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GOSPODARKA I INNOWACJE
LABORATORIUM WIEDZY Artur Borcuch
Volume: 35 | 2023
Economy and Innovation
ISSN: 2545-0573
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SOME BASIC SYSTEM OF MARKETS

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ARTICLEINFO.

Keywords: single market, non-tariff barriers, political judgment, harmonization, e-business, innovation, company, advertising, airline industry.

Annotation

In this article the study of the domestic market and its country-wide sector of goods and services examine how to improve its development and marketability and how it differs in different social and economic systems in the domestic market. As a result, the demand for consumer goods will increase.

The term 'internal market' (or 'single market') is used widely in discussions about the European Union - and now about the United Kingdom after Brexit. It does not have a precise meaning and can be interpreted in different ways. Essentially, it is about eliminating obstacles to the free movement of goods, services and people across a given territory, whether that be a single country or free trade area like the European Union. Eliminating tariffs and quotas (restrictions on the amount of trade) is relatively straightforward. What is more difficult is removing 'non-tariff barriers'. These include regulations on matters such as food standards or safety standards for goods. They may also include rules about the environment or working conditions. So, for example, if one country imposes strict environmental standards on its own producers, competitors elsewhere might be able to produce more cheaply and so gain an advantage.

This might be dealt with in two ways. The first is by imposing common standards and regulations across the whole free trade area, so that nobody is at a disadvantage. The second is by mutual recognition, so that, if a product meets the standards of one country, it is automatically allowed to be sold in the others. Some matters are considered to be 'public services', which should not be subject to market competition. The European Internal Market permits numerous exceptions, allowing national governments to protect public services, the environment, public health and cultural heritage among other matters.[1]

So there is a balance between 'harmonization' of regulations in the interests of free competition and the right of governments to impose regulations to protect health, the environment, working conditions or other public policy objectives. In the European Union, the balance is maintained using two principles. The first is that of 'subsidiarity', that rules must be set at the lowest possible level and only at the

[1] Abbas, R. A., and Riaz, M. T. (2018). The effect of internal marketing dimensions on organizational commitment of employees: an investigation among private banks in Faisalabad, Pakistan (a study based on different dimensions of internal marketing). Eur. Online J. Nat. Soc. Sci. 7, 147–165.

European level if strictly necessary. The second is proportionality, that they must be more detailed than is strictly necessary. Even with these safeguards, however, internal market rules have sometimes been politically contentious using two principles. The first is that of ‘subsidiarity’, that rules must be set at the lowest possible level and only at the European level if strictly necessary. The second is proportionality, that they must be more detailed than is strictly necessary. Even with these safeguards, however, internal market rules have sometimes been politically contentious[2]

When you think of marketing, you more than likely think of marketing to your customers: How can you persuade more people to buy what you sell? But another "market" is just as important: your employees, the very people who can make the brand come alive for your customers. Yet in our work helping executives develop and carry out branding campaigns, my colleagues and I have found that companies very often ignore this critical constituency. Why is internal marketing so important? First, because it's the best way to help employees make a powerful emotional connection to the products and services you sell.

Without that connection, employees are likely to undermine the expectations set by your advertising. In some cases, this is because they simply don't understand what you have promised the public, so they end up working at cross-purposes.

In other cases, it may be they don't actually believe in the brand and feel disengaged or, worse, hostile toward the company. We've found that when people care about and believe in the brand, they're motivated to work harder and their loyalty to the company increases. Employees are united and inspired by a common sense of purpose and identity. Unfortunately, in most companies, internal marketing is done poorly, if at all. While executives recognise the need to keep people informed about the company's strategy and direction, few understand the need to convince employees of the brand's power—they take it as a given.[3]

Employees need to hear the same messages that you send out to the marketplace. At most companies, however, internal and external communications are often mismatched. This can be very confusing, and it threatens employees' perceptions of the company's integrity: They are told one thing by management but observe that a different message is being sent to the public and one major financial services institution told customers that it was making a major shift in focus from being a financial retailer to a financial adviser, but, a year later, research showed that the customer experience with the company had not changed. It turned out that company leaders had not made an effort to sell the change internally, so employees were still churning out transactions and hadn't changed their behavior to match their new adviser role. Enabling employees to deliver on customer expectations is important, of course, but it's not the only reason a company needs to match internal and external messages. Another reason is to help push the company to achieve goals that might otherwise be out of reach. In 1997, when IBM launched its ebusiness campaign (which is widely credited for turning around the company's image), it chose to ignore research that suggested consumers were unprepared to embrace IBM as a leader in e-business. Although to the outside world this looked like an external marketing effort, IBM was also using the campaign to align employees around the idea of the Internet as the future of technology. Today, research shows that people are four times more likely to associate the term "e-business" with IBM than with its nearest competitor.Perhaps even more important, by taking employees into account, a company can avoid creating a message that doesn't resonate with staff or, worse, one that builds resentment.

[2] N.F. Piercy et al.
Internal marketing: the missing half of the marketing programme
Long Range Plann.
(1991)
[3] W.R. George
Internal marketing and organizational behavior: a partnership in developing customer conscious employees at every level
J. Bus. Res.
(1990)

In 1996, United Airlines shelved its "Come Fly the Friendly Skies" slogan when presented with a survey that revealed the depth of customer resentment toward the airline industry. In an effort to own up to the industry's shortcomings.

United launched a new campaign, "Rising," in which it sought to differentiate itself by acknowledging poor service and promising incremental improvements such as better meals. While this was a logical premise for the campaign given the tenor of the times, a campaign focusing on customers' distaste for flying was deeply discouraging to the staff. When it comes to execution, the most common and effective way to link internal and external marketing campaigns is to create external advertising that targets both audiences. IBM used this tactic very effectively when it launched its e-business campaign, It took out an eight-page ad in the Wall Street Journal declaring its new vision, a message directed at both customers and internal stakeholders. This is an expensive way to capture attention, but if used sparingly, it is the most powerful form of communication; in fact, you need do it only once for everyone in the company to read it.

Such a tactic signals that the company is taking its pledge very seriously; it also signals transparency—the same message going out to both audiences.Advertising isn’t the only way to link internal and external marketing. At Nike, a number of senior executives now hold the additional title of "Corporate Storyteller." They deliberately avoid stories of financial successes and concentrate on parables of "just doing it," reflecting and reinforcing the company's ad campaigns. One tale, for example, recalls how legendary coach and Nike cofounder Bill Bowerman, in an effort to build a better shoe for his team, poured rubber into the family waffle iron, giving birth to the prototype of Nike's famous Waffle Sole. By talking about such inventive moves, the company hopes to keep the spirit of innovation that characterises its ad campaigns alive and well within the company. But while their messages must be aligned, companies must also keep external promises a little ahead of internal realities. Such promises provide incentives for employees and give them something to live up to. In the 1980s, Ford turned "Quality Is Job 1" from an internal rallying cry into a consumer slogan in response to the threat from cheaper, more reliable Japanese cars.

It did so before the claim was fully justified, but by placing it in the public arena, it gave employees an incentive to match the Japanese. If the promise is pushed too farahead, however, it loses credibility. When a beleaguered British Rail launched campaign announcing service improvements under the banner "We're Getting There," it did so prematurely. By drawing attention to the gap between the promise and the reality, it prompted destructive press coverage. This, in turn, demoralised staff, who had been legitimately proud of the service advances they had made.

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