre-tested on three peoples. They were not involved in NPOs, but they were not all familiar with IM. The purpose was to verify the clarity and the avoidance of marketing jargon. The interviewees were indeed able to answer the research questions by speaking about their own experiences or voicing their opinions concerning the organization.

The first key questions had an objective to identify the interviewee and his position. Then some easy general questions about the activity within the organization were asked to give
confidence to the person. Further, the term “internal marketing” was used to establish if the person knew it. If not, it was explained to him/her, in order to gain an idea of what he/she could think about. However, to be sure that the answers to this question were right, we asked later the same things in a different way, without referring explicitly the concept. Effectively, some managers could use IM without being aware about it. It would be because they do it without knowing the concept or the techniques. Thus, most of the questions related to the different tools of implementation, like the 7 Ps, the different purposes of IM and eventual limits. The interviewees were also asked to compare NPOs to companies. For the written interview, a list of questions was sent by e-mail (cf. Appendix).

3.3. Analytical method

The data analysis is the “process of making sense out of one’s data” (Merriam, 1988, p.127; Merriam, 2009, p.175, p.193). Two steps are determined to analyse qualitative data for case studies: the analysis begins during the data collection then, categories have to be devised. (Merriam, 1988)

3.3.1. Analysis during data collection

The first task was the transcription of the interviews. This part required method and resources (time and money). To begin with, written notes were taken during the oral interviews. Some few comments about the non-verbal communication were also added. When it was possible, a tape-recorder was used. Secondly, all this data was typed on the computer, which was time consuming. Each typed file was sent by e-mail to each of the respondents in order for him/her to amend it. The purpose was to give him/her the possibility of having more time for reflection. It also helps to avoid misunderstandings. It results in the creation of the “case study data base” (Yin in Merriam, 1988). In the empirical part, the data has been compressed and linked together in a narrative way, so that it makes sense to the reader (Merriam, 1988, p.130). The data were gathered together and organized by topic. It already highlights some recurrent topics and some similarities as well as oppositions in the respondents’ answers.

3.3.2. Developing categories

Some information was found to be irrelevant. It was decided not to try covering everything that has been said, because it was necessary to focus on the research purpose. First, the researchers have read through the case study database many times and taken notes, comments, observations, etc. Second were developing themes, ideas and categories from the data itself. It was easy, since the theoretical framework of internal marketing have been already drawn. Effectively, this study is based on the hypothesis that IM can be used for NPOs. The analysis of the data consists of observation of the data collected and the examination of its relevance to this hypothesis. Therefore, it was decided to apply the structure of the conceptual framework to the empirical data, in order to be able to check more clearly if each element of IM is used in NPO. If it is used, the way it is used is described. If it is not, an attempt is made to explore if IM should be implemented in NPOs and how. The raw
data were sorted in these categories, which reflect the purpose of the research. A constant comparative method led to the saturation of the categories. The process consisted of checking how the data meanings fitted the categories or themes. In doing so, the case study database was read in parallel with the theories. The objective was to unite, encode or find the common sets of ideas within the data. Hence this data should be related, adding to the theories or amending them. (Merriam, 1988)

3.4. Reliability and validity

Evaluating reliability and validity is essential (Riege, 2003). Indeed a high degree of validity and reliability provides confidence in the data collected and, therefore, trust in the successful application and use of the results to managerial decision-making (Riege, 2003). This study could be seen as having a good reliability. It seems also highly valid to its purpose, but its findings should be used only really carefully to other cases.

3.4.1. Reliability

Reliability is also called “consistency” and “repeatability over time” (Greener, 2008). A reliable study should have the same results if someone else repeats what has been done and finds exactly the same results (Holbert and Speece, 1993, p.79). In other terms, this is the “similarity of results provided by independent but comparable measures of the same object, trait, or construct” (Churchill & Iacobucci, 2005, p.679). There were some practical threats to the reliability of the study. It was necessary to be conscious of potential bias in order to try to diminish them.

For example, there was a risk of using poor quality data. Therefore, the secondary research was based only on reliable sources, such as official websites, research journals and academic literature. The models and theories chosen were considered as relevant to the purpose. There were also a lot of risks in the collection of the primary data. Reflexivity was the second threat. The interviewees could have given the interviewer what he wanted to hear, but the data should not have reflected the pre-conceptions, purposes of the researchers. Therefore, the interviewers tried not to be involved in the issue. Riege (2003) also highlighted the fact that, in case study research, people are not as static as measurements used in quantitative research. Even if the researchers were concerned in assuring that others could precisely follow each step, results may still have differed.

On one hand, the time limitation of the interviews, especially the ones on the phone, was problematic. The fact that the thoughts of a top manager in Stockholm could not be collected was also a pity, because they could have given really valuable information. On the other hand, five different people were asked and their answers were coherent concerning the objective answers. Their personal opinions were, however, the opposite, which was quite interesting to analyse.
Another problem was the risk of misunderstanding, partly because of the use of English during the interviews, which is a foreign language for both the interviewees and the interviewers. The taped versions of the interviews were thus sent to each interviewee. They could, by this means, change the content of their answers if the interviewers had made a wrong transcription. In order not to lose a part of the data, a sound-recorder was used when it was possible. The last example of risk was related to the writing and the clarity of the paper itself. Concerning the structure, the lay-out and the style of writing, the authors of this paper inspired themselves from other articles or dissertation about totally different topics that they read and also advice from specialized books on dissertation writing like Greener (2008).

3.4.2. Validity

Holbert and Speece define validity as “the degree to which the research actually measures what it is supposed to measure” (1993, p.79). For Riege (2003), there are three kinds of validity: construct, internal and external.

3.4.2.1. Construct validity

First, the method choices have been justified. They depend essentially on the research purpose and the available resources. The researchers made efforts to be as objective as possible during the periods of research design and data collection to enhance construct validity. The only aspect which could have interfered was their interest in the environmental issues but, as they were conscious about that, it was easier to limit any kind of subjectivity. Moreover, they had no close or direct personal contact with the SSNC or the people interviewed.

3.4.2.2. Internal validity

Constructing an internally valid research process lies in establishing phenomena in a credible way. However, case study research is intended to find general mechanisms looking for the confidence with which inferences about real-life experiences can be made. (Riege, 2003) That is why the researchers did not only highlight major patterns of similarities and differences between respondents’ experiences or beliefs. They also tried to identify what components are significant for those examined patterns and what mechanisms produced them.

3.4.2.3. External validity

External validity refers to the concepts of transferability and generalizability (Riege, 2003). This question raises the issue in using the results found on one case to other cases, e.g. other organizations, other kinds of non-profit organisations. In doing so, anyone who wants to use the results of this study for another case has to care about the context. Therefore, the size of the SSNC, its culture, its structure, its purpose, its area of action and other main characteristics have been described in the beginning of the empirical chapter.

*****
4. EMPIRICAL DATA

The following chapter presents the empirical findings concerning the case of the Swedish Society of Nature Conservation (SSNC) and in particular its Halmstad branch. The content of this part consist of the results of secondary and primary qualitative data. In order to get a better overview on the organisation, the study has carried out five interviews of volunteers and workers in the organization.

4.1. Background to the SSNC and its main principles

The Swedish Society for Nature Conservation (SSNC) is called Naturskyddsföreningen in Swedish. The SSNC is a well known organisation in Sweden, according to Stefan Andersson (personal communication, 06.05.2010). It has gained most of its status through spreading its knowledge, warning about environmental threats, creating solutions, and influencing politicians and public authorities, at both national and international levels (Naturskyddsföreningen, 2010). It is an environmental and voluntary organization. Moreover, it is independent of political parties or religious denominations (Naturskyddsföreningen, 2008). Besides that, according to Naturskyddsföreningen (2008b) the SSNC stands for one of the world’s most challenging eco-labeling, - “Bra Miljöval” (Swedish: Good Environmental Choice). To summarize, the vision of the SSNC is an “environmentally sustainable development based on respect for human rights in a democratic society where poverty has been eradicated” (Naturskyddsföreningen, 2008b). This vision leads to the essence of these SSNC performance areas.

Generally, there are five main areas of involvement of the SSNC. Those are: climate change, the oceans, the forests, the environmental toxins, and the agriculture and food security (Naturskyddsföreningen, 2008). Within those areas, SSNC has three ideological foundations for its activities: first, the SSNC tries to preserve the nature, for the sake of natural world and humanity. Second, it promotes human health, against environmental degradation, through the preservation of a diverse nature. Third, it works for global solidarity, for sustainable development and against environmental degradation and poverty. (Naturskyddsföreningen, 2008a)

Anders Friström (personal communication, 11.05.2010), member of the SSNC since 1976 and member of the staff since 1988, notes that the SSNC has changed a lot during the last decades, going from traditional conservation issues to a broad environmental and sustainability approach, incorporating green consumerism. The SSNC also took an international perspective with broad cooperation with environmental NGO across the globe.

4.2. The structure of the SSNC

Anders Friström, editor for “Sveriges Natur” (personal communication, 11.05.2010), defines the SSNC as a “traditional multi level democratic membership organization”. Indeed, the SSNC is governed by its members. This means that each member has a voice in a local branch (Naturskyddsföreningen, 2008a). Delegates at the SSNC Assembly adopt guidelines
for the work of the national organization and elect the governing board. (Naturskyddsföreningen, 2010) Also, according to Stefan Andersson (personal communication, 06.05.2010) the SSNC is structured mainly on three levels. Those are: international, national and regional. On the regional level the SSNC is segmented into divisions. There are 24 county federations, and 270 local branches (Naturskyddsföreningen, 2008a). The county divisions, like Halland, are linked to Stockholm. The local divisions/branches, like Halmstad, are linked to the county divisions. Nevertheless, the decisions circulate in both ways: from top to bottom and from bottom to top. Every member is able to make propositions. The divisions and branches are managed by committees and every year elections happen. The members democratically elect the new boards at the different levels (local, county and national). In the Halmstad committee, there are around 12 people: the board, and some active members like Catrine Karlsson, Helena Westberg and Therese Malm. At least six people are necessary to take a decision. (Catrine Karlsson, personal communication, 18.05.2010)

4.3. The activities of the SSNC

4.3.1. The international activities

The main focus areas are climate change, chemical hazards, forestry, agriculture and marine/fisheries. The SSNC works trough raising environmental awareness, political lobbying and green consumerism. (Anders Fristöm, personal communication, 11.05.2010) The international and national levels of the organisation are very political. The SSNC works closely with governments and other institutions. The NPO cooperates with other organizations in terms of environmental and development issues (Naturskyddsföreningen, 2008b). These activities are carried out through the SSNC’s global programme. They also receive support from the Swedish International Development Cooperation Agency (Sida) (Naturskyddsföreningen, 2008a). An example of international current activity involves rebuilding rain forests in South America. (Stefan Andersson, personal communication, 06.05.2010)

4.3.2. The national activities

The national office coordinates activities and provides services for the members (Naturskyddsföreningen, 2010). An example of activity on the national level is working on heath land recreation in Sweden. (Stefan Andersson, personal communication, 06.05.2010) Therese Malm (personal communication, 10.05.2010) gives the example of the coordination of the “environmentally friendly week”. During that week, all the local circles/branches in Sweden organize a number of activities. However, they are not doing the same things in each municipality.
4.3.3. The local activities

Many branches work to lobby decision makers on local or regional environmental issues, and take part in national campaigns.” (Naturskyddsföreningen, 2010) An example of work is to represent the whole NPO in local political meetings (like the ones of the Commune of Halmstad) concerning different topics related to the environment, like the building of new wind power within the Halmstad area. (Stefan Andersson, personal communication, 06.05.2010) This role of experts’ advice is the main local activity, according to Catrine Karlsson (personal communication, 18.05.2010).

“The branches offer also a variety of activities. Excursions and practical conservation work combine to boost the members’ knowledge about, and love for, nature.” (Naturskyddsföreningen, 2010) These internal activities entail member meetings, excursions and summer camps (Stefan Andersson, personal communication, 06.05.2010). Most of member involvement relates to direct participation in community works, where the motivation of the manpower is essential. “Only Halmstad division spends on average 2000 hours a year working (like cutting grass or increasing the biological diversity) outside in the fields and forests” (Stefan Andersson, personal communication, 06.05.2010). Catrine Karlsson, member of Halmstad council (personal communication, 18.05.2010), speaks about courses, for example, learning how the take photos of the nature. Helena Westberg (personal communication, 10.05.2010) remarks role of the members’ excursions in the nature and the involvement with environmental issues. Therese Malm, substitute member of Halmstad council (personal communication, 10.05.2010), talks about guided tours organized for families. The purpose is to make the children experience nature and to get interested and involved in it from the very young age.

The “environmentally friendly week” is the major event every year (Helena Westberg, personal communication, 10.05.2010; Stefan Andersson, personal communication, 06.05.2010; Catrine Karlsson, personal communication, 18.05.2010; Therese Malm, personal communication, 10.05.2010). To organize all the members get together. Last year, the event involved going outside, talking to people, recommending the consumers that they buy organic food and environmental friendly products, spreading the message: for instance, - less meat in one’s diet means less effect on the environment by distributing vegetarian recipes, convincing people of using less chemicals, etc. (Therese Malm, personal communication, 10.05.2010)

Perhaps the most popular way of promoting the SSNC internally is creating advertising campaigns by using posters, flyers and e-mail. It is important to get people more into nature. Creating themes for member meetings is another way of making people aware of what is going on within the organisation. (Stefan Andersson, personal communication, 06.05.2010)

4.4. The members’ community of the SSNC

Since late 60’s and early 70’s, the organisation has experienced many internal changes and a dramatic increase of members (Stefan Andersson, personal communication, 06.05.2010). The SSNC has around 180,000 individual members (Naturskyddsföreningen, 2008a). On regional level, there are approximately 5000 members in Halland division and...
roughly 1,680 members in the Halmstad branch (Stefan Andersson, personal communication, 06.05.2010).

According to Stefan Andersson, chairman of Halmstad division (personal communication, 06.05.2010), everyone within the organisation is a part of internal market (i.e. 180,000 people). In 2004, more than half of all members were long-standing ones. There, 70% of those were aged between 50 and 59. Out of new members, 80% were aged below 40, and 80% of those were women. (Svensson, Waern, Danielsson, Svensson, Svensson & Johansson, 2004) Since then, the number of members increased considerably and the diversity changed. Many new young people have joined the organisation, lowering the age average. (Stefan Andersson, personal communication, 06.05.2010) Also, more women joined the organization (Anders Friström, personal communication, 11.05.2010).

Catrine Karlsson (personal communication, 18.05.2010) also says that there are a lot of members, but for her only few of them are really involved. Therese Malm agrees to say that there are different kinds of members in the organisation. Some of them are active, whereas others are passive. (Therese Malm, personal communication, 10.05.2010) Stefan Andersson (personal communication, 06.05.2010) also agrees with the fact that not all members of the SSNC are equally involved in its activities. According to him, out of c.a. 1680 members in Halmstad, only 150 appear to be active. Catrine Karlsson spoke about the difficulties in getting people involved into the activities offered in Halmstad. Most of them are passive. “They pay their membership fee about 300 crowns a year, and then they expect us to do our work for the environment. They feel good and that’s it.” (Catrine Karlsson, personal communication, 18.05.2010) Therefore, in order to increase the member involvement, it is highly important to take care of the members. Anders Friström (personal communication, 11.05.2010) states: “Taking care of both employees and members and make use of their commitment and engagement in the issues at stake is essential for success”.

4.5. The visions of the SSNC

4.5.1. Differences of vision inside the SSNC

Catrine Karlsson (personal communication, 18.05.2010) is hoping that people inside the organisation share the same vision on the SSNC. On the contrary, Anders Friström (personal communication, 11.05.2010) is certain that the SSNC members have not got the same vision, however most of them share the same values. Nevertheless, Therese Malm (personal communication, 10.05.2010) says that the active members contribute a lot with their efforts. The passive members prefer to contribute financially. This also imposes the idea that people inside the organisation do not share completely the same vision on the SSNC (Stefan Anderson, personal communication, 06.05.2010).

4.5.2. Differences of vision between inside and outside the SSNC

Catrine Karlsson (personal communication, 18.05.2010) believes that the main difference between the visions on the SSNC goes along with the fact that people normally have different
interests. For instance, the members of organisation are there on voluntarily bases. This implies that they are there by their own will as well as sharing the common interest in environmental protection. This means that internally people have a positive vision on the organisation. However, people from the outside may not be interested in the SSNC or even dislike it. Anders Friström, editor for “Sveriges Natur” (personal communication, 11.05.2010), also perceives the non-member view the SSNC as more conservative organisation than it really is. In addition, Helena Westberg (personal communication, 10.05.2010) thinks that, unlike most of the members inside the NPO, the rest of the population of Sweden do not have the same vision. This is a pity, especially knowing that saving nature is for their children.

4.5.3. Differences between non-profit organizations (NPOs) and for-profit organizations (FPOs)

The main difference between NPOs and FPOs, according to Catrine Karlsson (personal communication, 18.05.2010) is the fact that in business people get paid whereas, in NPOs, the work is voluntarily. Hence this allows people within NPOs to decide upon what they want to work.

Another difference remarked by Catrine Karlsson (personal communication, 18.05.2010) is the purpose itself. Unlike businesses, NPOs do not work for profit. The SSNC for instance work for nature conservation.

However, Catrine Karlsson (personal communication, 18.05.2010) sees some similarities in terms of structure. This is in terms of having chairman, whose role is similar to the role of central executive officer (CEO) in a company. Nevertheless, the decision-making is less hierarchical and more democratic. She gave the example of a junior member in the organisation who suggested an idea to the top managers. His proposal consisted of collecting the empty cans on the fields as their presence could be dangerous for cows. This member, who is a farmer, had six cows killed as a result of them chewing the littered cans near the roads. The idea was taken further to the top management of the SSNC. As the result, the organisation is now working persuading European Union to take actions against throwing cans on the fields. (Catrine Karlsson, personal communication, 18.05.2010)

4.6. Working at the SSNC

4.6.1. Work conditions

Stefan Andersson (personal communication, 06.05.2010), Catrine Karlsson (personal communication, 18.05.2010), Helena Westberg (personal communication, 10.05.2010) and Therese Malm (personal communication, 10.05.2010) are volunteers. This means that they work for free for the SSNC. Only Anders Friström (personal communication, 11.05.2010) is an employee of the SSNC. Moreover, Catrine Karlsson (personal communication, 18.05.2010) talked about the workers who are responsible for bringing in new members by
speaking with the people on the street. They are paid by the headquarters in Stockholm. However, they are not necessary involved in the organization as members.

The working place is also dependent on the status of the worker. Only Anders Friström (personal communication, 11.05.2010) works in an office, located in the head-quarters in Stockholm. The normal working place of the volunteers is usually their personal residences. This is related to the work done individually, like sending e-mails or making calls, but the branch of Halmstad organizes a meeting, on average, every second month. Thus, this is because regulations stipulate they have to meet at least four times a year. For this purpose, they meet to a public place, called Studiefrämjandet. It is normally booked in advance and is available for two or three hours. Common activities happen currently outdoors. (Catrine Karlsson, personal communication, 18.05.2010) Therese Malm (personal communication, 10.05.2010) works particularly outside, due to her being a biologist. Therefore, her activities in the SSNC are related to her job.

4.6.2. Content of the work

The role of Anders Friström is defined by his function: he is editor for the membership magazine, called “Sveriges Natur” (personal communication, 11.05.2010). Therese Malm (personal communication, 10.05.2010) goes essentially to meetings and decides with others which questions upon which the SSNC should act. She looks for opportunities that the Halmstad group should take in order to organize new member meetings or activities. This can, for example, be going to events organized by the municipality, talking to people, trying to get more members and speak to different groups of people. She is also responsible for working with the projects, made in small groups. For example, some are responsible for the webpage, whereas another group organizes the program with guided tours. Normally the SSNC group of Halmstad get a lot of requests from local authorities and businesses for giving advice on certain environmental topics related to projects, buildings, etc. Therefore, they have a group of consultants. (Therese Malm, personal communication, 10.05.2010) Catrine Karlsson (personal communication, 18.05.2010) and Helena Westberg (personal communication, 10.05.2010) both claim that they perform only a little work, because it is voluntary. Volunteers are able to decide their-selves how much they want to work. For example, preparing coffees, snacks and sandwiches for the meetings is a big part of the work of Helena Westberg (personal communication, 10.05.2010). Her purpose is to make the members feel “comfortable like at home”.

4.6.3. Advantages and disadvantages of working for the SSNC

There are many more benefits than costs in being involved in the SSNC, according to Catrine Karlsson (personal communication, 18.05.2010). Anders Friström (personal communication, 11.05.2010) does not mention any negative aspect of his work. Moreover, the society gives him a platform for his work, both as a professional and as activist. For Stefan Andersson (personal communication, 06.05.2010), there are lots of benefits for him personally, because his work is his passion. He has been involved with environmental movement since he was ten-years-old. Also, he has been always obsessed with birds. Helena Westberg (personal communication, 10.05.2010) takes the benefits mainly from the activities. She likes to meet
people and she enjoys the time spent together. However, she does not think that the work is so beneficial itself. For Catrine Karlsson (personal communication, 18.05.2010) it is a way for her to do something constructive from her spare-time, instead of just staying at home watching TV. She also remarks that “it looks good on the CV” so it can show that one is engaged in something. This gives her also the opportunity to meet people of the board and the active members in the local branch. Most of them are interested in the topic and are working with these things. Also, she is interested in getting an insight. Therese Malm (personal communication, 10.05.2010) believes that when one thinks about what is done within the organisation, it is all for a good purpose. One can see a lot of personal benefits due to learning things and hopefully changing the world for the better. Nevertheless, it is on a small scale.

However, there is a disadvantage in working for the SSNC. Time spent with the NPO remains the main problem for all the volunteers (Stefan Andersson, personal communication, 06.05.2010; Therese Malm, personal communication, 10.05.2010; Helena Westberg, personal communication, 10.05.2010 & Catrine Karlsson, personal communication, 18.05.2010). This is explained by the fact that they work for free during their spare time. This is especially a pitfall for those having families and when projects are running for the SSNC.

4.6.4. Satisfaction and motivation

A lot of effort is done at all the levels, in order to promote the activities organized by the SSNC. Helena Westberg (personal communication, 10.05.2010) believes that the organization does a lot to satisfy and motivate its members, like organizing fun activities. Catrine Karlsson (personal communication, 18.05.2010) even knows a member who joined the SSNC just to be able to join the courses of photography. Anders Friström (personal communication, 11.05.2010) is sure that the workers and volunteers are satisfied with being in the SSNC. All the respondents are indeed happy of being part of the SSNC (Stefan Andersson, personal communication, 06.05.2010; Anders Friström, personal communication, 11.05.2010; Catrine Karlsson; Therese Malm, personal communication, 10.05.2010; Helena Westberg, personal communication, 10.05.2010). Nevertheless, Catrine Karlsson (personal communication, 11.05.2010) is sure that the workers and volunteers are satisfied with being in the SSNC. All the respondents are indeed happy of being part of the SSNC (Stefan Andersson, personal communication, 06.05.2010; Anders Friström, personal communication, 11.05.2010; Catrine Karlsson; Therese Malm, personal communication, 10.05.2010; Helena Westberg, personal communication, 10.05.2010). Nevertheless, Catrine Karlsson (personal communication, 11.05.2010) and Therese Malm (personal communication, 10.05.2010) do not know what other people feel about it in spite of holding a belief that everyone is satisfied. Hence, this is a possibility of being involved. People who are not satisfied certainly might not remain members. Therese Malm (personal communication, 10.05.2010) has never heard someone complaining about the organization. However, if someone has issues that he/she wants to bring up, he/she can always choose to talk to the management. Also, the annual meetings are organized in the way that members can make a statement about possible improvement or the things which could be changed. Moreover, every second year, members elect new board. So everyone can vote for what they think is reasonable. All members are entitled to vote, not just committee members.

For Stefan Andersson, chairman of Halmstad division (personal communication, 06.05.2010), the employee satisfaction has increased and so did the number of members. Despite the fact that there is only a small number of active members, the organisation manages to succeed in most of its activities and even increase the number of participants. The number of active members has tripled last year. (Stefan Andersson, personal communication, 06.05.2010) Similarly, for Anders Friström (personal communication, 11.05.2010), this satisfaction is
proved by the high, and still growing, number of members: 184,000 people. According to him, the fact that most of them stay several years also indicates satisfaction. However, Stefan Andersson (personal communication, 06.05.2010) still sees a big problem here as many members remain passive. The question is how to make them active. On the other hand, if a person has an interest in the environment, the satisfaction is natural.

4.7. The relationships of the SSNC

4.7.1. The internal relationships

Due to the immense number of people within the organisation, many of them do not even know each other. Consequently, it is easy to assume that relations within the organisation can vary a lot. Even knowing more than 100 people within the organisation does not seem to be enough. Hence, it does not even make up for 10% of all members. The whole organisation is like a big network based on many smaller network relationships (Stefan Andersson, personal communication, 06.05.2010).

According to Anders Friström (personal communication, 11.05.2010), internal relationships within the NPO are mainly built independently within local branch organisations, although there are also national networks, based on the main topics of involvement of the SSNC. At the same time, Stefan Andersson (personal communication, 06.05.2010) agrees that development of personal networks is more common in the SSNC.

Anders Friström (personal communication, 11.05.2010) also considers himself as a part of internal relationships within the organisation. He believes that his job as an editor in “Sveriges Natur” magazine is directly linked with connecting the members of the organisation with the issues on which the SSNC works. Encouraging commitment for nature, humanity and the future through popular education and advocacy is one of the fundamental objectives of the SSNC (Naturskyddsforeningen, 2008a).

It has been always important to make people work together (Stefan Andersson, personal communication, 06.05.2010). The chairman of Halmstad branch (personal communication, 06.05.2010) states: “We are trying to bring people together, to make them meet each other and share common activities”. This appears to be one of the biggest tasks within the organisation, due to the fact that being a part of a big NPO involves working together on big projects, where support from your colleagues is vital.

Catrine Karlsson (personal communication, 18.05.2010) thinks that central office in Stockholm also plays a big role in internal relationships. They supply local branches with the ideas for activities and keep updated on the main internal and external concerns of the SSNC. On the other hand, Catrine Karlsson (personal communication, 18.05.2010) sees the Halmstad division as more willing to follow the annual agenda of activities.
4.7.2. The internal communications

Anders Friström (personal communication, 11.05.2010) identifies five main communication methods in the SSNC: written, online, networking, e-mail and social media. However, the most common communication methods within the SSNC are use of phone and internet. Development of new e-mailing systems is one of the internal communication strategies. (Stefan Andersson, personal communication, 06.05.2010)

Therese Malm (personal communication, 10.05.2010) remarks that the normal communication method within the organisation is sending out the newsletters or e-mail. Also, there is a national magazine that comes out six times a year. Diaries and pre-planned agenda of meetings is another method of internal communication emphasised by Helena Westberg (personal communication, 10.05.2010).

Newsletters, however, were proved to be inefficient, because of inaccurate frequency and unjustified demands from the members. The new generation tools (i.e. online social networks), like “Facebook” or “Twitter” are more popular among young members of the SSNC. Hence, local management has not considered these communication tools seriously. (Stefan Andersson, personal communication, 06.05.2010). Despite that, face-to-face socializing and communicating is more common in the organization (Helena Westberg, personal communication, 10.05.2010). Thus, according to Helena Westberg, member of Halmstad council (personal communication, 10.05.2010), members get to meet each other during the annual meetings and that is chance to speak up their own ideas.

4.7.3. The external relationships

On the external level, the SSNC is dedicated to expanding the contacts as much as possible. Due to many environmental issues concerning our living conditions, it is vital to communicate them. Moreover, the NPO even employs people from the outside to spread the word in public, like high streets, town squares, supermarkets etc. In fact, this also brings new members into the organisation (Catrine Karlsson, personal communication, 18.05.2010).

Helena Westberg (personal communication, 10.05.2010) remarks, that particularly during the “environmental friendly week”, the active members of the organisation go outside and talk to people. This also strengthens relations with public.

4.8. The perceptions about the concept of internal marketing

4.8.1. The value of internal marketing

Out of all people interviewed, only Anders Fiström (personal communication, 11.05.2010) is fully familiar with the concept of internal marketing.

Stefan Andersson (personal communication, 06.05.2010) is not very familiar with this concept. However, after being introduced to the definition, he agrees with the fact that the
SSNC does put effort into creating the opportunities for members to feel satisfied and committed.

Catrine Karlsson (personal communication, 18.05.2010) believes that the use of internal marketing is necessary as it can be a way of making members pay their fees and contribute to organisation activities. At the same time, it is important that the SSNC gives something in return. Thus, there are many activities like guided tours, picking mushrooms and photography courses etc that are offered in return for being a member.

Moreover, Anders Friström (personal communication, 11.05.2010) believes that internal marketing could be a good tool for motivating the members. Hence, the SSNC is highly committed to promoting the contents and themes of their campaigns among their members. This, in fact, should encourage more participation and mobilisation over different issues (Anders Friström, personal communication, 11.05.2010). Catrine Karlsson (personal communication, 18.05.2010) also sees the high probability of the NPO implementing IM. Thus, it brings better value for SSNC efforts to promote itself among the members. Stefan Andersson (personal communication, 06.05.2010) thinks that IM is useful for increasing the involvement of current members as well as acquiring new ones: “We are always looking for ways of increasing their involvement and in particular getting more young people engaged into our activities. Therefore, I believe that internal marketing (how you call it) can be useful for helping us to find those ways”. Therese Malm (personal communication, 10.05.2010) supposes that using internal marketing can be a good way of bringing people together. Also, it is good for improving the networking structure as well as the volunteers’ motivation. The organisation is, in fact, quite successful with that on national level.

4.8.2. Being a part of internal marketing

However, despite inconsistent knowledge of the term of internal marketing, most of the respondents considered themselves more or less as being a part of the IM after being given an explanation of the concept.

Anders Friström (personal communication, 11.05.2010) considers himself as part of the SSNC internal marketing. He claims to be spreading the knowledge about the SSNC and its current issues to the member of the NPO.

Stefan Andersson (personal communication, 06.05.2010) also considers himself as part of the IM in the SSNC since he always sees himself working on advertising of the SSNC to the local people or its members both directly and indirectly. In general, the SSNC is trying to get more people involved with outside activities through creating posters or themes for meetings. Thus, every member of the organisation should be a part of the IM (Stefan Andersson, personal communication, 06.05.2010). However, Catrine Karlsson (personal communication, 18.05.2010) is not sure whether she can claim that she is a part of the internal marketing, since she is not fully familiar with the concept of it.
4.8.3. *Treating workers and volunteers as customers*

Treating volunteers and workers like customers can be tricky. Somehow, it could increase their motivation. However, the most important is the responsibility for treating them well and, at the same time, looking at their motivation (Catrine Karlsson, personal communication, 18.05.2010). On the other hand, Anders Friström (personal communication, 11.05.2010) strongly disagrees with the notion that workers inside NPO could be treated like customers. Thus, the SSNC is a non-commercial organisation and the members of it want to have relationships based on natural values rather than business terms: “We all want to be treated like citizens and social creatures, not diminished into just customers. We want a non-commercial relationship based on values”. However, he also thinks that taking care of both employees and members, and making use of their commitment and engagement in the issues at stake, is essential for success.

******
5. ANALYSIS

This part is going to apply the theoretical and knowledge to the practical experience of this study. Firstly, it will be established whether internal marketing can really exist in the NP. Then the analysis of four internal marketing dimensions will follow together with the exploration as to how the purposes of internal marketing are reached within the SSNC. Finally, the limits are going to be discussed.

5.1. The existence of internal market and internal marketing

In order to speak about internal marketing, it is vital to prove that the internal market in NPOs exists. Thus, it is clear to draw a logic that if there is no internal market, there cannot be any internal marketing either.

To start with, it is useful distinguish between the NPO’s internal and external market. This is to avoid further confusion. On the scale of the external market, it is clear that the SSNC has two external markets: First the target of the SSNC is to conserve nature, for the sake of natural world and humanity. It also promotes human health against environmental degradation, through the preservation of a diverse nature. Moreover, it works for global solidarity, for sustainable development and against environmental degradation and poverty (Naturskyddsföreningen, 2008a). The second external market of the SSNC constitutes the financial resources of the NPO. This latter is generally segmented between the foundations, the corporations and the individuals (Kotler & Andraesen, 1996). Effectively, the SSNC does not receive money from the government because it is independent (Naturskyddsföreningen, 2008). Therefore, the individuals, e.g. the members, can be considered as the “clients” of the SSNC.

In terms of internal market, it constitutes the human resources of the SSNC. The workers are both employees and volunteers. The volunteers are the active members. The passive members are only financial contributors (Catrine Karlsson, part 4.4.; Therese Malm, part 4.4.) Following the empirical study, it is evident that the existence of internal market in the NPO is apparent. According to Stefan Andersson, the chairman of Halmstad division (part 4.4), everyone within the organisation is a part of internal market (i.e. 180,000 people). Thus, this shows the awareness of internal market within the NPO. The respondents of the empirical research also agree that the members of the SSNC could be classed as consistent part of the internal market. Although there are a high number of members, the two major segments can be derived into active members and passive members. (Therese Malm, part 4.4; Stefan Andersson, part 4.4 & Catrine Karlsson, part 4.4) Moreover, if followed Foreman and Money (1995) who state that internal market is seen when employees are considered to be internal customers of a company, the coherence with the NPO then can be found. Catrine Karlsson, member of Halmstad council (part 4.4.3), believes that treating the volunteers and workers in the SSNC like internal customers could be useful for increasing their motivation. Thus, this is one of the objectives of internal marketing. Some of the respondents have also assumed themselves to be a part of the internal market.
5.2. Internal marketing and implementation in non-profit organizations

5.2.1. Analysis of marketing mix perspective

From this perspective, it is obvious that internal marketing should be implemented within an organisation by utilising 4Ps strategy: product, price, place, promotion. Thus, Ahmed and Rafiq (2002) argue that internal marketing mix is crucial for a successful organisation management. The empirical part proved it to be evident that the use of internal marketing mix within an organisation can be present.

In internal marketing, the product is assumed to be a job performed by an employee. Thus, if employees are more satisfied with their work, it can be treated like if customers are satisfied with the product they buy (Ahmed & Rafiq, 2002). Then in real world there is a whole content of work which is affiliated to the members of the SSNC.

Some people are responsible for working with the projects, divided into small groups. For example, some are responsible for the webpage whereas another group organizes the program of guided tours. Others work as the experts for external issues (Therese Malm, part 4.2.2). Although the work is voluntary, it is beneficial for the organisation and for the outside community. For instance, Anders Friström has his working platform both as an activist and professional. (Anders Friström, part 4.2.3) Moreover, it brings satisfaction for those who do all this work. Anders Friström (part 4.2.4) is sure that the workers and volunteers are satisfied with being in the SSNC. All the research participants believe that they are happy with being part of the SSNC (Stefan Andersson, part 4.2.4; Anders Friström, part 4.2.4; Catrine Karlsson, part 4.2.4; Therese Malm, part 4.2.4; Helena Westberg, part 4.2.4). This also talks about a strategic pattern of product, which involves values and attitudes needed to do the work (Ahmed & Rafiq, 2002).

Ahmed and Rafiq (2002) define price as a psychological cost of perceiving the methods of doing the work. One aspect of price in the NPO internal market is the fact that the job is unpaid. Stefan Andersson (part 4.2.1), Catrine Karlsson (part 4.2.1), Helena Westberg (part 4.2.1) and Therese Malm (part 4.2.1) are volunteers and this implies that they work for free. Moreover, the biggest price can be assumed as time. Four out of five qualitative interview respondents attributed time spent with the organisation as the biggest psychological drawback. The ones that have families are particularly concerned with the fact that, in their spare time, they have to work for the SSNC rather than enjoy being with their loved ones. (Stefan Andersson, part 4.2.3; Therese Malm, part 4.2.3; & Helena Westberg, part 4.2.3)

According to Ahmed and Rafiq (2002), place in internal marketing is the place of work and staff meeting points. Anders Friström, editor for “Sveriges Natur” (part 4.2.1), is the only one of the respondents that works from the office. Thus, in the NPO, the normal place of work can be private homes. However, Therese Malm (part 4.2.1) assumes her normal working place to be outside, since she is a biologist and most of the time spent at her normal work goes along with her work at the SSNC. Moreover, Catrine Karlsson (part 4.2.1) mentions that, in Halmstad division, the organisation has a venue for meetings four times a year. This also means that the workplace can vary. Thus, it cannot be strictly defined. Furthermore, it relates to the fact that management cannot always be on top of what the workers are doing. Hence, a well structured network approach can help to monitor the progress within the organisation.
Promotion is well linked with internal communications and management methods of interaction with employees (Ahmed & Rafiq, 2002). During the course of empirical study it has become clear that communications is a vital part of internal promotion in the SSNC. According Anders Friström (part 4.3.2), there are five main communication methods: written, online, networking, e-mail and social media. Each of those methods can be taken as a tool of promoting an organisation from within. For instance, distributing the organisation’s magazines, sending e-mails with regards to new policies or activities, having meetings and discussion can be part of promotion. Thus, this would also refer to internal advertising, publicity and face-to-face presentations (Ahmed & Rafiq, 2002). Moreover, Therese Malm (part 4.3.2) argues that the most common communication methods within the SSNC are: newsletters, e-mails and magazines. These, in fact, can be noted as methods of promotion.

On the other hand, one should not forget that this environmental NPO does not create physical products. What they do is that they provide service for outside people and for nature itself. Therefore, the additional Ps of internal marketing mix should be analysed. In terms of 3 additional Ps mentioned by Ahmed and Rafiq (2002), there are several different aspects that can be discussed. First, physical evidence refers to policies and documentations alongside memos, guidelines and training manuals or training itself (Ahmed & Rafiq, 2002). Thus, one can notice the use of activities’ agenda, as well as national magazine (Helena Westberg, part 4.3.2). Moreover, the existence of excursions to the nature, (Helena Westberg, part 4.3.3) helping out with field works etc. (Stefan Andersson, part 4.3.3) show the effort to make people to understand better what they are doing within the organisation.

Process is described by Ahmed and Rafiq (2002) as an introduction of new policies through internal communications. What is happening in the SSNC is that they use e-mail systems and word of mouth communications to make everyone well informed of what the organisation activities are (Stefan Anderson & Helena Westberg, part 4.3.2). Ahmed and Rafiq (2002) also refer process to the negotiations with trade unions and the policies derived from that. However, as the SSNC is not a business and the job there is based volunteering, the empirical research did not reveal any role of a trade union.

Participants / people are assumed to be the segmentation of employees among motivational lines rather than departmental (Ahmed & Rafiq, 2002). In case of the SSNC, it appears to be very clear that the motivational segmentation among the members is present. Both Therese Malm and Stefan Anderson (part 4.4) agree that there are active and passive members within the organisation. All respondents also agree on the fact that the organisation should focus on increasing member involvement. Thus, the motivational aspect here is very important. Less motivated members are less active. In order to boost their commitment, the organisation put a lot of effort on engaging the passive members.

Finally, it is evident that the internal marketing mix is used in the SSNC. One can assume that the use of internal marketing mix “4Ps” and additional “3Ps” reflect the methods of managing the organisation from within. It is also clear that utilising the internal marketing mix strategy is common in the SSNC. However, it was not defined as an organisational objective, whereas it comes mainly from content and conditions of work, relationships and communications. Thus, it could be logical to say that the study has not found this perspective to be clear strategy so it could be implemented in the traditional way. Nevertheless, it seems that a lot of aspects of 7Ps are adapted by the organisation, although the respondents’ awareness of them is very low.
5.2.2. Analysis of processional internal marketing perspective

Processional internal marketing is more linked to horizontal relationships. This implies the fact that employees constitute demands to each other rather than an organisation (Varey & Lewis, 2000). Stefan Andersson, chairman of Halmstad division (part 4.7.1), highlights the fact that, in the SSNC members commit to work with each other on big projects. This can be understood in a way that everyone involved within organisational activities can bring up their suggestions and problem solutions as well as demands for others on particular issues. Helena Westberg (part 4.7.2) believes that, during annual meetings, people can speak up and express their points of view as well as demands on the organisation and the people in it. Gummesson (2002) remarks that the customer-supplier relationship is very important in internal marketing. In his perspective, employees are meant to view other employees as internal customers. Hence, that would refer to members of an organisation willingness to work for their colleagues’ wealth. However, as it has been noted, the respondents have viewed the work in the organisation more beneficial for their personal reasons rather than increasing their colleague satisfaction. Only Helena Westberg (part 4.6.2) acknowledged that her work in the SSNC is more to make other members more comfortable during the meetings. All she does is make coffee, snacks and sandwiches. In line with this, one can presume that processional internal marketing in the SSNC is applied fully, from employee-to-employee demand as well as partly from employee-to-employee as internal customer point of view. However, processional perspective is also about internal supplier evaluation (Hauser, et al, 1996). The empirical research did not reveal any particular signs of using the internal supplier evaluation systems, although many respondents were talking positively about the organisation and its top management. In general, there is no concrete evidence of the implementation of processional internal marketing strategies. However, in some cases, the linkages can be found. Nevertheless, it cannot be clearly established whether this internal marketing perspective can be applied directly or adapted.

5.2.3. Analysis of internal marketing relationship management perspective

According to Varey and Lewis (2000), the most applicable concepts in internal marketing in regards to relationships are: collaboration, long-term relationship, joint venture creation and treating the customer as an individual. The results of empirical study show the coherence between internal marketing relationship and internal NPO relationships. Furthermore, the internal relationship management within the SSNC appears to have a significant value to the functional bias of running the organisation.

Just as Gummesson in Varey and Lewis (2000, p. 29) state the collaboration inside of the organisation increases the potential to compete outside of it. The collaboration inside the SSNC is well visible. According to Naturskyddsföreningen (2010), a variety of excursions and nature conservation work is designed to bring members together and boost their knowledge about the natural issues. Stefan Anderson (part 4.3.3) refers to members’ participation in community works, summer camps and help works on the fields. Some activities involve collectively cutting grass (Stefan Anderson, part 4.3.3), taking photos of nature (Catrine Karlsson, part 4.3.3), or guide tours organised for families (Therese Malm, part 4.3.3). Moreover, all respondents referred to environmentally friendly week, when all members get together and collectively go out to the people to spread the values of being
responsive to the environment. Hence, it reflects customer supplier co-operation, which Gummesson in Varey and Lewis (2000, p. 29) define as a key outcome of collaboration.

Varey and Lewis (2000) talk about how long-term relationships are based on maintaining customer / employee loyalty. They also remark that, keeping employees for the long-term, is less costly due to the saving made from prevention of additional training. In NPOs, keeping the existent members can also be important. In this way, the knowledge can be built and experience gathered which, in turn, can allow current members to educate better the new ones. Especially, this can be applied to the SSNC as one of their fundamental objectives is to encourage commitment to nature and humanity through popular education and advocacy. (Naturskyddsföreningen, 2008a) Stefan Anderson and Anders Friström (part 4.7.1) argue for the importance of networks within the SSNC. They claim that the organisation is mainly formed from independent local branch networks, while the whole organisation appears to be a big network. Thus, one can also say that having networks may help considerably in retaining volunteers. In this way, the members of the NPO can be locked into the organisation for many years, since keeping the member contact details will sustain the opportunities to further internal promotion. Nevertheless, Stefan Andersson (part 4.7.1) claims that keeping people together for a long time is one of the biggest tasks in the organisation. Moreover, being in NPO, according to Stefan Andersson (part 4.7.1), requires a lot of support from all of the members.

Win-win relationships refer to the fact that employees are gaining something in return from being part of the organisation (Varey & Lewis, 2000). All the respondents from the SSNC remarked that being part in the NPO provides them many additional benefits. Anders Friström (part 4.6.3) gains his pattern for work, Stefan Andersson (part 4.6.3) fulfils his passion for nature, Helena Westberg (part 4.6.3) benefits from meeting people and spending time together, Catrine Karlsson (part 4.6.3) receives experience and the ability to add something to her CV. Thus, one can say that win-win relationships within the NPO exist. However, the things that members get in return are more values and self-fulfilment rather than monetary rewards. In this case, it is a lot about personal development.

Varey and Lewis (2000) speak about the creation of jobs with positive values by the top management of the organisation to their employees. In other words, that implies joint-value creation relationships. Catrine Karlsson, member of Halmstad council (part 4.7.1), argue that central office in Stockholm always supplies the organisation with a number of ideas for activities. Also, the local Halmstad division is constantly following the activities agenda. This implies that the organisation is constantly working on providing its members with jobs. For instance, the SSNC organises activities for its members in nature and guided tours for families. Further this is also provided for members’ children to experience nature, get interested in it and involved from the young age (Therese Malm, part 4.3.3). The greatest joint value from this prospect is the creation future culture with love to the nature and environment.

According to Varey and Lewis (2000), every employee should be treated as an individual in order to maintain productive and healthy relationships within an organisation. Thus no statistical segmentation should be practised. In the SSNC, the members are segmented in terms of being passive or active (Therese Malm & Stefan Anderson, part 4.4). Nevertheless, it cannot be seen as a harmful segmentation due to all active members’ common commitment to turning passive members into active ones. On the other hand, Anders Friström, editor for
“Sveriges Natur” (part 4.8.3), claims that all members are individual citizens and social creatures. Hence, the relationship is based on values rather than commercial benefits.

To summarise this part, one can witness the clear role of relationship marketing in the internal management of the SSNC. Mostly all parts, which were discussed previously in theory correspond the practise. However, the marketing terms are not used by respondents in describing the relationship. On the other hand, the strategies of marketing company within from the relations perspective are evident. Thus, the adaptation of internal marketing is present.

5.2.4. **Analysis of strategic internal marketing perspective**

According to Baron (2006), strategic internal marketing leads to the way of creating strategies where employees are part of the corporate process. In terms of NPO, it would be difficult to speak about corporate process, as it is not designed to compete for profits. However, the members could still be a part of the organisation’s vision and activities. Baron (2006) also argues that workers are to be able to understand the implementation of global strategy. The understanding of global strategy of the SSNC perhaps should go along the lines of understanding what the organisation stands for, and what it does to achieve its goals. The vision of the SSNC is to work towards environmentally sustainable development, at the same time as respecting human rights and democratic ways of thinking (Naturskyddsföreningen, 2008b). In spite of what the organisation claims vision, the empirical study has shown that members inside are more likely to have a different vision among themselves (part 4.5). Nevertheless, all respondents agreed that the activities of the SSNC stand for the same good purpose i.e. taking care of nature. Furthermore, Crozier (2006) also stresses the role of people in a company and claims that they are link between vision, mission, values and the strategies.

To expand the idea of Crozier (2006) one can assume that being employee friendly and focusing on what is best for them can really be one of the strategic objectives of an organisation. In terms of the SSNC, it is evident that NPO is trying to follow this pattern. Stefan Andersson, chairman of Halmstad division (part 4.7.2), realised that sending newsletter within the organisation is not a very efficient method of promotion. That was because of the inconsistent frequency of receiving them and unjustified demands on the members. To solve this problem, the SSNC Halmstad division is working on developing a more user friendly e-mail sending system. More focus is also put on face-to-face meetings (Helena Westberg, part 4.7.2). Moreover, Hooley (1998) also agrees that managers should adapt their internal communication to the way the employees are thinking.

Doyle and Stern (2006) believe that bringing the front employees to the top of the pyramid and empowering them to deal with customers can be another strategy for succeeding outside the organisation. Thus, Therese Malm (part 4.6.2) is just a substitute member of local branch. However, she is empowered to go to meetings and decide which questions the SSNC should work on. Besides that, she also goes outside and talks to people, spreading the message of sustainable environment and the SSNC.

Doyle and Stern (2006) also believe that different strategies bring different changes for companies. Anders Friström (part 4.1) acknowledges that, since 1976, the organisation has undergone a number of changes. Basically, from traditional nature conservation, it shifted to
a more broad environmental sustainability approach. Goman (2006) also assumed that changing is not just about organisation, but rather it is more about people within it. Stefan Anderson (part 4.4) states that the number of members in the SSNC has increased considerably during past decades and so did the people diversity inside the organisation, i.e. more young people and women got involved with it. Thus, it is logical to think that more different people within the NPO create more diversity of attitudes and that leads in to strategic changes of the SSNC.

As a result, it becomes clear that the strategic internal marketing perspective is existent in the SSNC and, thus, it can be implemented. However, due to the fact that there is no major corporate process, the strategic ways of implementing IM are more likely to vary on the NPO level. The members here are to be the part of the SSNC vision which constitutes its activities. Hence, this is the main difference that can be found in relation to traditional implementation of the internal marketing. Nevertheless, this and the other aspects of the strategic internal marketing perspective can be well adapted. On the other hand, the adaptation of concepts should be considered carefully.

5.3. The purposes of internal marketing in non-profit organizations

When considering the purpose of IM as “orienting and motivating customer-contact employees and the supporting service people to work as a team to provide customer satisfaction” (Armstrong & Kotler, 2009, p.254), the SSNC could be considered as already using IM. Nevertheless, looking more deeply at the case reveals some differences than the current purposes of IM, e.g. employees’ motivation, service quality, customer-orientation and profit.

5.3.1. Analysis of workers motivation and satisfaction

According to the opinion of the respondents and their experience as workers or volunteers in the SSNC, they are motivated and satisfied (Catrine Karlsson, Anders Friström, Stephan Andersson, Helena Westberg, Catrine Karlsson, part 4.6.3.; Anders Friström, part 4.6.4.). Catrine Karlsson (part 4.6.4.) and Therese Malm (part 4.6.4.) believe that the other volunteers are also satisfied as being involved is a choice. People who are not satisfied would not stay or even come, according to them. The satisfaction of the workers and volunteers of the SSNC is proved by the high, and still growing, number of members and their faithfulness to the NPO (Anders Friström, Stephan Andersson, part 4.2.4.). Therefore, the NPOs do not have the problem of disengagement which Baron (2006) and Scarlet (2006) speak about, but still many members remain passive. (Stephan Andersson, part 4.2.4.). This reluctance to work for the organization shows, however, a potential of growth of the workforce which is not used. Moreover, Catrine Karlsson (part 4.4.3.) believes that treating the employees as internal customers could increase their motivation, on the condition that they are well treated. Empowerment is a main aspect of the internal policy of the SSNC. The organization is a “traditional multi-level democratic membership organization” (Anders Friström, part 4.2.). Thus, the members are decision-makers and they are able to bring ideas (Catrine Karlsson,
part 4.2.). Therese Malm (part 4.6.4.) explains that “if someone has issues that he/she wants to bring up, he/she can always choose to talk to the management.” Annual meeting and election of boards prove this democratic practice. The structure in committees permits representation and better top-bottom communication and decision (Therese Malm, part 4.6.2.). This reflects the idea that building engagement is based both on the support that the managers give and the information that they have from the workforce (d’Aprix, 2006). For example, Therese Malm has responsibilities and takes part in the decisions (Therese Malm, part 4.6.2.) Moreover, the projects are based on group-works. They are responsible for guided tours, external communication, the webpage, consulting, etc. (Therese Malm, part 4.6.2.).

Stephan Andersson (part 4.7.1.) adds that “being a part of a big NPO involves working together on big projects, where support from your colleagues is vital.” The structure of the volunteer organizations is considered by Mintzberg (1983) as a “missionary configuration”. The ideology is the core part of the organization. The indoctrination is the main design parameter, and its mission is to change the society or the organization’s own members. As the members are educated, there is no need for control. The power within the “missionary configuration” is decentralized. This can explain the empowerment within the SSNC and its democratic structure. The workers’ knowledge about the SSNC and their confidence in it enable them to perform their work in an optimal manner (Armstrong & Kotler, 2009).

Doyle and Stern (2006) believe that employees are major stakeholders and their expectations would be security, compensation and job satisfaction. By observing these three elements within the SSNC workforce, it is obvious that the two firsts of them are inadequate while the job satisfaction seems really high. Effectively, one of the main differences between NPOs and FPOs is that NPOs employ workers, but mainly benefit from the volunteers’ work. Volunteers are neither contract-bound, not having an office, nor paid, in contrast to workers in companies (Catrine Karlsson, part 4.5.3.; Catrine Karlsson, part 4.6.1.), but this also includes the fact that people can decide freely how much and what they want to do (Catrine Karlsson, part 4.5.3.). Anders Friström enjoys the fact of being an activist (part 4.6.3.). Stephan Andersson is passionate of his work (part 4.6.3.). Helena Westberg appreciates the social contact throughout the activities (part 4.6.3.). Having friends and interacting with other people contribute to the workers’ wellbeing. This working goal is called “solidarity” by Sirota, Mischinkind and Metzler (2005). Catrine Karlsson (part 4.6.3.) enjoys doing something useful with her time and she also considers the professional advantages of having an active personal life. Finally, for Therese Malm (part 4.6.3.), “working for the good purpose” is a major satisfaction and motivation by itself. This aspect would be called the “involvement of achievement” by Sirota, Mischinkind and Metzler (2005). Therefore, we could infer that a kind of internal marketing policy is already implemented, but not in the traditional way. Satisfied employees in FPOs are well-paid, have a high job security and enjoy their work (Doyle and Stern, 2006). In NPOs, the motivation comes a lot from the engagement towards the values and objectives of the organization and from the job satisfaction, the relationships with other volunteers/workers, etc. The core-limit to a higher motivation and thus engagement from the volunteers is time, as their work is done during their spare-time (part 4.6.3.).

Speaking about the importance of the workforce leads to the concept of human capital (Crozier, 2006). The workers and volunteers of the SSNC are the value of the SSNC. For example, some experts belong to the Halmstad division. This gives the possibility to the organization to influence the local policies (Catrine Karlsson, part 4.3.3.). Another example is Therese Malm (part 4.6.1.), biologist, who deals within the SSNC with activities related to
her skills. It is important that the SSNC attracts the people, who both share the similar values and purposes as the SSNC, and have the right knowledge and competences. Training is also a way to increase, from the inside, this human capital (Crozier, 2006).

To summarize, the SSNC seems to try to attract, develop, motivate and retain qualified employees and volunteers. This could be seen as an attempt at using IM (Berry & Parasuraman, 1991). The team play is already stressed (Therese Malm, part 4.6.2.). The leverage of freedom factor is high (Catrine Karlsson, part 4.5.3.). The SSNC offers a vision that brings purpose and meaning to the workplace (Therese Malm, Anders Friström, Stephan Andersson, part 4.6.3.). There are some attempts to prepare people to perform with skills and knowledge (Catrine Karlsson, part 4.3.3, Therese Malm, part 4.6.1.), but the SSNC could try even harder to motivate and satisfy its workers and volunteers by competing aggressively for talent market share, nurturing achievement through measurement and rewards and basing job-product design decisions on research (Varey & Lewis, 2000, pp.176-191).

5.3.2. Analysis of service quality

The SSNC is dedicated to communicating as much as possible inside and outside the organization (Catrine Karlsson, part 4.7.3.). The NPO tries to be sensitive to the population and to attract new members/keep the old ones (Catrine Karlsson, part 4.7.3.; Helena Westberg, part 4.7.3.). Thus, there is clearly a possibility to have three levels of marketing in the SSNC: the external, the internal and the interactive ones. This interaction can be called a “service” (Armstrong & Kotler, 2009).

The SSNC offers services. Lobbying, informing and convincing people, protecting nature and organizing activities for the members and events such as the “environmentally friendly week” are intangible, inseparable, variable and perishable (Armstrong & Kotler, 2009; Naturskyddsföreningen, 2010; Anders Friström, part 4.3.1.; Stefan Andersson, part 4.3.1.; Stefan Andersson, part 4.3.3.), although some of these services are linked with products. For example, the news is delivered thanks to a magazine (Anders Friström, part 4.6.2.), or the discussion with the customers about having a diet with less meat is reinforced by the distribution of vegetarian recipes (Therese Malm, part 4.3.). However, these products are not the core element of the SSNC activities. This reflects the idea that there is no clear limit between what is a pure good or pure service (Doyle & Stern, 2006).

Thus IM is a solution to inseparability, according to Kotler and Andreasen (1996). The SSNC cannot sense the people without to be in contact with them, and the people will form their impression about the organization on this service. Since the managers cannot be there to influence this moment, they “must learn to manage them indirectly, that is, by creating a customer-oriented organization, a customer-friendly system as well as a work environment that reinforces the idea of putting the customer first” (Kotler & Andreasen, 1996, p.380).

It is observable that the SSNC tries to give high quality services. Offering coffees, snacks and sandwiches to the members during the meetings is a voluntary attempt to make the members feel more comfortable (Helena Westberg, part 4.6.2.). The fact of organizing activities for the members is also a way to satisfy them through services (Naturskyddsföreningen, 2010). As these services are mostly offered by volunteers, the quantity and quality of service depends a lot of this volunteers’ motivation, and these services are major elements in satisfying the
members and give a positive image of the NPO outside. These causal relations are called the “service-profit chain”. (Armstrong & Kotler, 2009) The chairman of Halmstad also makes this link: “the employee satisfaction has increased and so did the number of members” (Stephan Andersson, part 4.2.4.).

5.3.3. Analysis of customer orientation and customer satisfaction

“One of the frequent complaints of donors to charities is that they never hear from the organization once they have donated their money” (Kotler & Andreasen, 1996, p.259). However, Therese Malm (part 4.6.4.) has never heard a member complaining about the SSNC. This can be explained by the fact that the SSNC listens to the requirements of its “customers”. For example, the top managers of the SSNC tried to influence the EU politics because of the complaints of a simple farmer whose cows were eating cans (Catrine Karlsson, part 4.5.3). The promotion of the SSNC and its activities is made at all the levels. Anders Friström (part 4.8.2.) spreads the knowledge about the SSNC and its current issues to the members of the NPO. Stefan Andersson (part 4.8.2.) works on promoting the SSNC to the local people and its members both directly and indirectly. The organization does a lot to satisfy and motivate its members, for example, by organizing fun activities. (Helena Westberg, part 4.6.4.) Some members even joined the SSNC just to be able to join these activities (Catrine Karlsson, part 4.6.4.).

This already existing customer-orientation can be explained by the fact that the needs of the members and those of the organization are globally the same, e.g. protecting nature. Indeed, if a person has an interest in the environment, the satisfaction is natural (Stefan Andersson, part 4.6.4). In addition Helena Westberg is customer conscious when she speaks about her task of making the members comfortable during the meetings and customer-orientation is the indirect purpose of IM (Armstrong & Kotler, 2009; Varey & Lewis, 2000; Cahill, 1996; Grönroos, 1981). From this point of view, the SSNC is using IM, even if it is doing so subconsciously.

Berry and Parasuraman think that IM contributes to external marketing (Varey & Lewis, 2000, p.190). IM is thus considered as meeting the wants of both internal and external customers. Moreover, the limit between who is a worker and who is a customer is not so clear in the SSNC. As the volunteers, e.g. the active members, are both internal customers (workers) and external customers (members, e.g. donors), they would be highly satisfied so more motivated in both giving their time and their money. It is thus also easier to have an internal market fitting better to the external market as it consists partly of the same people. The workers are more aware of the needs of the external market if they are a part of this external market themselves. For Ballantyne, Christopher and Payne (1995), the aim of IM is to make the internal market fit to the external one. In the case of the SSNC, this adaptation to the external market is automatic and natural.

Despite that, the majority of the members remain passive. Consequently the purpose of the SSNC should not only be to satisfy the donors, but also to make them take part in the activities and the work. In fact, getting people involved in the activities offered in Halmstad is difficult (Catrine Karlsson, part 4.4.).
The term “IM” is used only once in the book of Kotler and Andreasen “Strategic Marketing for NonProfit Organizations” (Kotler & Andreasen, 1996, p.380). Nevertheless, they already defend the importance of customer orientation within NPOs. “Going to great lengths to satisfy customer needs and wants is the secret to success for many organizations in the private sector. An obsession with customers is slowly being adopted by more forward-looking, nonprofit marketers” (Kotler & Andreasen, 1996, p.380).

5.3.4. Analysis of performance

This customer-orientation is necessary to raise funding. The question of what the donor gets is essential. Even if the main reason is altruism, “people give to get response or recognition, reduce fear, reduce social pressure, or feel altruistic” (Kotler & Andreasen, 1996, p.252). In fact, the passive members expect the NPO to use the money efficiently, to be shown gratitude, to increase their self-esteem, etc. Therefore, the NPOs should be customer oriented instead of speaking about the need for money of the organization. (Kotler & Andreasen, 1996)

Indeed, the NPOs have a need of money and performance to succeed but not for profit. (Catrine Karlsson, part 4.5.3.). The SSNC will reach its purpose, e.g. nature conservation, only if it gets enough resources. What Scarlet (2006) said was that profit could be adapted to performance in general: the compliance and commitment of the workers affects the performance of the organization. Anders Friström (part 4.8.3.) states: “Taking care of both employees and members and make use of their commitment and engagement in the issues at stake is essential for success”. Crozier (2006) believes that the creation of an aligned and committed workforce impact both “performance and value” (Crozier, 2006, p.279). Speaking about the SSNC, the terms of “performance and value” could be changed to “performance and nature protection.”

The SSNC is an adaptable and successful organization. The SSNC changed a lot during the last decades, going from traditional conservation issues to a broad environmental and sustainability approach, incorporating green consumerism. The SSNC also took an international perspective with broad cooperation with environmental NGO across the Globe. (Anders Friström, part 4.1.; Stephan Andersson, part 4.4.) On top of that, the SSNC experienced a dramatic increase of members, especially among young people and women (Stefan Andersson, personal communication, part 4.4.; Anders Friström, part 4.4.). Thus, the SSNC succeeds in adapting and increasing its number of members. This is a proof of success.

5.4. The limits of internal marketing for non-profit organizations

Out of all potential limits of internal marketing for non-profit organisations, the study could pinpoint the two most applicable to the SSNC case. Segmentation, as one of particularly dangerous aspects of internal marketing, was noted by Cahill (1996). According to Cahill (1996), segmenting different employees of the same company can result into the message being perceived by the wrong groups of employees. Thus, it can further lead to negative stimuli. The problem in the SSNC could be with delivering the message to the
members’ about the organisation’s vision. If, for instance, the NPO started to segment their members and told them different things about what they stand for in the company, then the problem could persist. The passive members would assume that their business was just to pay membership fees, whereas active ones would assume it was only their duty to work for the SSNC. In fact, Catrine Karlsson (part 4.4) believes that passive members in the SSNC are just happy to pay membership fees and do nothing. However, this cannot be assumed as the result of the SSNC member segmentation, when communicating the message. The empirical study did not show any evidence of sending different messages to the members of NPO. On contrary, the vision of the NPO is to stand for sustainable development and encourage nature conservation (Naturskyddsföreningen, 2008b). Also, the active members do not see themselves as the only ones obliged to work for the NPO. Stefan Anderson (part 4.4) is hoping to get more members involved. An interesting thing is that although the SSNC does not communicate segmented messages, different perceptions and two segments of employees still exist. Therefore, segmentation in NPO cannot only be outcome of internal marketing. It can also evolve by itself, due to different members’ points of view. Hence, in this case, the limit is moderate.

Another potential limit was seen as fragmentation of different communications of an organisation. According to Cees and Van Riel (1995), internal marketing should not be separated from other organisational communications as well as management communications. Failing to keep them coherent might result in damage to the image and corporate identity of the organisation. According to the editor of “Sveriges Natur”, Anders Friström (part 4.5.2), the perception of the organisation is different. Non-members view it as a conservative organisation. Likewise, Helena Westberg, member of Halmstad council (part 4.5.2), states that members inside the organisation do not have the same vision like the rest of the Swedish population. Thus it imposes the idea that the SSNC does not communicate the same message internally and externally. However, the study did not find any major impact of this to the organisation’s internal harmony. Therefore, it is logical to assume that this limit has a moderate, or even low, risk to the SSNC if implementing IM strategies.

*****
6. CONCLUSIONS

This part presents the general findings of this work as well as some more suggestions for further studies of a similar kind. The main point is that internal marketing has high potentials within NPOs. However, the Halmstad division is not really aware about the use of it. Thus, implementing internal marketing could be very helpful for increasing the organisation's internal prosperity. This study can thus contribute to both practical and academic purposes. Besides that, it is entirely valid and reliable at the local level of the organisation and it can be a moderate help concerning the national one. Suggestions for further research have been also provided.

6.1. The high potentiality of using internal marketing in an adapted way within non-profit organizations

Finally, to put all things together, one can draw a conclusion. Since the purpose of this study was to explore the potentials of using internal marketing as a tool of managing non-profit organisations (NPOs), the study has undergone a few stages in this analysis. The theoretical research has shown the possibility for many variations of internal marketing theories. Hence, to narrow the range of the theoretical approach, the model of conceptual framework was created and followed. The theoretical findings have shown the possibility of using internal marketing within an organisation on four perspectives: internal marketing mix, processional, strategic and relational. When going along those perspectives, one can then reach the four purposes of internal marketing: employee motivation and satisfaction, service quality, customer orientation and customer satisfaction, and profit.

The examination of the empirical data revealed some interesting results. It has become evident that the use of internal marketing within NPOs can be present, as it is present in the SSNC. However, there are some factors that should be considered. First, even though there is the presence of internal marketing in the SSNC, it is clear that the management of Halmstad division does not really realise having it has used it. Second, there is no formal structure of IM as a strategy for the NPO.

The analysis also shows that, although the internal marketing implementation can be approached from four perspectives, the whole process can vary, depending on the organisation. In the SSNC, for instance, one can see that the most used internal marketing techniques are from internal marketing mix, relational marketing and slightly less of strategic internal marketing. However, the processional marketing approach is not so common within the organisation. Thus, if one tries fit the case of the SSNC within the conceptual model of internal marketing which was created within the theoretical framework, it would look like the one in the figure 7, below. The strongest coloured areas symbolise perspectives that are mostly used by the NPOs in their internal marketing. From this point, one can also say that internal marketing potential within NPOs is moderate. First, this is because there is no clear use of internal marketing strategies based on a single chosen perspective. Indeed, one can see that the SSNC uses mainly elements from three out of four perspectives. The second reason is that internal marketing strategy is not formalised within the organisation and the staff is not
really aware that what they do to motivate members is really internal marketing and that they are, themselves, part of this system.

Following the analysis, it is also possible to state that internal marketing can be used within an NPO and it has reasonable potentials as a tool for internal management. However, the question is whether it is really possible to have it as a formal strategy for an organisation. The example of the SSNC has showed that the NPO uses the internal marketing. However, the staff is not really aware of it and do not realise that. Perhaps having provided more knowledge of internal marketing from top of the organisation towards the bottom of it could change the situation to a more positive one. Nevertheless, the SSNC manages to reach similar aims as internal marketing in profitable organizations - e.g. the employees’ motivation and satisfaction (1), the service quality (2), the customer orientation and satisfaction (3) and profit (4) (figure 6). Obviously, the ultimate purpose -profit - is not targeted because NPOs are characterized by their non profit intention. Thus, this last purpose is replaced by the research of performance (IV). Despite that, the organisation keeps as its purpose the workers’ motivation and satisfaction (I), the service quality (II), the customer orientation and customer satisfaction (III), with nevertheless some adaptations inside each purpose (figure 7). On the other hand, not having internal marketing as a clear strategy does not really harm the organisation as it still keeps on developing considerably. However, knowing that internal marketing has potentials within the NPO, the formal implementation of it could even make the SSNC prosper more than ever before. This is particularly in its internal commitment.
6.2. **Limits of the study**

6.2.1. **Limits of the reliability of the study**

From the perspective of this work, one can assume that the study provides a high level of qualitative analysis of the organisation on a local level. Concerning the Halmstad division of the SSNC, the given observations and evaluations of the current situation can be taken for granted, because of five qualitative interviews that were taken from the top Halmstad division members. One of them is Stefan Anderson, the chairman of the division. Also, the other two are council members. This makes them clearly familiar with the local situation and that was because four out of five interviews were done through having direct contact with a person and then also repeated by e-mail. A high level of theory was used in order to analyse the practice efficiently and critically. Hence, this makes the study a reliable source of analysis, particularly for the benefits of the SSNC Halmstad division. However, the study cannot be as reliable at the national level. This is due to the fact that not much qualitative research was done in other divisions as well as in headquarters of the organisation. Interviewing the top-managers would have certainly brought more information. Nevertheless, the use of secondary data and qualitative interview with one person from central office gives a moderate understanding of the national internal issues. In any respect, this is not enough to be taken for granted if changing whole national internal marketing strategies.

6.2.2. **Limits of the validity of the study**

The honest participation of respondents and their willingness to contribute towards the research makes the results valid to the matter of research concerns. Justified choices of research criteria and analysis put this study into valid frames of what the paper was aiming to. On top of that, the researchers have been objective in their analysis. Concerning the internal validity, the source of the information was always taken into account in the analysis of the data. One of the concerns of this study was to analyse the empirical data which is provided by individuals to answer general research questions. In consequence, the findings of this study are internally valid. The results are especially valid inside the Halmstad division. However, they could also be valid at an external level for other NPOs. In order to transfer the results of this study to another case, it is necessary to compare the context of the SSNC with this other NPO. Hence, this study is also valid externally for practical and academic purposes.

6.3. **Contributions**

The results of this study can be highly relevant for different purposes, related to specific audiences. First of all, researchers themselves can find it very useful for enhancing their knowledge about internal marketing as one of the tools and marketing techniques in organisation management. It also gives a view on practical side of it. It has become clear that even a big network organisation may not use internal marketing as a strategic technique. Nevertheless, it may be present and active naturally as it has been proved to be the case of the SSNC Halmstad division. This study can also be informative to other academics. This is
because it clearly highlights the need for more research in this area and a more analytical touch needed. It is also useful for those who are interested in how internal marketing models can be applied for particular uses. It also shows how theoretical models can be adapted and modified for specific subject area. Moreover, the analysis made in this study has provided the platform professional attention. Thus, the practitioners and members of the NPO can use it for their own advantages. It can also give constructive help for other NPOs in order to be able observe their own situation on local levels and try to compare the merits and drawbacks. Further on, it is clear that the biggest contribution of this study is in terms looking for further potentials of internal marketing in NPOs.

6.4. Suggestions for further research

This study has provided reasonable observations concerning the internal marketing potentials within an NPO. The chosen example has given a lot of valuable ideas and at the same time it has helped to increase the understanding of the subject and the research area. However, the study has only taken the data provided by five workers of the SSNC into consideration. This can be considered as not enough to make general judgements on the whole sector. Thus, conducting more studies of similar kind with exactly the same research questions would be complementary. In particular this type of research could be done with another organization, at another time and with other people interviewed, etc. The study was based on interviews with the bottom level of employees and members of the organisation. Hence, this led into the fact that not all respondents were aware of the internal marketing specifics. As a result, the findings could have been different if interviews were done with top level management. Perhaps conducting the same study with a different qualitative research sample would provide another view and different knowledge. At this point, it would respond to the need of variation, which was highlighted by Riege (2003), who had stated that results might differ even if research was followed step-by-step with the previous one.

These suggestions for further research consist of using different methods, but keeping the same research purpose. However, this study can be followed by other studies having a more ambitious purpose. For example, instead of exploring the potential of internal marketing, one could evaluate it or experienced it. Defining a new purpose means also changing radically the methods. As the matter of fact, this paper is only based on qualitative data. This makes it very flexible with the results achieved. In order to construct a more stable and consistent long term view about internal marketing within NPOs, some more quantitative data is needed. Thus, some further studies, based on collecting broad quantitative data and exploring and evaluating other kinds of NPOs, are needed to give a different academic perspective For example, Parasumaran (1991) considers a quantitative approach “more formal” than qualitative for “conclusive research project” (p.252).

Finally, the idea of exploring the potential of the concept of internal marketing in a specific context can be used for a variety of different circumstances. This study focused on the NPOs for the reasons presented in the introduction, but many other perspectives could be considered, such as other specific kinds of organisations, a specific field of activity or a specific geographical area.

*****
REFERENCES


**PERSONNAL COMMUNICATIONS**

Stefan Andersson (Chairman of Halmstad division and Member of the council of chairmen for Halland division). May, 6, 2010 [face-to-face interview].

Helena Westberg (Member of Halmstad council). May, 10, 2010 [phone interview].

Therese Malm (Substitute member of Halmstad council). May, 10, 2010 [phone interview].

Anders Friström (Editor for “Sveriges Natur”). May, 11, 2010 [written interview].

Catrine Karlsson (Member of Halmstad council). May, 18, 2010 [face-to-face interview].

*****
APPENDIX: LIST OF QUESTIONS FOR THE WRITTEN INTERVIEW

ORGANIZATION: NATURSKYDDSFÖRENINGEN (The Swedish Society for Nature Conservation, SSNC)

Date: _________________
Type of interview: ______ by e-mail ______
Name of respondent: ________________________
Position in the organisation: ________________________
Contact details: e-mail ____________; Telephone no (optional): ______

Please answer the following questions as detailed as possible. Don’t be afraid to develop your answer on also lateral areas. If you don’t understand any of the questions, please feel free to contact us by email: marjbe09@student.hh.se or by phone on the 0735 750 673. Thank you.

1. Do you consider yourself being a full member of the SSNC? If yes then are you a decision maker, a member of the staff or an associate? If not, then why?

2. What is your role within the organisation?

3. In your opinion what are the main activities of the SSNC within the organisation?

4. Are you familiar with the concept of internal marketing?

5. So do you think that internal marketing could be a good tool to motivating the members?

6. Do you consider yourself being a part of internal marketing? If yes, under which circumstances?

7. What do you think are the biggest benefits and costs (if there are any) for you of being part of the SSNC? (Personal experience, money, friends, time, etc.)

8. What is your working place in the organisation? (Is it in public or indoors, in an office or at home)

9. Do you consider yourself being a part of the SSNC internal relationships? Why?

10. How the relationships are built between the SSNC members? (Personal contacts, networking, promotions)
11. Do you think that everyone inside your organisation have the same vision on the SSNC? If not, what are the differences?

12. Do you think that people inside your organisation have the same vision on the SSNC as the outside people? If no, what are the differences?

13. Do the members of the SSNC have much contact with outside people in relation to the activities carried out by the SSNC? If yes, what sorts of contacts?

14. What is the organisational structure of the SSNC?

15. Do you think that non-profit organizations and businesses are working in the same way? Is their structure similar?

16. What are the main ways of communication within your organisation? (Verbal, written, online, etc.)

17. Do you think that treating the volunteers and workers like if they were customers could help to increase their motivation? If yes, in which way?

18. Do you think that the workers and volunteers’ are satisfied with being in the SSNC?

19. Does this satisfaction have an impact on the number of the members and their engagement? If yes, which kind of impact?

20. Have there been any major changes inside your organisation during the last decades? If yes, which ones?

21. Following the previous question, do you believe that taking care of the SSNC employees can help in terms of managing changes within your organisation? Why?