Analysis of Internal Marketing Communication Tools of a Selected Company in Industry 4.0 Using McKinsey 7S Analysis

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Abstract: Nowadays, many companies are aware of the fact that if they can meet the employees' requests, provide them with sufficient information and quality working conditions, their work performance will be at a high level. As a result, employees can ultimately meet customer requests and the company can move forward. The issue of quality internal communication in companies is not just an issue of recent years. Many international companies are aware of this. However, the issue of internal communication still persists in smaller companies, which do not pay that much attention to it because they do not have enough funds or believe that they are not affected by this issue. This internal communication within the company must take place in both directions, which many companies forget. The observations and opinions of employees and their feedback on the actions of the company, individual managers etc. are also important. Companies should spend enough time just getting this connection from employees, which allows them to streamline individual processes and information gathering, but also the work skills of individual managers, who can increase their soft skills and help organizations work better. At present, which is marked by the COVID-19 pandemic, the need for quality internal communication is even more pronounced. The aim of this study is to analyse the company's internal marketing communication tools. The paper also targets to analyse corporate strategies, management styles, shared values of the company etc., through the analysis of McKinsey 7S selected global company, which operates not only in the Slovak Republic. The methods used for this study are McKinsey 7S analysis, deduction, synthesis, and comparison. Thanks to the McKinsey 7S analysis, the results showed that the company has a friendly climate with open communication and a socially oriented culture based on several shared values and management principles.

Keywords: internal marketing communication; internal marketing communication tools; Industry 4.0; McKinsey 7S analysis; CSR; Code of Ethics; shared values.

Introduction

According to John Adair, "Professional competence in a particular field of work is not enough on its own; even more general skills are needed. These skills focus on the art of leading people, decision-making, and communication" (Walz, 2006). This is mainly because they are aware of the need for satisfying internal customers within the company. Because the company's internal customers are satisfied, they are sufficiently motivated, acquainted with the company's vision, and sufficiently informed, they look satisfied, and all this is transferred to external customers (Zeman & Bogdan, 2019). It is important to realize that if the company's employees are satisfied, they operate efficiently, thus meeting the needs of customers as expected, and ultimately, the company prospers. As a result, the money invested in employee training and the building of a quality internal school system will return to the company to an even greater extent (Svabova et al., 2020). It is necessary for employees to receive important information and perform well in a pandemic situation at their home office through their work (Lambovska, et al., 2021). In the end, satisfied internal customers - our employees - will have a positive impact on satisfied external customers, who will then be chosen to return to the company's services or products. We must realize that the ones who communicate will enjoy more wins (Krizanova et al., 2019).

The topic of internal marketing communication is an important topic in the operations work of every company. It is one of the many ways a company can achieve specified goals. If a company creates the right strategy of internal marketing communication, employees will understand the company's goals, culture, and motivation. Employees will feel like a part of the company and, for them will be easier to do their work right. The timeliness of this topic is also underlined by the current situation around COVID-19 when several employees work from home in the form of a home office (Vercic et al., 2021). That is why, under current conditions, the pressure on internal marketing communication in the company significantly increases.

The main research question of this paper is to determine and clarify how the international company, which operates in countries around the world, deals with internal marketing communication. What are the company's strategy, shared values, structure, tools it uses etc., which affect communication? We used McKinsey 7S analysis to find out the answer to the previous question. At the same time, we pointed out the possibility of using the abovementioned analysis in the area of internal marketing communication.

This paper consists of a literature review, methodology, characteristics of the researched company, research, and conclusion. In the literature review, we summarized the theoretical background of internal marketing communication from domestic and foreign authors. In methodology, we described the principle of McKinsey 7S analysis. Chapter three provides basic information about the company's history and product portfolio. In chapter four, we stated the results of McKinsey 7S analysis and we described the tools of the internal marketing communication used in the company. In the chapter Conclusion, we summarized key information from the literature and the findings.

Literature review

The industry is part of the economy that designs products characterized by high mechanization and automation. These are the factors necessary to maintain the competitiveness and continuous progress of businesses nowadays. The term Industry 4.0 collectively refers to a wide range of current concepts such as smart factories, cyber-physical systems, self-organization, new systems in distribution and procurement, new systems in the development of products and services, adaptation to human needs, and Corporate Social Responsibility (Lasi et al., 2014).

Industry 4.0 represents a new industrial revolution with a gradual convergence between physical and digital space, driven by the merging of revolutionary technologies such as the physical systems of the Internet of Things (IoT) and artificial intelligence (AI), etc. In support of these new technologies, traditional production resources have been transformed into intelligent objects enhanced by identification, scanning, and networking capabilities. Hyper-connection, digitization, and sharing in the context of Industry 4.0 have the potential to revolutionize or at least change the way manufacturing operations are carried out and thus how operations should be managed (Guo et al., 2021).

For the first time, the term "CSR" was defined by Bowen as the obligations of companies to implement the proper policies, make the right decisions, or monitor those activities, according to the goals and values of their company. CSR means using its resources and engaging in activities designed to increase its profits, in compliance with the law and good morals, namely engaging in open and free competition without fraud. Davis defines CSR as the consideration and response of a company to problems in the area of narrow economic and legal requirements of the organization to achieve social benefits and, of course, economic profit (Nadanyiova & Gajanova, 2020). There are numerous global studies dedicated to CSR that demonstrate the positive impacts and benefits of CSR for businesses (Krizanova & Gajanova, 2016).

Organizations are increasingly using CSR activities to position their brand in the eyes of consumers, employees, and other stakeholders, for example, through their annual website reports etc. However, according to recent research, communication about social activities does not always bring benefits to the communicating organization, mainly because CSR communication can provoke skepticism and cynicism from stakeholders. A systematic interdisciplinary examination of CSR communication could provide a basic definition of CSR communication that emphasizes the role of such communication and outlines key CSR communication tactics, such as social and environmental reporting, internationally recognized CSR frameworks, and different ways of involving stakeholders in two-way communication processes. Key questions include what to say - and how to say it - about an organization's CSR programs and achievements without making it seem like a self-serving or risky stakeholder cynicism (Lindgreen & Swaen, 2010). It is necessary to realize that it is desirable to inform the employees about social or environmental activities, who, as a result, can better identify with the company's activities and the company itself.

We understand communication as the process of sending and receiving signals, and by attaching a signal (verbal or nonverbal), we attach a certain meaning. In psychology, communication is not only the transfer of information between the communicator and the recipient but also self-presentation, self-affirmation, and the exchange of meanings between people through verbal and nonverbal symbols (Michulek, 2021). Communication in the organization manages activities and integrates information into an organized, distinguishable form and maintains or changes this form for subsequent activities. Therefore, dealing with organizational communication means examining the basic social processes that build and maintain the solid structures of society.

On the one hand, an effective process of internal communication contributes to the proper functioning of the management and the entire organization. On the other hand, many problems that occur in the management system result from poor communication. It is necessary to realize that the selection of appropriate communication channels must be made, and a specific flow of information developed into a management system. Effective information systems should stimulate the development of areas where the organization's units operate. This is why in order for internal communication to be effective, it is necessary for employees to be involved in the process of achieving goals and strategies, while understanding the organizations. Employees should be treated as equal to external customers in terms of their importance. This can generate the creation of internal customer loyalty, which leads to a stronger identification and connection with the organization. Many poorly informed employees do not identify with the organization, which translates into them not being involved into achieving organizational goals and strategies (Jakubiec, 2019).

Communication has been a topic with many meanings and uses in recent years because it is fundamental when it comes to human existence and functioning. Whether written, verbal or non-verbal, personal or impersonal, communication is an essential part of human behavior in the social sciences, such as psychology, sociology, political science, sociolinguistics, management etc. According to most academics, communication can be considered pragmatic, meaning that we communicate to get what we need and to achieve the goals we have set. Communication skills help determine success or failure in achieving goals (Kanki, 2010).

The basis of human communication is a fulfillment of the basic need, which is interaction between people. Communication strengthens feelings of belonging and cohesion between people through mutual understanding. Without good and high-quality communication links, the factors that increase the efficiency of employees are negatively affected in the company (Onyeator & Okpara, 2019). These factors include (Table 1):

Table 1. Communication factors

Communication factors
Cooperation between employees, between employees and management, or between departments and work teams
Identification with the job and the job
Identification with the company itself and its goals
A sense of self-realization and the importance of one's work
Good working and interpersonal environment
Protection against negative information influences
Prerequisite for creating a successful and quality corporate culture

Source: Own processing according to Onyeator and Okpara (2019)

In many workplaces, employees need to understand industry jargon and communicate subtle differences in organizational culture effectively and efficiently. Workers without expertise face other barriers, and many need to overcome adaptation and industrial jargon in addition to subtle shades (Huang, 2020).

Internal communication is one of the fastest-growing specializations in public relations and communication management. Its rise began in the 1990s in the United States and subsequently spread to Europe with growing power in the new millennium. Many factors, such as globalization, deregulation, and economic crises, have brought with them permanent restructuring, staff reductions, outsourcing, mergers and acquisitions, and other types of creative destruction (Vercic et al., 2012).

Internal marketing is a philosophy of marketing management that understands employees as customers of the company. Internal marketing promotes products primarily to employees, and when they are satisfied, they are directed to customers. Despite the critical role of internal marketing as a link between a company's external marketing goals and its internal capabilities, very few companies use internal marketing practically (Gwinji et al., 2020).

Some authors have argued for a long time that the role of the marketing management function should be to initiate, negotiate, and manage the exchange relations between the internal and external components of society. Scharf et al. (2020) conducted research, whose results showed that internal communication effectively contributes to organizational goals and that the process of communicating with and leading people is a key factor in achieving those goals. However, if a company uses information technology systems acquired to facilitate the organization's communication process, they have a negative impact on internal communication and its goals. We must realize that internal marketing was primarily created to attract, motivate, and retain the best qualified employees in the company focused, on services.

Internal communication as a tool of human resources function has become important in the recent times. With its gradual development, it is now perceived as a tool that - with effective work - can become a strong motivator, but also a strong stress factor. The functioning of internal communication becomes an important working state, and its content is related to marketing, human resources, and the ability of managers to work with the most important goals, i.e., focus on providing information support, setting up processes for work performance, and creating conditions for cooperation and climate in order to support work performance and attitudes of employees (Hola & Pikhart, 2014). The area of internal communication is under-explored (Manoli & Hodgkinson, 2021).

Nowadays, the situation in the marketplace is hugely competitive and this competitiveness is still rising. In response, companies are searching for solutions, that will help them perform better and preserve their competitive advantage. The key factor which influences employees' opinions, behavior, and work performance is effective internal communication. One of the ways to achieve it is to adopt internal marketing orientation.

Internal marketing emphasizes the importance of a company's behavior to its employees. If the company treats employees well, then they will be more willing to work with a positive approach and will transfer this approach to the provision of services to external customers (Yu et al., 2020). De Bruin et al. (2020) conducted research to find out the impact of internal marketing communication on customer satisfaction.

Al Samman and Mohmaed (2020) conducted research confirming the assumption that internal marketing has an impact on customer orientation. The positive effect of internal marketing communication was highlighted.

In the current competitive environment, companies need to consider how to improve their competitive position. One possibility is to reconsider relations with foreign employees. Internal communication is one of the ways to influence employee engagement, improve the employer's brand, reduce employee turnover, or attract and retain highly qualified employees (Adjani & Satrya, 2020).

When we summarize all the existing definitions, we can say that internal communication takes place at all organizational levels, and it consists of formal and informal communication, facilitating information sharing through managerial planning, employee interaction that helps build relationships, trust, and a sense of belonging. Thus, there is a need for marketers to influence and motivate employees to jointly change the processes needed to effectively implement marketing plans. This can be facilitated if they see the organization as their customers perceive it. Ultimately, this leads to a marketing strategy that has a greater impact on the company than marketing orientation and marketing capability throughout the organization (Araujo & Miranda, 2020). The topic of internal marketing orientation has been investigated by Muneeb et al. (2020) too.

Communication is indispensable for achieving cooperation in the company. The reasons why internal business communication is important are brought into the spotlight in the shape of employees having a better overview of what is happening in the company, as well as the fact that employees should be more attentive to changing needs and circumstances and they require more information (Vos & Schoemaker, 2011).

Internal marketing is a philosophy in management that talks about employees as the company's customers. Internal marketing promotes products primarily oriented to employees, and when they are satisfied, they can then promote the products to the customers. Despite the critical role of internal marketing as a connection between external marketing goals and the internal capabilities of a company, only a very small number of companies use internal marketing in practice. When a company is developing new internal marketing communication, it must take into account the fact that socio-economic and cultural factors are different in each corner of the globe (Michulek, 2021).

Internal marketing can be characterized as treating employees as internal customers and their work as internal products that meet the needs and requirements of these internal customers in addressing the company's goals. When internal customers (employees) are satisfied, then the motivation to create added value for external customers will be high. Internal marketing can be considered a unique resource for a company that supports the development of innovation and, subsequently, creates a competitive advantage. It is essential for internal entities to provide accurate and specific information in a permanent and coordinated way, i.e., the process of marketing communication (Zhang et al., 2022).

The concept of internal marketing has evolved through a process consisting of three interconnected stages, including focusing on employee and customer focus, and company focus. Internal marketing is defined as the managerial philosophy of treating employees as internal customers to align, motivate, and coordinate them (Chen et al., 2020). Internal marketing is essential because marketing plans and strategies involve organizational change, and it is not enough to independently analyze external markets to generate organizational change. Although research is limited, there is clear support for internal

marketing as a mechanism to facilitate change. Nevertheless, it is also important to consider the impact of the stakeholders' perspective on organizational change (Finney, 2011).

Internal communication is not just about communication within the company. Barykin et al. (2020) in their research point to the possibility of using social profiles of employees on corporate platforms such as blogs, websites, and social networks to assess compatibility in work team activities. It is one of the new innovative methodologies in personnel management.

Majerova et al. (2021) identified the phenomenon of the extrinsic notion of internal factors, which indicates the need for effective communication as a stimulus for the optimal functioning of the model when it comes to internal motivation of individual employees. It can be argued that existing principles and patterns of internal marketing communication should be critically reviewed, and incentive systems should be revised to contribute to the company's optimal market performance and sustainable development. Among the tools of internal marketing communication, we may include feedback, meetings, company meetings, internal training systems, codes of ethics, intranets, video conferencing, e-mail, etc.

Methodology

The model was developed in the early 1980s by McKinsey and the Company. This model is used very often by academics, and also in practice, being one of the most popular tools for strategic planning. This model consists of seven independent factors, which are classified as hard elements (strategy, structure, systems) and soft elements (management style, shared values, collaborators, and skills) (Kocaoglu et al., 2019).

The 7S model is a well-known model for systematic thinking research. The model is based on the theory that for an organization to function well, the seven elements must be coordinated and mutually reinforcing (Liu, 2020). The significance of individual components is as follows (Figure 1):
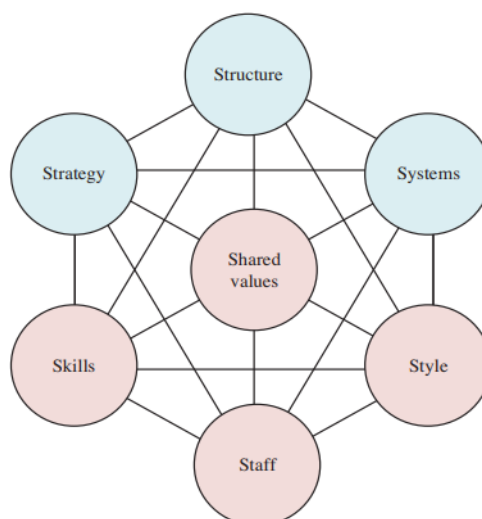
Figure 1. McKinsey 7S areas (Liu, 2020)

Strategy: actions taken by the company in response to changes in the environment.
Structure: composition of the company, coordination, is influenced by the strategy or size of the company.
Systems: formal and informal procedures that support strategy and structure.

Management style: consists of organizational culture (values, standards that are part of life in the organization) and management style (actions of managers, what they focus on etc.).
Staff: socialization processes, integration of new people into the company, people themselves.
Skills: skills of individual employees, but also the company as a whole.
Shared values: the basic idea around which a business is built, the values that employees perceive and follow (Tabataba'i, 2011).

Characteristics of the researched company

The company was founded in the 19th century in the Swedish capital, Stockholm. It originally focused on the production of equipment used in railway construction. Later, the company took a strategic step when it started manufacturing steam engines. In the 1960s, the company fully entered the international market, and in the following years, they realized the need for the presence of sales representatives in individual countries, so they began to open several branches around the world. In the early '80s, the company reached the top in the production of drills and compressors. The company has been operating in the Slovak Republic since the 1990s, and during this period it continued to purchase other commercial companies. During the first decade of the 21st century, the first branches were opened in Asia, Africa, and Eastern Europe.

The company operates in 182 countries and employs over 39,000 people. The company functions based on the principle of B2B business relations, i.e., it cooperates directly with a large number of companies that use their machinery, equipment, and tools. The company has a very wide product portfolio. It offers its customers various types of innovative compressors, vacuum solutions, air conditioning systems, construction and mining equipment, power tools and assembly machines, demolition equipment, as well as industrial software solutions, including quality service. The company's product portfolio is divided into the areas shown in Figure 2.

COMPRESSOR TECHNIQUE	VACUUM TECHNIQUE	INDUSTRIAL TECHNIQUE	POWER TECHNIQUE
• Compressor Technique Service • Industrial Air • Oil-free Air • Professional Air • Gas and Process • Medical Gas Solutions • Airtec	• Vacuum Technique Service • Semiconductor Service • Semiconductor • Scientific Vacuum • Industrial Vacuum • Semiconductor Chamber Solutions	• Industrial Technique Service • MVI Tools and Assembly Systems • Industrial Assembly Solutions • Machine Vision Solutions • Chicago Pneumatic Tools • General Industry Tools and Assembly Systems	• Power Technique Service • Specialty Rental • Portable Air • Power and Flow

Figure 2. Product portfolio allocation
Source: Own processing according to internal material

Research findings

The McKinsey 7S consists of seven factors. These include strategy, structure, management system, managerial style, co-workers, skills, and shared values. We analyzed the individual factors in the selected company as follows.

Structure: the company consists of several divisions, and one of these divisions is located in Slovakia. The organizational structure of the company is divisional. In Slovakia, this division deals with the sale and service of manufactured products. The company currently has 305 employees who work for the whole of Eastern Europe and cover, e.g., the Czech Republic, Poland, Hungary, Romania, and Slovenia. Within each country, there are managers who work in that country and have a senior manager who is responsible for those employees within that country. It is necessary to add that within this complicated structure of the Slovak division, each employee knows his tasks, competencies, and responsibilities. The company has unified communication channels, which makes work easier for all employees. Part of the communication is also feedback, where there is a weaker response from top to bottom, i.e., from the managers to the employees, but in the direction from the bottom up, such shortcomings are not visible.

Strategy: the company's strategy in internal communication is that all employees are informed about changes, that changes are communicated well in advance, and that all employees understand them. Within this company, the personnel department also has the obligation to group, unify, and transfer information to employees arising from the holding or division. Currently, however, in addition to these working principles, no precise strategies have been implemented in the company within the branch in Slovakia. The company is currently working on them.

The management style: because the company, as we have already mentioned, comes from Scandinavia, it is very socially oriented and is based on family corporate culture. The Slovak branch operates very openly, which can be observed in the relations between managers and employees. Every two years, employees have the opportunity to fill in a satisfaction questionnaire, where they also evaluate satisfaction with the management style etc. Employees have the opportunity to express their constructive opinions on issues or problems. Based on these characteristics, the management style can be characterized as democratic, as the emphasis is on building relationships and a friendly atmosphere, but management monitors the results of employees and leads them.

System: personal and electronic communication systems are used in the company. The company not only uses e-mails for communication, but also looks at communication as a priority through the MS Teams application, which has not been used in the company for a long time. The previous system was replaced in the company due to non-compliant management requirements. Due to the fact that international teams are set up in the company, various methods of meetings have been used for a long time, including video calls, as regular meetings of team members face-to-face would be time-consuming and costly. The overall level of employees in the use of communication programs is also at a higher level thanks to the organized training. Employees are also very helpful if one of them wants to learn to use the new functions, so colleagues who have experience with the function will not only give him feedback, but also help the others learn. The company also uses an intranet, which allows you to sign up for training etc. Personal communication takes place mainly through meetings, interviews, or consultations.

Staff: employees have the opportunity for career growth in the company. It is always possible to move to a higher managerial position, as the company offers vacant managerial positions in preference to employees over external employees. At the same time, this is reflected in the fact that the company does not have a high turnover of employees and about 50% of employees have been working in the company for 10 years or more. The company applies an active growth mindset within which there are two approaches, fixed mindset, and open mindset. Thanks to this setting, they try to show their employees the

way and benefits in how to solve problems and not avoid them. At the same time, the company leads its employees to focus on what they can do, not what bothers and limits them. The overall communication within the teams is at a high level, without significant barriers or manifestations of mobbing and bossing, it is also due to the fact that if the employees communicate with each other, they achieve better results. However, their motivation depends on the individual employees. When motivating, the company also monitors the interests of employees and tries to satisfy them, although this is not always possible.

Skills: employees have the opportunity to develop skills through training. These are focused on two areas, namely technical focus, and soft skill. Improving skills is also influenced by the evaluation of employees and feedback, which they can use to identify weaknesses and then work on them through various training programs. Knowledge of the products themselves within the company is important, not only for employees who perform their installation service or sales, but also for customer support, for example, so they can better orientate themselves in their work. When selecting new employees, the company proved to disregard, only the CV, experience, or schools where the candidates graduated. The first and attitude of the candidate are very important in interviews. Candidates are tested in various interviews during which it is monitored how they come up with a solution or their behaviour and its manifestations. For university graduates it is also taken into account the extent to which they were active in various part-time jobs during their studies.

Shared values: as we have already mentioned, the company is based on a family atmosphere that strengthens mutual relations and unites the team. A relaxed and friendly atmosphere is manifested not only in teambuilding or various events, but also in the work environment itself. In addition to these values, the company is based on 3 pillars, which are reflected not only in the external environment, but also in the direction of employees and internal communication. The company is constantly innovating in internal communication and encouraging interaction and employee's involvement.

Analysis of internal marketing communication tools

LutherOne is used as an anonymous or public opportunity for each employee to praise another employee, thank him, provide feedback on the meeting, presentation, etc. It is a platform where all employees of the company have access, and this platform includes, for example, 360 reviews.

The organization also uses the intranet, the company's website accessible only to company employees. On this site, employees may find, for example, links to applications that are used at work. On the intranet, employees will also find links to the education system, where they can choose a training from a wide range of options offered.

MS Teams is also in place, for which employees are constantly trained to be able to work with this program at the highest level and to be able to use all the necessary functions of the program. The training used to get acquainted with MS Teams was taken over by the marketing department in the beginning.

The company has also recently started using the new LinkedIn Learning platform. This program has about 14,000 trainings available for the company, with different levels of complexity and effort required. They are offered in various languages, such as English, Spanish, or other international languages. The platform offers various hard skills courses, e.g., in MS Excel or other MS Office programs, as well as soft skills ones dedicated to communication, presentation skills etc.

The company, like many other companies, has developed a code of ethics, which is named the Business Code. They have defined relationships with five groups, namely: employees, customers, business partners, shareholders, society, and the environment. One of the main

goals of the company is to offer a safe and healthy working environment for all employees. The code directly states that employees have training and development opportunities that will ensure their growth in the organization.

Conclusions

It is typical for large companies, especially foreign ones, to be interested in internal marketing communication, but even today, there are companies that do not place much emphasis on internal marketing communication and underestimate it. This does not only apply to large companies, but also to small companies, which think that this issue does not concern them or is expensive for them.

In the literature review, we brought several studies from abroad where it was shown that internal communication affects the good image of the company and its perception by interest groups. Likewise, if employees understand the company's goals and vision and identify with its culture, they will be happy to do their job. If the organization can explain their vision sufficiently to them, provides them with sufficient information, a quality working environment, and the possibility of continuous development, then, in the end, they will be able to meet customer requirements very well and satisfy customers' needs. This means that investing in quality internal marketing communication will pay off.

We can state that the goal of our article is to analyze the company's internal marketing communication tools and analyze corporate strategy, management style, shared business values etc. through the analysis of McKinsey 7S selected global company, which operates not only in the Slovak Republic.

Thanks to the McKinsey 7S analysis, we found that the company has a friendly climate with open communication, and it has a socially oriented culture based on several shared values and management principles. Even though the company operates in a number of countries around the world, it consists of many divisions, so it can ensure very good communication, i.e. effective distribution of information to the necessary places at the required time. A number of business processes and new communication tools used in the company help with this. By operating in different countries of the world with different cultures, the company can ensure the proper functioning of the entire organization as well as individual international teams. The company has established a simple internal communication strategy based on distributing information to the right extent to the positions where it is needed at the required time. At the same time, there is a Scandinavian origin to the style of business management. There are good interpersonal relationships within the organization, employees have the opportunity for job growth and gradual integration into higher positions.

The analysis of individual tools of internal marketing communication showed us the high quality of internal communication, on which a company focused on the satisfaction of its employees is based. It uses some of the best applications that can be used, e.g., for employee satisfaction, LutherOne and MS Teams feedback for video calling, file sharing, and quick contact or task assignment. It also informs employees every year about the results achieved for the given year at Sales meetings, where it also highlights the next plans. The company also provides its employees with various Coffee Breaks, where they can freely discuss, Safety, Health & Environment Events or Christmas parties etc. At the same time, employees have great opportunities for the development of soft and hard skills, either through an internal or external training system or through the LinkedIn Learning platform.

In addition to traditional tools, modern tools are also used for the organization of conferences, obtaining feedback on the functioning of the selected company, individual teams, or the employees themselves. All this and the company's constant innovations in the field of

internal operation, as well as the production are factors that help the company to achieve global success and constant progress.

The biggest benefit of this article is the summarization of literature, research from domestic and foreign authors, which deal with the issue of internal marketing communication. Also, using McKinsey 7S. we found out that companies operating in Scandinavian countries rely on a family, friendly atmosphere, open communication, and quality working conditions without the presence of unhealthy competition and its manifestations in the form of pathological relationships in the workplace such as mobbing or bossing. At the same time, they are based on the development their employees' skills and their gradual career growth.

We consider the limitations of this study to be that the research was carried out within one of the divisions located in the Slovak Republic and covering the whole of Central and Eastern Europe. In addition, the research was carried out for only one company, which means that the generalized conclusions may not apply to all Scandinavian companies. The fact that we only dealt with the categories of large companies can also be considered a limitation.

In the future, we plan to address the issue of internal marketing communication and expand this research to other companies in order to draw general conclusions for companies from northern European countries. Also, we would like to focus on research of internal marketing communication within companies operating in the Slovak Republic.

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