

Findings: The Operational Managers' Perspectives

7.1 Introduction

This chapter presents aspects of internal marketing in relation to internal and external dimensions of the organisation from the perspective of operational managers.

Operational or branch managers are those who are responsible for running the day to day business of the branch, delegating tasks to the front-lines colleagues, discussing and deciding branch targets and suitable ways of achieving them and the most important role of training within the branches where employees are located. Thirteen managers were interviewed across the branches (see Table 7.1). They represent the various brands within the company, namely, high street branches, round the world, direct, and first and business branches. Each business type is responsible for a specific market segment with customer service tailored to suit specific client needs.

Table 7.1 The main attributes of operational managers respondents

Respondents	Gender	Years of Employment
Team leader1	Male	Five months (10years in travel industry)
Team leader2	Male	Four and half years
Team leader3	Female	Five and half years
Team leader4	Male	Three years
Team leader5	Male	Five years
Team leader6	Female	Four years
Team leader7	Male	Three and half years
Team leader8	Female	Four years
Team leader9	Male	Six years
Team leader10	Female	Two and half years
Team leader11	Female	Five years
Team leader12	Male	Three years
Team leader13	Female	Two and half years

7.2 Organisational Culture

This section will address the findings concerning organisation philosophies (culture) that underpin practices and actions within Fun Travel. Philosophies will be divided into three main categories;

1. Philosophies towards employees (Employees orientation).
2. Philosophies towards customers (Customers orientation).
3. Management style (Managerial philosophy).

Before exploring the interviews findings, it has to be emphasised that operational managers consider that they have a dual role in the company as managers and line employees. This reflects one of the main features of the culture of the organisation which is equality. This will be apparent throughout the following sections. Therefore, in some parts, they were, in all probability, expressing dual perspectives.

7.2.1 Employee orientation culture of the company

According to the responses to the interviews, employees are considered to be a major asset to the company. Branch managers, or as they are called in the company, team leaders, confirmed that people are an important asset to the company and they are all looked after and valued as such. The company sees its teams as a big family into which everyone feels they fit. A range of benefits are provided for the company's people to ensure that they remain satisfied. These benefits vary from health and monetary schemes to social/reward events and fun/educational trips.

From my point of view the main....main beliefs is their people so they put 100% into their own people and if you get 100% into your own people then they feel special...the thing that they feel belong to...again it's like a mini cult I think we don't...we don't. It's like a mini cult because you feel part of the family (Team leader2).

Fun Travel looks after us so we are sort of the people is number one to Fun Travel so and they want good people working for them so we have benefits like health wise, we have buzz nights, we have summer polls and Christmas

parties. All these are benefits for us. We have trips away, educational so they are benefits for the employees (Team leader6).

7.2.1.1 Keeping the team happy

Branch managers highlighted the importance of sustaining a happy team within their branches. This helps to overcome the problem of turnover which is generally significant in the travel sector. Some managers refer to the cost of recruiting new employees. It is better for the business to retain well prepared employees by making sure that they are happy and earning good money. Training is important to develop them in order to perform to the optimum and enable them to achieve their targets and remain contented.

Really obviously to make sure everyone is quite happy as well that's a big thing, there is nothing worse than a miserable team and they wouldn't stick around for long. Staff turnover in travel is...is generally very high in a way that's obviously a big thing for us to make sure that the people don't leave. It does hit our own pocket if they do leave so it's very important that we do look after them (Team leader3).

One of the informants considers his team as his key asset. He believes the team is a reflection of managerial practice so it is very important to make that team happy.

I think my team is an asset and it is a reflection of me because when I leave obviously they want...I hope if they want to inspire to get my job like...and that's the beauty of it but I love my team absolutely (Team leader2).

Constant communication with team members is the only way to assess how they are feeling at any time. Other managers acknowledge the philosophy of dealing with the team as friends. They think that a happy team is the way to ensure a good work environment.

If I feel that someone is down I am on...I text them straightaway you know are you doing o.k. , no or I sit touchy...I can always...I can always telling people up and down, I sit touchy just have a quick word of them see if there is o.k. you know (Team leader2).

In here I consider them my friends...friends ya definitely....we work together sort of day and day out so we all get on very very well (Team leader6).

Make sure everyone is happy and make sure it's a good environment, good work environment but everybody is complete equals (Team leader5).

7.2.1.2 Teamwork

Operational managers emphasize the idea of teamwork within their individual branches. Everyone, including the manager, is part of the team. Everyone has to help others. They stress that Fun Travel is a company that looks after its people well. The aim is to make them feel special and belonging to the company.

They look after the staff. It's quite like a cult.It's very very good structure they have got because you feel part of the company so you want to work hard for them so (Team leader2).

I think the company just looks after everyone. As a whole everyone is looked after, everyone knows what their job is. We all help each other out in everything (Team leader4).

Most of the teams appear to get on well together because the team , including the manager, have the same way of thinking, in harmony with the organisational culture, they are working for themselves, and if they achieve their goals and make money for themselves ,they are also making money for the company. This also could be due to the similar background or qualifications that most team members appear to have.

Another factor is that most of them have spent quite a long time together in the same branch.

Everybody is you know going for the same sort of goals, everybody wants to be the best in the store, the best in the brand, the best in the company. Ammm ya so basically they've just got really a sort of... go get them team...I mean that the guys...the thing that's good about Fun Travel is you have very sort of educated people...It's not you know you can go to some travel agencies and people don't even know where places are (Team leader8).

Managers point out that through focusing on the idea of team work, they can use the strengths of each employee so they complement each other. Other managers consider team working as a learning process. No one can know everything. Everyone learns from colleagues and from constant training by managers.

Every single person of in my team have different strength and as a team that complements. Everybody has a different strength in a different area and we all put together to produce a good team result every single month. I don't look at anybody specifically in any sort of weakness. For me I look at my team including myself me as part of that team and me not as their manager (Team leader1).

I do always feel like it's a working progress, nobody ever knows everything and it's constant training all the time (Team leader3).

7.2.1.3 Developing employees career

Interviews reveal that developing employees is one of the underpinning philosophies of the company. They believe in growth. They try to transfer every positive thought to their staff to help them grow. Developing staff leads to satisfied and staff who remain with the company. One of the branch managers noted that the more time they give to their employees the more money employees make for themselves and for the company. Developing employees will lead to more skilled and experienced people who can transfer this to any position or even any other job.

As valuable members staff because they are potentially the next leaders so where you know I am making sure that...because Fun Travel is a company that believes in growth so where...I think they're extremely valuable because obviously the more the more time is invest over them the more money they can make for themselves and the more skills and experience they can obviously potentially you know go to another management or alternatively taking into another job.... development of staff is extremely important to me because I want to make sure that we have staff retention within and they are very very happy (Team leader7).

For me, it was the case that I want to keep the staff, want to keep the staff happy, I want to turn it to a business with the same team that progress and get better and better and better(Team leader12).

Branch managers are keen to develop their employees and turn them into valuable managers as well. Constant training helps managers to do this. They all believe that the learning process should continue. One manager confirmed that one of her main tasks is to make sure that everything she knows is transferred to her employees.

The best part of my job as a manager is watching people grow, watching them develop and helping them also become managers because in time if somebody has desire to improve then I want to help them and that's my biggest.... I give my biggest thrill of watching my staff become just as valuable to the company in a management sense as what I am so may be even at some stage leaving my team and managing in another office that what it 's all about developing my team and making them become you know managers or supervisors whatever (Team Leader1).

7.2.1.4 Employees are number one

Asking team leaders to rate their employees as an attribute along with customers and profit, majority of informants placed employees first followed by customers and finally profit. Managers gave various reasons for this order.

Team leaders are clear that looking after their employees and preparing them effectively will lead to various consequences. Firstly, this will result in happy staff that can serve customers in a better way and achieve profit. Secondly, this will result in better performance and again end up with customer satisfaction and profit. They confirm that the right employees, on the top of their game, in contact with the customers, leads to profit and successful business.

If we have got happy employees so perhaps been number one, if we've got people who are in the shop, who are in a smile in the face and happy to be there then the customer is going to be happy to come in and going to get a good level of service, put their book. Thirdly and obviously is very important to have the profit but if you've got the other two together and you've got happy employees, you've happy customers, profit will follow anyway. I would

say customers and employees ya. I would say that both as important as each other but I would put employees first (Team leader5).

I mean for me as a manager it's most important thing for my business to have happy staff. I mean if I have good staff that they're performing well and they're happy in their jobs then the other two things are going to come (Team leader8).

Interviewees show strong faith in the capabilities of the team. Team leaders believe they have the best staff. In their view, all managers and their teams are given the required knowledge, access to the best products and training. Therefore the view is that there is no excuse not to present the best customer service

7.2.2 Customer orientation

7.2.2.1 Customers are the front end

For all team leaders, customers are crucial to the business. However for a significant minority of the team leaders, customers are the number one priority followed by employees and finally profit. For them, business is nothing without customers. The right team of employees are a close second. One of the team leaders explains this point of view on the basis is that employees can be changed but you cannot change your customers.

The customer would be first because without customers you know you've had like you know a business to run (Team leader 7).

For me customers, employees, profit is the order that has been for us. Well, you cannot have profit without the employees and you cannot have profit without the customers and the customers are more important than employees. I can change my employees but I cannot change my customers and profit it will happen if you do the other two well. If I will focus on profit then I will lose the customers and the employees (Team leader11).

Asking team leaders how they see their customers, striking descriptions appear to reflect the values that govern the workplace. For example they are seen as "gold dust", the "life blood" and "friends".

7.2.2.2 "Best" customer service

One of the main drivers of branch managers is making customers happy. This is the only way to gain their trust and keep them. Customers should receive good value for their money. Therefore customers would get more for their money and would not look only for the cheapest price. This explains the way it works. It is not like making the booking and leaving the customers. Fun Travel staff member every step before, during and after the trip. This may explain the difference between the kind of customers in this business and the customers of some other operators who are driven only by price.

Customer service is well we really care about our clients. The client have become quite you know become friends. It's a formal environment but it's also a very relax. We care about our clients we wouldn't send them somewhere because it's cheap. If we don't think it's going to be suitable for them so yes that's kind of the outside and the inside view (Team leader3).

I believe in giving good value for money that doesn't always make me the cheapest but I believe that people would get more for their money so that's my number one philosophy (Team leader10).

7.2.2.3 Going the extra mile for customers

"We go out of our way for you" is one of the key concepts of the company's customer service. Team leaders expressed confidence that they will do anything to serve customers. Each member of staff will help customers in every possible way. It is that little bit extra before, during and after the booking. This includes phone calls before the departures and welcome back calls as well.

Just everything we go that little bit extra. We look after our clients from the moment they're walking into our store before they booked anything to the point where they made the reservation (Team leader4).

At the end of the day they've got an expertise, they're getting a little bit extras, they're getting call backs and welcome home cards. It's just a little things and again they've got a point of contact as well when they come to us if something does go wrong (Team leader5).

Two team leaders mentioned that they have personally headed to the airport to hand tickets direct to customers.

When we used to have paper tickets, If the client forgot their ticket, they haven't come into the shop to collect it then you go down to the airport to meet that client with their actual tickets (Team leader6).

7.2.2.4 Value each customer

One of the company’s core values is that “there is one real for all”. No one can know when the client is coming back. Therefore, every customer is treated the same. You have to give customers complete information hoping that when they make their next booking they will think of you.

You don't know when that client is going to come back if we know you know...it's the same thing of treating all customers the same (Team leader4).

The philosophy is like one...one real for all so literally is the philosophy obviously with....you know making sure we do provide everything for our customer. All customers, you have to be positive with all customers (Team leader7).

7.2.3 Managerial Philosophy

Within this section the researcher tries to highlight the organisational philosophy behind the company’s practices, how these philosophies affect organisational practice and how they are perceived and been practiced by managers. Interviewees conceptualize the following key philosophies as the basis for running the business through their branches.

7.2.3.1 Leading by example

Leading by example is one of the major philosophies in branches. Managers or, as styled by the company "team leaders" consider themselves as role model. They have to do things perfectly before asking their employees to do them. Employees can observe how their managers deal with customers. Team leaders follow all business practices that they expect of their team.

I think leading by example is a major thing. I don't expect any body to do something that I wouldn't do myself so I think in terms of our philosophies as you can see, we all do our own jobs and everything in the morning so I would aim to depend on who if everybody does everything so it's very much everybody marks in and I think the way I treat my clients obviously they can hear me dealing with my clients all day so they're aware of how I deal with them (Team Leader 3).

Leading by example includes helping employees to set achievable targets and follow through all their way to achieve them.

I would say just leading by example basically, making sure that everybody in there is knows exactly what their targets are, what they set off for the month and giving them help through their month to achieve their targets, make sure that the targets are achievable(Team Leader5).

7.2.3.2 Openness (open door policy) and transparency

At a branch level, the findings highlight that there is an open culture of discussion of every issue. Team leaders listen to opinions and objections in order to work in the same direction. Expressing objections is a right for everyone. Team leaders confirmed that before implementing change in the branch, all the team have to sit and discuss the anticipated implications of that change.

You know it's very much an open forum, if I have.... if we have ideas, everything is get discussed in full, everybody is entitled to their... to their opinion on what we do as a team otherwise we will never progress as a team (Team Leader 1).

we have very open relation up with our staff, we discuss everything, anything we get implement into the store, it's thrown open to....to the consultants, we talk about, we don't just decide we're going to implement things into the store, we're going to do things in a particular way, we discuss it, find that everyone is happy with that (Team leader4).

Team leaders explained that open discussion is a general concept accessible to all. Therefore the same right is there to all employees right up to the head office. Everyone can speak to their branch manager or even directly to managing director or human resource managers.

If anybody had a problem or anything come up they can come to me or they can go directly to head office themselves if they don't want to butt myself and if it's something personal then they can go straight to our HR department speak to them (Team Leader5).

within the company there is a really sort of open door policy so if someone you know is unhappy they can come to me, then come to my boss then go to my boss's boss then go to my boss's boss's boss and everyone is going to listen so it's not someway where you have to...it doesn't sort of build up that much (Team Leader8).

Although every manager has considerable autonomy in relation to their branch, the evidence suggests that the framework is followed with some local variation. Managers state that continuous meetings and discussions are the key. In some branches, there are morning meetings for review and for wider dialogue. Meetings also include talks about the market and customer expectations.

We're always have a morning meetings have an hour before open regarding the figures, we go through figures just catching up just to hold that time because as soon as the shop opens, that's it you've got you're just working you know (Team leader2).

We have meetings every morning as well and everyone knows the expectations...the company expectation and our own shop expectations as well (Team Leader5).

We have meetings everyday to talk about the travel industry...you know and what the promises, you know and how we need to fulfil customers expectations (Team leader7).

Aside from the team meetings, managers meet their front line colleagues "one to one". Through these meetings, business and personal issues can be discussed. This may include performance evaluation or even sensitive issues. This concept shows how the managerial philosophy respects the employees and gives them all the right to express themselves.

Once a month we have a one on one meeting with our manager so you could air any grievances or like...and say anything then in a formal manner one to one so that's once a month(Team leader10).

We have a one on one so we have a little meeting at the beginning of each month. Really which is the time for them to kind of have mode at me and talk to me what they worried about and work out what...if anything went wrong the month before, why they didn't get to their targets and what the plan is for the next month (Team leader3).

I have like today after today I am taking each individual consultant out for one to one, sit down and study their figures and use it as motivation too to help them evolve and progress and develop (team leader1).

7.2.3.3 Employees as internal customers

Managers are clear that, to a great extent, they have to sell the business and Fun Travel as brand to new front line staff when they start. For example, they have to sell them the reality that the harder they work the more reward that they will get. Another

idea to be sold to them is the notion of their involvement in the business and how they are contributing to the company through their work.

We've got a new girl starting, it's her second day today, is literally selling...selling Fun Travel to somebody new. You cannot.....it takes a while to get used to everything yourself and then you become quite loyal and then you have to pass it on to somebody else (Team Leader3).

Probably when they first start and when they are going for interviews like that because they are learning about Fun Travel and a lot of people like the idea of working for Fun Travel (Team leader6).

When a new person would start for instance, the first morning we talk about the business. We talk about their big involve in the business and how they make.....make a massive difference to the business of what they achieve and I want them to feel part of the team so the business aspect is very important for the staff (Team leader12).

Other managers state that they are marketing the targets of the branch to their front-line colleagues and trying to encourage them to find ways to achieve them. Some of them use the same marketing techniques internally as they use to external customers to market ideas to their staff. The team leaders' role, in passing down information to front-line, is considered as part of the process of marketing to their employees.

You know I use the same sales techniques to my clients as I use it to my team to convince them of different ideas and ideas that we want to put it into place so ya definitely I have to market I guess the ideas of the company to the team to get them to deliver them as well (Team leader 8).

7.2.3.4 Ownership (Independence)

The way the company is structured as small business units reflects the idea of independence.

Fun Travel split up into lots of many business units within one which is I quite like (Team leader3).

Managers have complete autonomy over their branches. Each one theoretically is running his/her own business. Morning meetings are held to discuss day to day jobs. One to one meetings are for personal evaluation and any topic individuals wish to rise.

The managers run each office like it's their own company so I have complete autonomy over what I do in the office so if I see that there is....I identify an area where I have to train people on (Team leader1).

Managers also have the freedom to organize their business and training in the branch.

Also, just the freedom they give us to organize our own...motivate ourselves and organize training for our own needs. It's all I can think about (Team leader10).

The company gives each manager and each employee the tools (i.e. knowledge, training, technology, contracts with best suppliers) they need and then it is up to individuals to decide how they are going to deal with the business. The team leaders' role is to help front –line colleagues but there is great self-determination as to what and how much you want to achieve.

Fun Travel is a very entrepreneurial company. Entrepreneurial so you....you're in control of your destiny which is good. They give you the tools and the only person who decides what you're doing (Team leader 2).

One of the team leaders highlighted the unique concept of people success. Everyone is responsible for his/her own success. Everyone is given free range within a general structure to work hard, present good customer service and make good money for him/herself and the company.

I mean the interesting thing about Fun Travel is I guess it's one of those places where you're given lots of free range so I mean they are general structures in place but you're always responsible for your own success so I think within Fun Travel it's a big culture (Team leader8).

7.2.3.5 Equality

Two elements shape the concept of equality. Firstly, all the company is seen to be working as a big team. Secondly, everyone is deemed to be equal. Teamwork idea is dominant concept throughout the company. The spirit of team working is clear. Front-line staff and their managers work hard for themselves and for each other to achieve their goals and present the best customer service.

We are a very close team; we work hard for each other (Team leader1).

It's very important that everybody does work together as a team ya (Team leader5).

One team leader stated that the whole team should be trained and know what exactly is expected from them even in the absence of the manager.

I let them know exactly what needs to be done and I will make sure that they're looked after well. Ya. It's just constantly talking about it really, Always talking about how to deal with things (Team leader3).

Respondents present a picture of their whole company working together as a big team. Thus, if anyone comes up with good idea, it is picked up by the whole company so it is reflected in the dynamism of the company. The whole point is to bring success for the business whoever came up with the idea.

That's a good thing about Fun Travel as well. If I find a good idea, we're so dynamic. If I find a good idea, the whole company can pick up the idea in one day where a lot of other companies to change anything it's got to go of the

top and it goes down about ten layers of management, by time it gets down to the front end the moment is lost, isn't it so that's what's great about our company (Team leader2).

I am always of the philosophy that if there is someone got a better time to do it, I want to do it that way. I mean the whole purpose of this that we want to be as successful as possible and I don't care if those ideas come from me or come from whomever. I just want to use the ideas that are the best so and if someone got new ideas I will always...I will always listen to them so ya (Team leader 8).

Teamwork increases professionalism and effectiveness in front of customers which in turn leads to customer satisfaction.

If the...if we're not working as one, it can lead to Logistical problems if some person is off work and somebody is in to pick up tickets and we haven't communicated it, it can look really unprofessional and it means we're wasting time because somebody is already done it but also if we don't get on with the one another I think it you know will translate to the customer as a negative work environment and I think we're all very happy and chirpy and talkative but the relationship all the frontline would....has you know how we get on and how we work together has a huge on the customers' satisfaction(Team work 10).

Equality is clearly evident in that everyone throughout the company is treated the same and all are on first name terms. Everyone wears the same uniform from the managing director to a new employee.

Everyone is the same from the manager director down to a novest consultant; everyone is on the first name bases (Team leader 4).

Everybody wears the same uniform, everybody goes for a beer together, and everybody is very very open...yes it's very very equal company as well (Team leader5).

Managers consider themselves as equals with their employees. They do the same tasks. Additionally, they run the day to day business; delegating tasks and helping employees achieve their targets.

It is not so much of job or manger job...we are just delegating because you do everything, every single job; there is not a job specific to the manager (Team leader5).

The perception is that the company values all its employees very highly. Employees are perceived as partners. They are part of the big team.

It's quite like a cult .It's very very good structure they have got because you feel part of the company so you want to work hard for them so (Team leader2).

Fun Travel sees....they regard us very highly...their employees very highly as well so we will work together as one big team really (Team leader6).

One of the apparent equality indexes is that of equal opportunities throughout the company. All staff have the same chance to develop to whatever position. The only criterion is hard work and competency.

You're starting you... that you know that you don't have to.....it's not get out of the bottom for 3 years before you even got the chance for going for something more than that.. Everybody is within an equal chance.....really good (Team leader3).

7.2.3.6 Giving employees "A bright future"

All team leaders confirmed that everyone can progress as quickly as he/she wants. Individuals are given all the tools and support for progression. Then it all depends on own hard work and show of willingness. There is no time limit to progression. Any front-line staff can be a manager within few months.

That's what is great about it like you can progress as quickly as you want or if you want (Team leader 2).

You wouldn't necessarily get the job because you've been longer, if you don't deserve it you wouldn't get it so even if you've only been in the business for five months and you're going really well and you show that you want to be a manager then you have every chance of doing that so that's a very attractive thing (Team leader3).

Team leaders see this as positive motivation and a good image for employees to feel there are different tasks they can aspire to do rather than being stuck at the front-line forever. Team leaders agree that as long as you feel that your career develops, you feel committed to the company.

The brightness of future is that there is no...there is no dead end, there is always like a positive outlook there so whether it's like set in different tasks for employees so then they can like go to further things that they might not have been able to if obviously I didn't have measures in place and systems in place (Team leader7).

I think they give everybody an opportunity to be....to precede in the company so no one person could feel though they were going to be stuck in the same place so I think as far as your career goes and it's unbeatable you can really....the managing director of the company started where the consultant started so I guess they talk about you know your vision for your future (Team leader10).

One team leader illustrated that he achieved his own position within two years so to illustrate clearly how fast this is possible in the company.

When I started you can see the different areas, the different levels within the company and I did start as a consultant and after one year I was assistant manager in the shop that I worked at and another year later I became manager so I was able to see what I can do if I wanted to progress (Team leader12).

This gives managers and their staff real motivation to work hard and show capability. They can see potential in the organisation which seems to increase commitment, loyalty and ensures low staff turnover as well.

7.2.3.7 Bottom up decision making

Team leaders identified that one of the unique feature of the cultures of the company is the way the decisions are taken. As shown in the previous sections, at the branch level, every decision is open to discussion. At the top level, it is the same. Team leaders are asked about their opinion concerning any new decisions or implementation.

I think that goes way through to top level management when they go via implementing different practices, different processes in the stores, we're asked about our opinion and our feelings towards it so they're asking the people in the front line, they're asking what we think that should be done and also ask the head office staff and we know from all the...all the ideas that come together they create something that is going to work for...for everybody (Team leader4)

It all come from my head office but take it through the company speaking because they do generally speak to staff and employees just to see what they are actually wanting (Team leader5).

This reflects a democratic atmosphere. There seems to be a culture of involving staff in decision making. Decisions, in this case, seem to face less objection or resistance. Staff will feel responsible and part of the business instead of being the person who just takes orders to implement the decision.

It is very transparent and straight to the forefront as well (Team leader 9).

7.2.3.8 Work hard play hard

Every team leader highlights the relaxed social atmosphere that they all have together. Going out for drinks once a week together and maintaining good social relations among themselves are all features of this family –oriented culture. All of the staff have to work hard in order to achieve targets. On the other hand, there are many social events where they can have fun and relax after long hours of work.

Number one having fun in your work, enjoying yourself. So that's obviously very important to want to go to your work as well. We have got minimum standards for everybody obviously in any work as well so it's not just come and go as you please. It's about having fun, enjoying yourself, being passion about travel and wanting to come in your work basically so it's... keep just everybody... keeping everybody happy basically (Team leader5).

I mean if say for Fun Travel as a kind of work hard play hard company but they do a lot of precise for the staff as well and reward everybody very well for doing your job well (Team leader 9).

The motto of work hard play hard....relaxing after work... We try to go out socially every...so often just to maintain our friendly environment (Team leader10).

7.3 Internal marketing practices

This section presents the internal marketing implementation from the point of view of the operational managers and how they are involved in the process.

7.3.1 Employee Branding

According to team leaders, the company slogan has a wider meaning, although all of them understand its basic meaning as an indicator of the price competitive advantage of the company. It is also an indication of the level of customer service offered.

Customers will receive exceptional customer service in terms of the product, customer care and value for money.

Basically, the ethos of being unbeatable means that if a customer comes to us with a price we are able actually to beat that price should they ask us to do that in hash reality that would probably count of about 10% of our business so in most cases the unbeatable nature of our business is more focused on customer service and not the fact that we driven by price (Team leader1)

With the way we are with our clients where we look after them. Again price is where we are always grantee to be a price service...that's the big one as well, looking after our clients (Team leader6).

Some of the team leaders confirmed that one of the main customer service slogans of the company is that "we go out of our way for you". One of the managers explained the phrase as the little things which could be done to say they care about the

customers such as calling before leaving and a "welcome back" call. To another team leader, it is the 24 hours hot line to serve customers and all the policies the company set to guarantee the customers the best possible trip.

We go out of our way for you is we'll...we'll do the little things that our company is do...we'll give you welcome back home; we'll give you a call before you travel (Team leader2).

For team leaders, the slogan of unbeatable refers to the special teams in the company. The level of their education, the travel knowledge they have (each front-line and manager has travelled in at least 3 continent) as well as the training they receive puts them at the top level of staff in the industry. This gives the company another important competitive advantage.

Yes...Just for their mannerism, for their knowledge as well. They are the best people had impact, we don't just take any people from off street as such, people need to have some kind of level...good level of education, they need to be well travelled as well, they need to have visited a couple of continents and ya the employees generally are unbeatable, are the best that the market got to offer (Team leader5).

Finally, team leaders perceive the slogan as a sign of the attractiveness of the company as a unique workplace. They gave various reasons. Initially, travel is the main attraction for employees. In Fun Travel, if you work hard and do well, the way is open to you to do well over time, both financially and professionally.

Fun Travel is a very appealing company to work for. One because travel is a very enjoyable product to sell and two if you're very good at this job , the possibilities for your own growth and your potential both monetary and career development are endless (Team leader 1).

Another informant links the attractiveness of the company to its policies towards staff and their managers. The company looks after their staff. It delivers on its

promises to them. Staff are considered as part of the team and share in decisions. All these reasons give teams the desire to work hard and serve customers better.

They look after the staff. What did they do exactly what they said they tend, if that makes sense. For me if they look after you then you'll give unbeatable service to your customers because you feel part of the company, you want to work hard for them so. It's quite like a cult (Team leader2).

Six team leaders highlighted their view of Fun Travel as an attractive work place because of the social, friendly work environment. In addition, the company has fair rewards. Therefore as they express it, it is fun and money. The social gathering and events like the annual conference seem to have positive effects on the workplace atmosphere.

That's everything from your wages to team's day out, events, conferences and we have an annual poll every year. Ya just of the many benefits they give you that's excellent thing (Team leader9).

I think that it's lot of fun to work in but it also gives people the opportunity to make a lot of money. I think that lots of people are attracted to come and work here for those reasons really that it's going to be a job that's interesting in and that it's fun and vibrant but also at the same stage they have the chance to make good money.

Lastly, only one of the team leaders referred to the benefits the company present to all the staff. These benefits add to the attractiveness of the company as workplace. These include the money and the health scheme which are offered, free financial consultation as well as free medical care to all staff. For most of the leaders, it is great to have such policies which give a degree of caring. But this aspect was not highlighted as a key motivator for staff.

7.3.2 Recruitment procedures

All the interviewees agreed that the calibre of the people in the company is very high and that the recruitment procedures are exceptional. The team leaders' description of the recruitment procedures was consistent with that expressed by the front line staff.

We do the majority of recruiting advertising online, just under Fun travel/recruitment. People send them their C.Vs. They read by the recruitment department down in London and will basically work out people who they think have got a good enough experience. They then basically call them for interviews, to telephone interview then to face to face interview then they come into stores for like a kind of store assessment so that could be for half a day or a full day and they will meet potentially the team that they might be working with so the team in that shop have a say in the end for recruiting person or not because they gonna have to work with them.

Managers differ in describing the criteria for choosing their staff. Primarily, they all agreed that any front-line staff member should have talent of reacting easily and socializing with others. However, they differ about the sales skills, which are needed because of the nature of the work. Some of them see it as a must while others agree that skills can be developed but they agree that personality is something essential for front-line job. Others see it as combination of the two, front-line staff should have personality and skills. Only one manager considers skills are a must and with personality a close second.

I think personality first and then skills are developed because with this type of job you need to have a personality (Team leader7).

You need both to be honest. Personality is important but if you are really really lovely person and you cannot work on how you can use the computer systems or you don't have the skills to put together a complex itinerary then you're useless. In the same since if you're really really good at putting together complex itinerary and have no people skills then you're never going to sell to anyone so you just need to have both really (Team leader8).

One team leader reveals that sometimes he asks for specific competencies which are needed in the branch. For example, he can ask for someone who is good in systems

or seek someone with a great personality. This emphasizes the idea of complementarily within the team.

Some of the leaders show that the required competencies can vary from time to time according to company phase or priorities. In the past, the focus was on travel experience while now that the company is big and established, the focus is on education and sales skills.

I've got a big shop, I have six people so it depends for example I've just employed someone near, I lost a guy who was very very technical, very system so that's what I asked for...I asked for...I asked for somebody good at systems, good at routines and had some experience in sales. The time before, I asked for a girl who is big personality and had been trained as a Rep before because I knew they're trained in sales so what am I giving a criteria what kind of person to pick (Team leader2)

I think a few years ago when things....when the company wasn't as big as it is know, it was very much everybody had to have travelled which is obviously still good if people have travelled now but it's very much you know nice people that have travelled a lot, that are well educated. I know i had some staff that....that's exactly what they were well educated and well travelled but they can sell so now it's really we're....we're sales people, we're selling a product so I know that's...the recruitment are definitely looking for that a lot more than they ever were before (Team leader3).

In some sub- brands within Fun Travel, experience is important so they tend to seek people from within the company rather than recruiting new people and training them. This saves time and money and eliminates the risk.

When we advertising for position, some positions do require experience, some don't. If an office like our we looking for a staff member in my team. My office is.... I need experience people because of the..... It is around the world, the kind of the product we sell is more advanced so I cannot get somebody new and train them.It takes more time. There is another office could get somebody without any experience but just with a good track history of sales or education and the interview would then decide... decide the factor whether they get recruited or not. It is very straightforward process (Team leader1)

The internal recruitment department is a division which is responsible for internal vacancies. Employees can transfer around the globe within the company for any position. Again, they need to apply and then be interviewed for the required competencies. This department is responsible for promoting people into various positions as well. Team leaders count a number of characteristics which they prefer to find in their team members, as can be seen in Table 7.2

Table 7.2 Criteria of front line employees

Front-line preferred characteristics

- Sociable and can interact with customers
- Well educated with good travel knowledge
- Intelligent and can pick up things quickly
- Can fit in with others in the team
- Ambitious and can learn quickly

7.3.3 Training Systems

Interviews with team leaders highlight a common 3-4 weeks training for employees after recruitment. The initial training is enough to guarantee that the new person can deal directly with customers without any risk to the company. For managers, the training system is a learning process of the company's main fundamentals from systems and people through to culture so that managers in branches can build on this base. According to all team leaders, doing the job is the real training.

If you coming as a new start.... a new consultant... a sales person, one of the team you get sent down to London for like a training course which last for about 3 to 4 weeks. The company put you in a property there and you train, you attend and you learn all of the systems and all of the ah...ah...About the company, its people and.... hopefully giving you the tools to then come back in to the office and start building on that.... that foundation and knowledge (Team leader1).

The manager role in on- going training can take different implementation details. However the main concept and the general framework are the same.

It appears that it is completely down to the team leader to train new entrants. One of the leaders described this as daily training with the new recruit for one hour (both of them sacrifice opportunities for customer service which can mean money) in order to review everything and prepare the person effectively. Another team leader talked about the training booklet. She goes through this with the recruit to make sure that he/she covers all the issues. The trainer of a new recruit (the person's trainer during the first four weeks in the head office) follows him/her to the branch to make sure that he/she copes with the work. One team leader shows that through monitoring the new person, he can identify weak areas and then he can discuss it with the trainer as a focus. This illustrates the cooperation process between head office and branches.

I spend an hour either with me or we take times about an hour every morning of the new person in the shop, I don't serve...I don't sit on a computer, I sit on the computer with the new guy or a newer we say in Fun Travel, every morning and I go throughout of the stuff we've done before. It's an hour of my time just for them or for example next week i will be with one of our guys who sit for an hour every morning and we don't serve, we don't serve anybody, I don't care how busy the shop is, it's an hour of your time just to go over stuff and everything so that's what I do in terms of...in terms of training (Team leader2).

You have a training booklet from head office and we go through that sort of every day and then you sit with your new employee in the morning and at the end of the day (Team leader6).

they have trainers that come up to (we got a trainer coming up for a new person next week) spend the day with them, ongoing meetings everyday just trying to identify where....if there is a certain area there is somebody is not a strong then we're trying to identify very quickly and trying to get them up to speak just basically through identifying it and give them the sufficient training that they need to be able to obviously....to get up to speed for that area (Team leader5).

Generally speaking, continuous training within the branches takes various forums. In one branch, it takes the form of a daily meeting of 15 minutes to address sales techniques or specific areas. The branch team leaders confirmed that training should be continuous as by the time you think as an employee that you know everything, you have to revisit your knowledge. The researcher had the opportunity to attend one of these meetings. It really was an opportunity for everyone to voice their ideas freely. The manager listened and took part in discussion. In another branch, there is weekly meeting to train on previously identified weak areas (destination, city, and airline). It is a form of constantly ongoing training. All team leaders referred to supplier training where representatives came to the branches to introduce their products and all its features to make front-line staff were aware of any product update. Call recordings are also used in training. Through listening to them, negative and positive points can be identified.

We have a morning meeting like you saw today where we go through sales techniques or specific areas so we'll suggest ideas for city breaks and win to beach holidays and that kind of things so it's constantly every morning you never know everything, nobody can never know everything so it's literally addressing something different every morning. We will get together for 15 minutes and talk about something and it is constant training (Team leader3).

Once a week we have in house training. Whereby we identify places that we may be need to do more work on whether to be a particular destination, a particular city or particular routings or Airlines. We might do round world effort training or we might do circle fare training, we might just do....pick particular country (Team leader4).

Head office offers training sessions where any front-line staff (member) can attend for 2 hours and return back to work. For the respondents, this appears to be a somewhat unfair process. This training is generally available in London for the people in that region without cost. For those based in Scotland for example, there is a high cost to attend such training. It could be that video conferencing as communication tool could solve this issue.

Head office offers leadership training for those who wish to become team leaders which is optional and helps the person to qualify for managerial responsibility. This confirms the culture of the company which encourage career development.

If you're looking to go in a leadership role, there is various levels of leadership developments so I've completed stage one but it goes up to say stage four or five. If you want...if you get a job....if you get promoted they like you to go in the training. Obviously it's a lot harder for us in Scotland because we have to travel to London whereas the people in London tend to get a little bit more trained because they can just go nearly anytime (Team leader10).

Head office organizes a huge amount of training as well just for two hours in a small....small sessions that people can go to. There is no cost in the store, there is no cost for the consultant, they can go along spend two hours in the morning, come straight back into work eleven o'clock, ten thirty, they have got more knowledge and it's very good way of doing it (Team leader4).

7.3.4 Internal communications

There is general agreement that internal company communications are good. The main forum is e-mails and telephone. Through the company intranet, daily news, private chat and a community system are forum for the exchange of the information within the company. There is a communication department which is responsible of all to public announcements. It is described as fast, reliable and direct. It is considered as a way of holding all the company's departments together.

Ya, all right effective ya, it's fast. It goes directly to the people that you want. Ya it's helpful, reliable (Team leader10).

The main is probably e-mails...sort of main internal communication. E-mail, telephone between employees and head office then ya definitely e-mail I would say (Team leader6).

According to the team leader interviews, the content of the communications vary. In other words, the type of information exchanged differs. It could be information about

new contracts, modification in contracts, and any news from suppliers. New implementation is communicated to the whole company as well. Data on individual achievement are communicated through this method. It can be seen that the system is an open, transparent medium of communication.

Oh, everything comes...we've got e-mail, we've also got daily news as well comes out. It comes every single morning; it's sent through...it's sent twice to you. Every morning it pops to your screen automatically and the second you go to internet it pops up again so you...every morning they__us to pick...bring that off and the whole team to go through it basically they tell you any buy changes to airlines, anything at all, it could be anything. Somebody who has had a promotion, it could be a new...something new like the bicycle scheme come on and explanation of what that is and how to get into the link, you go on the internet to learn more about it . That comes through every single day so that's quite about communicator but if anything happens like anything urgent it comes from our SRFC communications, it's Fun Travel communication department and that will come through to the whole company (Team leader5).

Within branches which are not high street shops, communication between peers takes more of a free style. These shops and even high street branches depend on the phone and mail in staff relating trip details to customers. Managers consider their meetings with front-line staff as a communication type for urgent issues. There are always records of meetings with people. This serves as backup in case of problems.

If I want to communicate information with my team as a manager then I would do it by either a group meeting or one to one. If i need to urgently let somebody know something then I will send e-mail (Team leader1).

You've got a record for speaking to people as well so you've always got a comeback if something is in action there isn't done so Ya I find that more efficient (Team leaders5).

Finally, one of the team leaders highlighted the idea of multitasking communication in the company. Everyone can use the telephone at the same time as sending mail and looking up information on the internet.

7.3.5 Reward system

Managers expressed the same views in relation to the fairness of the company reward system. All front-line staff members' pay reflects how good he/she is doing at the job. One of the team leaders referred to the commission system. For her, this is better than working much harder than a colleague and at the end of the month both having the same salary. For team leaders, the commission system is an incentive if the person is good at sales. It will be a pressure if the job does not suit the staff member's competencies. No one denies the pressure that underpins the commission system especially at the start of the work when the client base is zero. By time and effort it will be an incentive to provide good service as a means of gaining more repeat business. One of the team leaders pointed out that if it was not for commission, no one would be so keen to obtain the bookings.

Your pay directly reflects how well you're doing your job, do you know what I mean, in most of the jobs you can be sitting next to someone doing the same job and you can do it ten times better and get the same pay as them whereas here you know you get paid for how well you do your job which is a real incentive with it really and it is a lot of pressure to be under I guess to make your targets but as long as you're working hard and making your targets it's definitely worth it....it's worth it really (Team leader 8).

To me that is incentive enough to make myself never want to...to miss it. I want to provide a level of service that no other competitor is going to provide so my client, they're going to book me constantly, the first person they think about is I'm going to call (his name) at Fun Travel. I am not going to bother with the internet; I am not going to bother with anybody else. That's the ultimate goal so because with that I am going to hit target and I am not going to worry about ahahaahah not missing target (Team leader 4).

In the company, incentive rewards are attractive. They range from a bottle of wine to weekend flight tickets to special destinations through to a car. Within branches, the company offers what is called "a pot of gold" (a monthly budget to each branch) which can be used by the manager to incentivize the team. Managers use time as an incentive as well. Staff who achieve high levels of bookings can go home early.

The reward is basically..... based on commission bases so your reward is your wage as the end. The harder your work the more money you gonna get in your pocket at the end of the day so it's good enough for reward. They do have a monthly or every 2 month we call buzz nights which are organized by the area leader and certain suppliers who do a lot of training session and it's to do with to reward people for what they did the previous month and that will be a bottle of wine but it's done by the whole area so the whole area is get together for those and have a couple of drinks. At shop level, we have many incentives just to incentivize on consultants did they hit their targets or various aspects of their job which can be anything from a bottle of wine to go home an hour earlier whatever ahahaahah (Team leader9).

7.3.6 Empowerment

As mentioned in the employee finding section, an empowerment framework is there for all employees. This section considers the way each team leader conducts empowerment in his/her branch (within the team). A starting point, most of team leaders confirmed that problems rarely happen. One of them states that as long as front-line employees stick to the sales outlines of the company, problems should be minimal. Furthermore company policies, such as a £100 voucher as compensation to unhappy customers, can ensure that problems do not escalate.

They can....well, they ...they serve the client how they want. We have a sales process that we stick to but everybody is in charge of their own clients so as long as they are following the sales guidelines to get the booking so that's fine (Team leader6).

we would just go each Airlines contract, we have got rules and things like that so we will just give them... they will be aware of that at the time of booking but the individual consultant... the individual employee has got 100% say in what they can come of that is (Team leader9).

You might give somebody you know a £100 voucher to say sorry for something that is going wrong which stops it escalating (Team leader3).

Some team leaders give their team complete autonomy up to the point that they feel the need to ask for help concerning any problems. Then they will find full support. Otherwise they are completely responsible for their customers. In other branches, the employees are completely autonomous even if their way of solving problems is

rejected by the manager. The only case where they cannot act freely is in relation to any black-listed supplier with whom they cannot deal.

Ya, they have complete autonomy over what they do when they are speaking to their own client because they are the specialists. I have complete confidence you know of all my staff they are doing the right thing. If something happens they need assistance if an error is made along the way you know it's quite rare but if something happens in that's when I am there to help as a manager but up until that point when someone ask me to help them my guys have complete autonomy in control over dealing with that customer effectively (Team leader1).

Other leaders prefer to monitor the situation until they find by their experience that the direction is not right after which they get involved. One of the team leaders stated that he may get involved through a private word. It gives a message that he wants to keep the employee as the first line of responsibility in front of the customers. This also will give employees a sense of being trusted by their managers. Some team leaders expect their teams to discuss the monetary consequences of any problems. For the managers' point of view, this money will deducted from the employee's earnings but it will also affect the branch profit. The manager's role is to try to minimise the amount that the branch is losing as much as possible. Away from any monetary problems, it is up to team members to deal with problems. On the other hand, in other branches, it is all up to the front-line staff even if will cost money. It comes out of the front-line staff commission; therefore he/she should be responsible for mistakes.

It goes to me...it goes to me if we gonna loose money it has to go through me. If it doesn't involve us losing money then they can sort that. If it involves losing money then yes then I will sort that to make sure that we don't make loss or if we have to take loss it's as little as possible (Team leader7).

Ya it's down to yourself to follow customers call back. Ya you've completeyou've complete ownership of your own targets doing business. If somebody makes an error on something, there isn't a reason really for making an error to be honest, and if somebody has made an error then Ya it will come out from their own commission basically but it's quite a rare thing happen it does happen(Team leader5).

If the problem is with the supplier, managers support the front-line 100%. Even when there is a form of negotiation with the supplier for a solution, the manager will not give final agreement until the employee is completely satisfied.

I do empower my employees so if they have a problem with a supplier, I arrange it with the supplier. I don't say it's all done until my consultant is happy with that decision so the consultant feels that they have a say, that they are important in the decision making process. If the argument they made is wrong, they accept. The other way, if their argument is correct then I will push 100% to give them faith, that I am on their side and I will help them (Team leaders12).

Another form of employee power within the company is the freedom given to them to rate their profit margin as they are putting value on their time and effort. It very much confirms the idea that this is their business and they are completely responsible.

7.4 Customer satisfaction

Data show that, on average, 50% to 70% of the company's customers are repeats and referrals. Therefore, customer satisfaction is crucial. The quality of customer service has a snow- ball effect of attracting and sustaining customers.

I am....in this store we're half around 50% as a business, me personally about 85% so, they're extreme. My repeat clients are where I make my money so ya it's very important here (Team leader3).

Managers believe that customers come to the company because of the people (front-line staff performance). Front-line staff and the physical atmosphere of the company are the key things in front of customers. Thus these two elements have to present a positive impression to customers. Besides, managers believe that the relationship between the team and how they get on together have a positive effect on customer satisfaction.

We have many many, they come back because of the service that we provide and because of the people ya because you're buying a people rather than a system (Team leader7).

100% ya, the front-line staff is what client sees when they come in the shop so they must see that atmosphere, how tidy the shop is, what the general vibe how it smells, how it looks, the presentation of the staff as well, ya it's one of the most important things the people see them when they walk in (Team leader9).

The consultants are the most important ya because at the end of the day somebody buys something from a person that's why they're not booking on the internet (Team leader5).

The relationship all the frontline would....have you know how we get on and how we work together has a huge on the customers' satisfaction (Team leader10).

To monitor employees' performance, the company has what is called a "performance evaluation sheet". This is introduced to help to keep a high standard level of customer service. One of the team leaders pointed out the importance of monitoring employees' interaction with customers. By doing so, managers can try to redirect the attitude of employees towards better performance.

The second most important thing is our staff and we will handle that part of business.....is the most important part. we have a.... we have a what's called a performance evaluation sheet which is kind goes through a cycle that is a tried and tested kind of way like a success path for creating money making a sale. you know going through the sale cycle and we all get marked on our calls by head office and myself so it's the most important part of my business is if these people... if my guys are doing that right the rest would be perfect (Team leader1).

During the interviews, team leaders highlighted three main indicators of customer satisfaction. A high repeat customer percentage indicates satisfaction levels as they come back again and again. Secondly, the monthly achieved profit is another measure of success. This indicates the number of people who agreed to book or buy from the company. Lastly but very importantly, is the customers' positive feedback whereby managers receive greetings cards, mail and phone calls as thanks for the team's efforts in planning journeys for their customers. It appears that building rapport with customers helps in gaining customers trust. This creates opportunity to

obtain feedback on performance and even in the case of problems these can be addressed rather than losing customers.

I know it's very high because they tell us, we get lots of e-mails to say oh thank you and we have a higher repeat client business.... oh, the percent I don't know but we have you know if somebody booked with us once, sort of seven eight times out of ten, they are going to come back and book of us again because they liked us (Team leader6).

We don't really. I guess profit and if we've got a lot of clients that are coming back to us. If we have got a lot of repeat clients then that would be ...may be that would show that we are doing our jobs well so they keep coming back to us...Ya, exactly because if we have no repeats and every month they will all just new business and no one is coming back then that's going to show that we are not obviously doing well, if they are not booking their future trips (Team leaders11).

7.5 Employee satisfaction

This relates to managers' perceptions of the reasons for team satisfaction or dissatisfaction as well as the factors that affect their personal satisfaction as employees in the company. Initially, most of the team leaders stated that it is their role to create a good work environment in the branches. Team leaders get to know team members individually and professionally in order to identify any dissatisfaction or problems. When team leaders know their staff well they can tell if anyone is dissatisfied. If any case of disappointment is identified, the team leader can get in touch with the employee to find out the details and try to solve the problem. In case it is a serious problem, there is a process to take it on board to the area leader to resolve.

If I feel that someone is down I am on....I text them straightaway you know are you doing o.k. , no or I sit touchy...I can always...I can always telling people up and down, I sit touchy just have a quick word of them see if there is o.k. you know(Team leader2).

You get to know the people that you work with both individually and professionally which helps you identify whether somebody is happy or not day to day. As a manager that is my sole responsibility.... I think I create a good atmosphere in there, everybody.... generally most of the time is enjoying

the workplace and you can instantly tell when that changes so being there as well with them is a good opportunity for me to address something very soon if I need to (Team leader1).

Team leaders noted several indicators of team satisfaction. One team leader was assured that his team were satisfied when they are always on time; ask to work, smiling and having fun. Another team leader highlighted a similar idea, the good work atmosphere in the branch and among staff (peers) that get well together help in satisfying the employees at work. Some team leaders referred to staff retention in their team as another indicator of employee satisfaction. It has to be clear here that the travel industry is recognized for its employee turnover rate. A majority of team leaders stated that the freedom factor given to employees, the uncapped earnings potential and the fair rewards are considered the main reasons that they are satisfied.

They stay around for long-time. There's staff retention so they've been here.. one of my staff upstairs have been for...one staff has been here for 8 years, there is another been here for 5 and another been here for 4 so (Team leader 7).

I think a 100% they're all completely satisfied and just by tend they're always in working time, they're always ask for job, they're always smile, they're always having fun you know and all I can always tell my people's energy or attitude (Team leader 2).

The monetary value, the monetary that we get from doing what we do it's great I mean I can get a car, I mean I can pay the mortgage, I mean I can buy things that I like so I get looked after (Team leader4).

Investigating the satisfaction level of employees is measured informally by managers within the branches. According to managers, at the formal level, there are two surveys. One is concerned with the Fun Travel brand and comes out twice a year. This survey relates to The Times rating of the top 100 companies to work for. Therefore team leaders perceive it to be only for marketing or branding purposes. One of the team leaders referred to the other survey which is used after conferences to obtain team leaders' vision relating to key issues.

Not often to be honest we get. to get the odd ones now and again but is more after we have been to like a conference or... recently we got a team leader vision day where the team leaders went to London to search their business and then at the end of that day they would send you an e-mail thank you and you assess how do you think the day went. What was beneficial, what you thought was rubbish, what you want included next time?!(Team leader9).

We fill data survey internally not so long ago about the sort of Fun Travel brand; it comes out a couple of times a year. I think the times newspaper work closely with Fun Travel with their survey so then it gets published in like a top twenty companies to work for in the UK a something along those lights. So we fill out all those online surveys but that's only done once a year (Team leader1).

As branch managers, team leaders point out that they are satisfied when their team is achieving their targets. Whenever they see front-line staff grow as managers, this makes them pleased. As employees, team leaders show that they are satisfied for various reasons. This can be summed up as follows;

- The opportunities that are given to be people to grow in their career.
- The monitoring value they receive from their work.
- The financial and health benefits they receive from the company.
- The way the staff are treated (the company value its staff).
- The freedom they are given to run their branch.