TABLE OF CONTENTS

DECLARTION..I

ABSTRACT..II

ACKNOWLEDGEMENT..III

TABLE OF CONTENTS..IV

LIST OF TABLES

LIST OF FIGURES LIST OF APPENDICES

CHAPTER ONE: INTRODUCTION...1

1.1 Introduction
1.2 Background of the study
  1.2.1 Service marketing and internal marketing
  1.2.2 Internal marketing as evolved concept
1.3 Research objectives
1.4 Research significance and scope
1.5 Research questions
1.6 The study’s conceptual framework
1.7 Research outline

CHAPTER TWO: Internal Marketing ‘‘A Review’’..13

2.1 Introduction
2.2 A theoretical review of internal marketing
  2.2.1 Phase 1: Employees as customers “Employee satisfaction”
  2.2.2 Phase 2: Developing customer-consciousness “a focus on Service culture”
  2.2.3 Phase 3: Marketing Strategy Implementation
  2.2.4 Phase 4: Internal Relational Approach
  2.2.5 Broadening the internal marketing concept
2.3 Is internal marketing “marketing” or “human resources management”?
2.4 Internal marketing mix
  2.4.1 The internal marketing mix

2.4.2 The internal communications approach

2.5 Internal marketing practices

2.5.1 Employer and employee branding

2.5.2 Job design (recruitment procedure, training system of new and old staff and reward system)

2.5.2.1 Recruitment procedures

2.5.2.2. Training systems

2.5.2.3 Reward system

2.5.3 Internal communication

2.5.4 Employees empowerment

2.6. Expected consequences of internal marketing

2.7 Conclusions

CHAPTER THREE: Organisational Culture in Service Organisations............65

3.1 Introduction

3.2 What is organisational culture?

3.2.1 Can Culture be managed?

3.3 Organisational culture and internal marketing

3.3.1 Is internal marketing a market- oriented or customer-oriented culture?

3.3.2 Customer-orientation culture

3.3.3 Employee-oriented culture

3.4 Conclusions

CHAPTER FOUR: Customer-Contact Employees’ Role in Service Delivery... 90

4.1 Introduction

4.2 The function of customer-contact employees

4.3 Can employee satisfaction result in customer satisfaction?

4.4 Customer-orientation of service employees

4.5 The role of service employees’ managers

4.6 Conclusions

CHAPTER FIVE: Research Methodology..109

5.1. Introduction
5.2. Research Paradigm
    5.2.1. Why an Interpretivist Paradigm?
5.3. Research Design
    5.3.1. The case study as a methodological approach
        5.3.1.1 Case study selection
        5.3.1.2 Sampling within the case
        5.3.1.3 Methods within the case study methodology
            5.3.1.3.1 Semi structured interviews
            5.3.1.3.2 Documentations
5.4. Description of the case organisation
5.5. Interviews analysis and presentation
5.6. Trustworthiness of data in qualitative methodologies
5.7. Ethical issues of the research
5.8. Research limitations
5.9 Reflections on a personal research journey

CHAPTER SIX: Findings: The Perspectives of Front-Line Staff......................135

6.1 Introduction
6.2 Organisational Culture
6.2.1 The company's "Employee orientation" culture
6.2.2 Customer orientation culture
6.2.2.1 Giving "Best" customer service
6.2.2.2 Employees building rapport with customers
6.2.2.3 Gauging the customers
6.2.2.4 Adapt to the variety of customers
6.2.2.5 Value each customer
6.2.3 Managerial philosophy
6.3 Internal marketing practices
6.3.1 Employer/Employee branding
6.3.2 Recruitment procedures
6.3.3 Training system

- 6.3.4 The Reward system
- 6.3.5 Internal communications
- 6.3.6 Empowerment
- 6.4 Customer satisfaction
- 6.5 Employee satisfaction
- 6.6 Reasons for employee dissatisfaction

CHAPTER SEVEN: Findings: The Operational Managers’ Perspectives.......172

- 7.1 Introduction
- 7.2 Organisational Culture
  - 7.2.1 Employee orientation culture of the company
    - 7.2.1.1 Keeping the team happy
    - 7.2.1.2 Teamwork
    - 7.2.1.3 Developing employees’ career
    - 7.2.1.4 Employees are number one
  - 7.2.2 Customer orientation
    - 7.2.2.1 Customers are the front end
    - 7.2.2.2 “Best” customer service
    - 7.2.2.3 Going the extra mile for customers
    - 7.2.2.4 Value each customer
  - 7.2.3 Managerial Philosophy
    - 7.2.3.1 Leading by example
    - 7.2.3.2 Openness (open door policy) and transparency
    - 7.2.3.3 Employees as internal customers
    - 7.2.3.4 Ownership (Independence)
    - 7.2.3.5 Equality
    - 7.2.3.6 Giving employees “A bright future”
    - 7.2.3.7 Bottom up decision making
    - 7.2.3.8 Work hard play hard
- 7.3 Internal marketing practices
  - 7.3.1 Employee Branding
  - 7.3.2 Recruitment procedures

- 7.3.3 Training Systems
- 7.3.4 Internal communications
- 7.3.5 Reward system
- 7.3.6 Empowerment

7.4 Customer satisfaction

7.5 Employee satisfaction

CHAPTER EIGHT: Findings: Senior Managers’ Perspectives.........................209

8.1 Introduction

8.2 Organisational Culture

- 8.2.1 Employees’ orientation culture of the company
  - 8.2.1.1 “Staff are the number one asset”
  - 8.2.1.2 Staff involvement in decision making
  - 8.2.1.3 Gauging staff opinion (formally and informally)
  - 8.2.1.4 Staff benefits and policies
- 8.2.2 Customers orientation
  - 8.2.2.1 “Best” customer service
- 8.2.3 Managerial Philosophy
  - 8.2.3.1 The company’s flat structure /equality culture
  - 8.2.3.2 Transparency
  - 8.2.3.3 Ownership
  - 8.2.3.4 Investing in Staff
  - 8.2.3.5 Work hard, play hard, progress fast

8.3 Internal marketing practices

- 8.3.1 Employer/Employees branding
- 8.3.2 Recruitment procedures
- 8.3.3 Training systems
- 8.3.4 Reward System
- 8.3.5 Empowerment

8.4 Employee satisfaction

8.5 Customer satisfaction

CHAPTER NINE: Discussion..232

9.1 Introduction
9.2 Internal marketing and the organisational culture
9.3 Internal marketing and the external aspects of the organisation
9.4 Internal marketing and internal aspects of the organisation
9.5 Internal marketing between the human resource management and marketing boundaries
CHAPTER TEN: Conclusions and Implications...258

10.1 Introduction
10.2 Contribution to theory of the study its research implications
10.3 Managerial implications of this study
10.4 Limitations of the study
10. 5 Recommendation for further research
10.6 Final reflections
REFRENCES...269
APPENDICES...291

LIST OF TABLES

Table 2.1 the main features of the four phases in the evolution of internal marketing...15-16
Table 2.2 Internal human resource management marketing......................................39
Table 5.1 Ontology, Epistemology, Methodology and Method..............................110
Table 5.2 Quantitative versus Qualitative research...116
Table 6.1 The main attributes of front-line staff respondents.................................136
Table 6.2 The Management approach in Fun Travel..144-147
Table 6.3 “Fun Travel as attractive workplace”..151
Table 6.4 Reasons for employee satisfaction..167-168
Table 6.5 Reasons for employee dissatisfaction..170
Table 7.1 The main attributes of operational managers respondents........................172
Table 7.2 Criteria of front line employees..196
Table 8.1 The main attributes of the senior managers...209
Table 9.1 The “Fun Travel” organisational culture..233-234

LIST OF FIGURES

Figure 1.1 Conceptual framework of this study...10
Figure 2.1 Internal marketing and the marketing planning process............................36
Figure 5.1 Research design and process...115

LIST OF APPENDICES

Appendix A: The basic interviews guide for employees’ and managers’ interviews’ guide..291
Appendix B: An example of transcribed interviews..294
Appendix C: Examples of how front-line staff and their managers perceive customers and interact with them..329