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## The Impact of Internal Communication on Marketing Effectiveness in Organizations

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### Abstract

This article posits that a dysfunction in the internal flow of information inevitably leads to a gap between the adopted strategy and its market execution. This results in ineffective market communication in the areas of promotion, distribution, and physical evidence. Internal communication serves as the foundation of marketing's operational efficiency, particularly in areas focused on intra-organizational processes. The study employs a decomposition of the 7P model into endogenous and exogenous elements, demonstrating that market (external) success is a direct derivative of effective information exchange within the organizational structure. Furthermore, the article discusses the role of the Revenue Operations (RevOps) concept and the negative impact of information silos on marketing-sales relations.

**Keywords:** Internal communication, Marketing effectiveness, Marketing Mix 7P, Revenue Operations (RevOps), Information silos, Market orientation, Endogenous and exogenous factors, Internal branding.

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## Introduction

The contemporary management paradigm increasingly emphasizes the thesis that the boundary between an organization's internal environment and its external image has become irreversibly blurred. Employees are a key link between an organization's interior and its external environment, which directly translates into the effectiveness of delivering the brand promise to customers and partners. Moreover, they can influence the success of brand-customer interactions. A solid internal communication framework fosters a cohesive corporate culture, enabling smooth operation and the achievement of shared strategic goals through various formal and informal channels. On the one hand, in today's competitive business world, companies recognize that employee engagement is crucial to providing excellent customer experiences (Ramya et al., 2025). On the other, communication within the team responsible for marketing strategy and between this team and the entire company has ceased to be merely an operational matter and has become a key strategic asset. Recognizing well-developed internal communication as a pillar of organizational culture allows it to be viewed not only through the prism of internal effectiveness but also as a powerful competitive strategy tool that truly builds a company's market advantage (Varaksina & Olyvenko, 2024). Moreover, it is becoming increasingly apparent that marketing has ceased to be solely a function responsible for creation and promotion. It has become a strategic link, tasked with transferring value between the organization and its environment. However, for marketing to effectively achieve its external goals, it must rest on a solid foundation of internal communication. The lack of fluid information flow within an organization is becoming a major barrier to building a sustainable competitive advantage.

## Decomposition of the 7P Model

The traditional marketing mix (7P) model, proposed by Booms and Bitner in 1981, is typically perceived as a set of tools for impacting the market. However, a deeper analysis allows for the division of this model into two complementary areas: "inward-bound" (endogenous) and "external" (exogenous) components. This division is not merely a theoretical exercise but a key to understanding the modern operational efficiency of an enterprise. Market (external) success is a direct derivative of effective information exchange within the structure.

Dysfunction in the flow of information inevitably leads to discrepancies between the adopted strategy and its market execution. Furthermore, the lack of clear communication channels between marketing and other departments paralyzes innovation processes, as marketing is responsible for identifying and transferring buyer needs into the firm. Its isolation causes resulting innovations to be misaligned with market realities. Without close cooperation with this department, an organization loses the ability to design solutions that constitute a genuine response to customer expectations.



*Diagram 1 Division of the 7P model (7P Marketing Mix) into endogenous and exogenous components. Own study.*

The success of market activities is determined by operational efficiency in four key areas that require impeccable internal communication:

- **Product:** Collaboration between the marketing department and R&D/innovation units. Without precise communication regarding the product life cycle and market feedback, the design process becomes detached from actual customer needs.
- **People:** Human capital as a carrier of the brand. Recruitment, training, and building organizational culture require the transfer of marketing values to HR departments and directly to employees.
- **Process:** Manufacturing standards, service procedures, and logistics. Internal communication ensures that the brand promise is technically and operationally deliverable.
- **Price (Cost aspect):** The implementation of pricing policy requires a rigorous exchange of data with finance and production departments for margin and cost analysis, which conditions discount flexibility.

Only after stabilizing internal processes can an organization effectively communicate with the market through:

- **Promotion:** e.g., advertising, PR, Social Media.
- **Place (Distribution):** e.g., building availability and sales channels.
- **Physical Evidence:** e.g., design, infrastructure, website UI/UX.

It should also be noted that in B2B marketing, a significant role is played by so-called mental availability, meaning that the brand is the first to come to mind when a business client enters the solution-seeking phase. Professor John Dawes of the Ehrenberg-Bass Institute of Marketing Science (2021) adds that to grow a brand, one must build recognition among individuals who are not currently active in the market, so that when they do enter, the brand is already familiar to them.

It appears that such a process becomes possible only when marketing ceases to be perceived as an isolated promotion department and becomes a strategic center for information management. For a brand to anchor itself in a potential customer's consciousness long before the purchasing process, it must emit a consistent signal sourced from close cooperation between the marketing division and R&D, HR, and operations - guaranteeing that the brand promise is backed by actual processes within the company.

## Revenue Operations

As teams become more hermetic, they begin to develop their own subcultures, jargons, and value systems, which inevitably leads to conflict and inefficiency. The isolation of marketing, sales, and R&D departments leads to wasted resources and a blurred market message. One of the most destructive phenomena within organizations is the formation of silos, where marketing, sales, and product development departments operate in isolation (Herbert, 2025). In the case of serious management problems at the interface between R&D and marketing, 68% of R&D projects end in complete failure, and 21% in partial failure (Yao et al., 2014). Therefore, integrating R&D with marketing is a key factor in the success of new products. A lack of consistent communication between these units leads to wasted resources, inconsistent messaging, and ultimately, reduced profitability of marketing activities. According to Forbes, as many as 65% of marketers believe that information silos directly undermine the clarity of advertising campaigns and reduce the ability to align strategies with business goals (Forbes Insights, 2016). The problem deepens when departments optimize their systems without considering the impact on the entire enterprise (Nicholson and White, 2025)

Misalignment, or the lack of alignment of goals and definitions (e.g., what constitutes a high-quality lead), causes a significant portion of salespeople's time to be wasted on contact with mismatched prospects.

Deep psychological mechanisms underlie silos – people have a natural tendency to categorize themselves as members of groups (ingroups) and perceive others as outgroups. This silo mentality and the related problems in communication, collaboration, and knowledge sharing have far-reaching consequences for teams and the organization as a whole.

An operational solution to the silos problem is the implementation of the RevOps model. The Revenue Operations (RevOps) function, which ties these processes together, ensures data and technology consistency within a single revenue engine. Horizontal communication must also address semantic barriers stemming from the use of industry jargon and psychological barriers, such as an "us versus them" mentality, by promoting shared revenue goals and systematically exchanging feedback. Transforming toward a RevOps model doesn't happen overnight. It requires a systematic approach divided into phases that allow for the gradual building of operational maturity.

## Internal Communication Through the Prism of Marketing

Internal communication is purposeful, planned, and consistently conducted communication within an organization that influences employee attitudes, behaviors, and mindsets (Mazur-Wierzbicka, 2017).

In the Gallagher and IoIC reports, as many as 67% of global organizations indicate engagement around strategy as their number one priority (iComms, 2025).

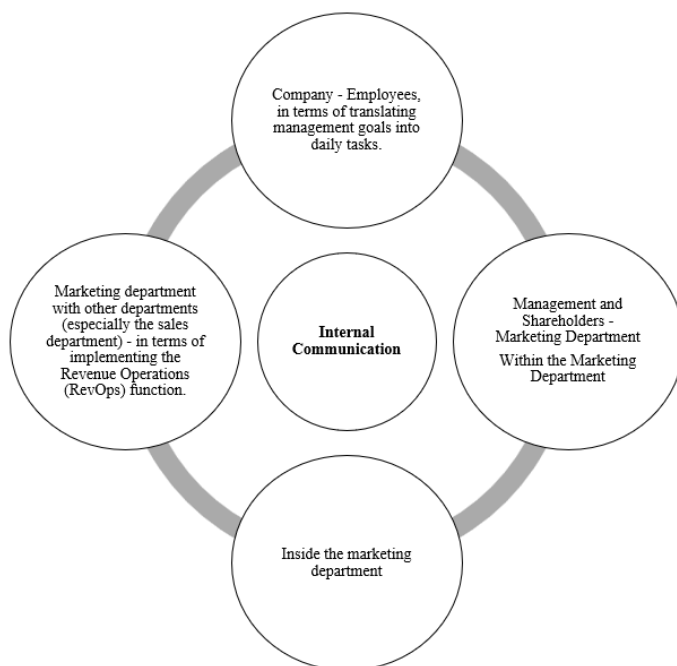
Scientifically, efficient information flow is the foundation for eliminating the so-called "decision-making chaos tax," resulting from a lack of clearly defined direction, which, without proper structure, forces employees to pursue dispersed, ad hoc interests.

Methodical internal communication, supported by reliable reporting of business metrics (such as ROI or Market Share), builds marketing's credibility as a strategic link and the foundation of a company's sustainable competitive advantage.

To optimize operations, internal communication in the context of marketing should be considered across four dimensions:

- The Management Board/Shareholders – Marketing Department relationship: defining the strategy and reporting on the impact on company value.
- The Company – Employees relationship: translating the management vision into operational language (internal branding).
- Within the marketing department: ensuring cohesion between various specializations (SEO, Content, Events, Product Marketing).
- Marketing – Other departments (especially Sales): achieving a common revenue goal within the RevOps framework.

Transferring these considerations to the operational level, special attention should be paid to the interface between revenue-generating departments. Marketing effectiveness requires breaking down organizational silos by implementing market orientation, based on cross-functional coordination and the sharing of market information between all departments.



*Diagram 2 Internal communication breakdown by stakeholder through the lens of marketing. Own study.*

## Summary and Conclusions

Internal communication is not merely an add-on to management but a critical resource determining marketing effectiveness. The discrepancy between internal processes and external market communication is the most frequent cause of implementation failures. Organizations that can transform horizontal communication into a cohesive knowledge-sharing system achieve higher profitability and better alignment with market needs. It is recommended that marketing leaders actively engage in the design of RevOps processes and focus on mitigating psychological and semantic barriers between departments.

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