

## Appendices

### **Appendix A: The basic interviews guide for employees’ and managers’ interviews’ guide;**

**\* Note: this is the basic guide, all questions were modified and other questions were added throughout the data collection according to interviewees’ responses.**

- **Employees’ interview**

Q1: Fun Travel describes itself as an unbeatable company. Tell me what this means to you and what are the values that govern your work environment to achieve this notion?

Q2: Tell me about the company’s managerial practices that affect you as an employee?

(What are your experiences of the managerial practices in the company?)

*Probe:* How do you find your training experience in the company?

How do you find the system for rewarding people?

How does internal communication affect your work?

Do you think you have enough power to deal with customers’ problems? Could you please give me examples?

How do these practices affect your work?

Q3: How do you feel about your work environment (your team) and about your company?

Q4: Tell me about your experience with the various types of customers? Could you please give me examples?

Q5: Tell me what are the best and the worst parts of your job as an employee?

Q6: could you describe Fun Travel in one word?

- **Managers’ interviews**

Q1: Fun Travel describes itself as an unbeatable company. Tell me what is this means to you is and how that logo is reflected in your managerial philosophy?

Q2: What are the main values and concepts that govern your work environment?

*Probe:* concerning employees

Concerning customers

Could you please order me this three terms customer, profit, employees and tell me why you have choose this order?

Q3: How do you communicate these values to your people?

Q4: Do you think of yourself as marketer when dealing with your employees? In other words, are you selling them the business?

Q5: From your website, it seems that you offer great benefits to your people as the company calls them. That means you have special policies for the companies’ people. Tell me about these policies.

*Probe:* Who puts the plan for your people and who implement it?

Do you consider the company power brander (internally)?

What is your recruitment procedure?

What is your training scheme?

What is your system for rewards?

What are the nature and the role of internal communication to facilitate the work?

To what extend do you give the frontline employees the power to serve customers?

Q6: How do you know about staff opinions/feelings toward the work environment?

*Probe:* Examples for formal and informal ways.

Q7: Do you think that your frontline staff are important elements in satisfying your customers?

*Probe:* How do you help them in doing so?

Q8: Tell me what are the best and the worst part of your job as manager?

Q9: How do you feel about Fun Travel? And describe the company for me in one word?

## **Appendix B: an example of transcribed interviews**

### **An employee interview:**

Could you please introduce yourself? 00:00:03-0

My name is K.M and I've been working for Fun Travel for just over a year 00:00:07-5

Okay, K., Fun Travel describes itself as an unbeatable company, tell me what is this mean to you? 00:00:17-2

I think for me personally, they're very flexible you know with regards to holidays, days off things like that they come and go very much and they're very sociable company so for me in the sense unbeatable is that you know a probably had the most fun working here than i have with any other company you know every month we have our buzz nights in all the stores get together so it's very sociable, well rewarded. Every month someone is kind of our daily news rewarded some one thing or another. We also have our summer and Christmas polls, we all give paid to go down to London and they have awards to any one so we're very well looked after in that respect and for me it's unbeatable in that you know taking care of but also for our customers , we always trying beat prices of other flights you know , we 're trying to offer a full service you know 24 hours help lines, things like that so you know we shouldn't be beaten by price, we should more or less always be able to beat the price of flights for other companies and we can offer all our services as well so ya i guess those are the two angles i would look at it from. 00:01:33-9

Okay, tell me K. what are the values that govern your work environment to achieve the notion of unbeatable? 00:01:44-6

For our customers you know unbeatable customer service so you know that apart from just being friendly and nice to our customer, we also have to make sure we're

asking the right questions so that we qualified properly to find exactly what's they want so they're not just thrown you know whatever option we think is best or got an intent to\_\_\_\_ . We'll give them what we think is best for their needs so we're trying to give them good customer service and we're nice to them and pleasing you know generally have good chat with them and also offer something that is suitable for what they 're looking for and then give them after care as well you know ones we've made the booking we're follow up give them a call... phone call to make sure that they're happy with everything or there is anything else that they need, trying to give them a call before they're flying. After the fly as well just to make sure that had a good holiday so just kind of being there for them and making sure that they have everything that they need you know and they are going to have a good trip out of it. 00:02:46-9

Okay, tell me about the company's management style? 00:02:53-6

Amm, the very late back we get e-mails 00:02:57-4

Very late what?!!! 00:02:58-2

Very late back, we get e-mails from the head...you know heads of the departments, the head of the UK and you know they...they....I e-mailed one of them the other day I've never spoken to him before but I e-mailed him on the first name basis because that's you know the kind of the feel they want you know they don't want you to calling Mr. W. or whatever it's Tom you know that sort of thing which makes you feel that everybody is very approachable and if you have any issues or any suggestions to try to improve the company there will be someone there to listen to...to you and take it seriously. You know like that I e-mailed the head of the UK and I've never spoken to him before, he got back to me and send a very friendly e-mail so everybody you know, they are trying motivate you in everything and they tell you when you're performing purely in what area you need to improve on but they're also very friendly and very approachable. 00:03:53-5

Okay, so you describe it as a friendly management style? 00:03:59-3

Ya, ya I would say so very friendly and approachable. 00:04:02-4

What are the stages of your recruitment here K.? 00:04:09-0

How you go about recruitment...The first wave is to e-mail for C.V which you'll do on line via our website that's then get picked up by head office in London who would call you and arrange, just have few questions, and arrange a telephone interview so you then have a telephone interview and if you're successful though then have you, in this room actually is where I've been interviewed, as a group interview and just kind of ask you a few questions asking you to give examples of you know when you've done certain things or provided excellent customer service that kind of thing and if you're successful on that you then go into our store for a day or an afternoon, meet the team that you'll be working with , see what is it like to actually do it and you know give them a chance to see if you'll be a good fit for the team as well and then, then you would go down to London for your three weeks training and set your exams and then you would go into the store after that. 00:05:14-1

Do you remember any kind of the questions, what they were seeking in you?  
00:05:20-9

They wanted to know that....i think the main thing they want to see is that you would get on well with people that people would you know enjoy talking to you and trust you as well. I think the most important thing is you will come across well to the public and you're a genuine person with a genuine interest in people, genuine passion for travel. They don't want somebody who is bit cold and a bit silly, you know he just gonna sit there and not really can make any effort just trying\_\_\_ people into paying things you know you want a good sales but I think they need people who can build genuine rapport with the....with the customers. I know out of my interview group I was the only that got through and my area manager said that she knew within a

couple of minutes who she want to put through and who she didn't and obviously the questions you know if somebody had proven himself otherwise she would have changed her mind but she...I think based on that she had decided within the couple of minutes is more to do with how you come across and how she can visualize... visualize you interacting with the customers If she feels that's right for the company. 00:06:40-2

Do you consider yourself have been hired for skills or for personality? 00:06:46-4

I would say personality... a mixture of both ...you know if I had no sales experience, if I had never travelled you know if I just worked in a grocery store all my life they will be unlikely to take me on but I would say personality probably out with it You know the fact of having sales experience and travelled is obviously a big benefit but I think the personality is probably the more deciding factor than anything else. You know because one of the girls on the interview group had worked for an Airline so she knew all about you know the Airline industry and things like that but she didn't get through so I think ya probably personality is more important to them. 00:07:29-7

Okay, how do you find your training experience in Fun Travel? 00:07:34-7

Really enjoyable,....really good ya. We went down...it's good for me because i got to go to London for 3 weeks and they put you up in a house...to share house but it's just...it just shows you what a sociable company it is you know. i still in touch with people from my training group and (bondzy) very much with everybody and you get to know all the head office staff as well so I know you know the faces of the people that i speak to them in the phone now so ya it is enjoyable and also gives you a sense that what you're doing isn't that easy. I think a lot of people have the misconception that being in travel agent is just hit the button, flights there, it's easy but it's not...I am not seeing it you know rocket science but you know you have to learn a new computer system, things can get very tricky specially when you're trying to use different contracts and put together things. It makes you feel about more alike what you're doing is a bit... you know you get a certificate at the end, you have to pass the

exam. They wouldn't let you through unless you pass the exams so kind of gives you a sense of pride of what you're doing you know and that you're doing something a bit more complicated that not everybody would may be able to do. I don't know if that's true or not but it makes you feel that way so you know. 00:08:51-9

What about the continuous training, I've learned that there is continuous training?  
00:08:56-4

Ya, they're always willing to help you with any other issues you may have. Who's consult training sessions coming up about destinations that are popular or we have suppliers that we deal with them will come over and will do a training session on their products so we know how to sell them better but ya if I have any issues with contracts I think confusing or new deals we've got out then all i need to do is asking someone ...will make the time to sit down and explain it to me so ya there is always training that they are offering and then if you need anything they don't offer they will help you with it. 00:09:36-1

How do you find the system of rewarding people here? 00:09:41-4

Ya, I think it's good like I see they're always running incentives so you know if you sell so much on certain Airline or you know so much of a new product that they've introduced you know you win up a small price and then whoever's figures are the most improved they will have you know a table of that and at the Christmas and summer conferences they'll reward those people so you do get rewarded. One issue I have is the way that the commission structure works apparently before I started if you took time off on holiday then your commission was prorated for that month so you wouldn't have to achieve the same amount of commission before getting your percentage you know they will lower the amount that you needed before you can get your cut. They changed that now so if i am off for 2 weeks in a month i still have to make the equivalent of what i will make in a full month to get my salary which i don't think it's a very fair way of doing it because people need to take their holidays... gets to the point sometimes when you're really sick and ill and you need the day off.

you think Waa I cannot take a day off because I've already have my two weeks holiday, i need to make my money so I've to go in while I am ill so I think they would be better placed for their employees if they could prorate that when you have holidays. 00:11:11-5

If they could sorry. 00:11:12-9 prorate it, do you know what I mean? 00:11:15-3

No,

like for example we have to make £5300 worth of commission a month to hit what they call our cost of seat. we can...we don't...we make less than that and they staging rate so up until I think it's £3000 commission you get 7.5 %, sorry £4000 you get 7.5% of whatever commission you earn on top of the £4000 if you need more than that you get 10% and if you make your cost of seat £5300 you get 15% so obviously the more time you're in the store the more commission you make and therefore the bigger salary you get at the end of the month. If you're off in holiday for 2 weeks they'll still keep it at those percentages so I come in and I've only got two weeks and if I want to get 10% of commission I have to make £4000 in two weeks instead of four weeks and apparently they use to break it down so you would only need to make £2000 pounds to get 10% and they're not doing that now so 00:12:27-4

It's pressure. 00:12:28-7

A that ya and we do get rewarded and it's nice you know if you do well say I am making £1000 today , there will be an e-mail tomorrow to everyone in Scotland congratulating me so it's nice and you do get noticed when you do well and you do get rewarded but yes that is quite a lot of pressure ya. 00:12:49-1

00:12:49-4

That means there is no permanent vacation for the people here. You're taking vacations on your own expenses. 00:12:58-2

No, you do get holiday paid basic...we get a basic salary so we do get our basic

salary for the two weeks we're off but we rely on our commission to top up our salary. We could not live of ..... 00:13:10-6

I am speaking about two weeks. 00:13:12-6

Ahhh. 00:13:13-2

Do you have during the year a paid.... 00:13:17-5

Ya, all our holidays are paid. We get five weeks worth...20 days worth of holidays or 25 days worth of holidays. They're all paid because we're on a basic salary so we get paid for those holidays but we 00:13:32-7

You're asked to achieve your targets within the rest of the month. 00:13:37-8

Ya...basically if I make no commission, I will still get salary but it's rubbish so I will still get a salary, I will still get money on my pocket so for me to live I need to be making commission because I cannot afford to not make it so it's not that I wouldn't get paid I will get paid but I will get paid very little so it's pressure to make commission which is the same with any sales job. 00:14:04-0

o.k., how does internal communication affect your work here? 00:14:12-4

It's good. we get a lot of internal communication from all our different departments so it's good because we feel part of the bigger community, we understand what's going on in all the different areas and how we're all related to one another so it's very helpful hearing from everybody from all the different departments. 00:14:34-6

How is the nature of the communication? 00:14:37-3

E-mail, we get e-mail. If there is anything major that is happening, you know a new system they're introducing to make things easier, usually they'll bring us up for a

training day, they will bring someone up for training day to talk about it through with us but generally they'll send us e-mail through from you know marketing will send us e-mail through saying we got this new deal what about to advertise that kind of thing or.. everybody e-mails all the time if there is any updates or anything you know. So it's good 00:15:09-7

Do you have a kind of back office here? in other words do you depend on another person work, accounting....flights...ticket issuing department? 00:15:31-9

We all ya, we all relying one another. For us when we are booking a ticket, we use a system to see what contracts we should be using so there is a department that uploads those contracts so we rely on them to put the correct information into the system so that we can then pass it on to our customers so we rely heavily on that department then we also send our tickets down to a ticket centre who issue them for us. Our store particularly has problems with that because we work in the shopping centre and hours are different from many stores in the UK. For example, over Christmas we're going to be working from 9 in the morning till 9 at night not the whole time we split it but our ticket centre is only open till six o'clock or seven o'clock so we can lose business because if someone comes in 8.30 says ya i want to book a ticket , want to flight tomorrow we cannot do it, we cannot issue it, there is no one there so I have brought that up and I 've not actually heard anything back on it so i need to bring it up again but that's we do rely heavily on them as well amm... 00:16:48-2

So how do you see their work affect you? 00:16:51-7

Ammm, when we look at the contracts most of the time it's helpful, it gives us information on what stopovers that our clients are allowed to use and what flight numbers we're allowed to use on that ticket that have its changeable so it's very helpful for that. Sometimes the wording is a bit unclear and we have run into problems where we sent our clients you issue they can have 4 stopovers and then they paid us, they've left the store, we sent it down to be issued and been told now if you read that very very carefully you cannot have 4 stoppers you can only have

three. We have to then pay over our own commission to cover the cost (our own personal commission not the shop) each consultant has to pay so sometimes you know if things aren't done properly and clearly it can cost me money out of my own salary. Amm, ticket centre, they're very helpful; the only thing is sometimes they're a bit slow to issue things. We work on deadline so if an Airline says you can only have the ticket till six o'clock tonight and we sent it down and out ticket centre don't act on it then you know we loose the ticket. We either....we cannot go back to the client and say oh i need more money all over sudden so again it comes out of my salary or there you know we have to. 00:18:12-5

But in this sense it's not your fault it's another one... 00:18:15-3

We have ya...that's one thing.....is tricky at times because you don't like fighting with your colleagues and saying it's your fault you pay. I have had issues with that before where information with not loaded correctly into our contract so I had told my clients that they were eligible for certain amount of luggage and my ticket centre issued on those deals everything 've been fine, it turned out they weren't eligible for that amount of luggage so they wanted us to pay their shipping over the cargo and I've said I am not paying because I went on the information I was provided within that time so I had to speak to one of my colleagues who didn't want to pay either so we have to get the area manger and to negotiate it and it ended up that I didn't pay any of it but that's you know....is..is...is uncomfortable at times but in a way it teaches everyone to be very careful with\_\_of the job and you know before you issue things and you're not sure, you make sure you call the person and say can you explain this to me before I do it so you learn over time with round these...these problems. 00:19:32-3

o.k., do you think you have enough power to deal with customers problems ( authority to take decisions)? 00:19:40-8

Ya Ya, I would say so. The only issue is again if they feel that they've been miss all the product or something and they want us to pay for any additional costs, I couldn't

authorised that. If it's my own client, for example someone had an unusual surname the other day and when you're booking over the phone it's...you know and if they don't have the internet, it's difficult to get them to confirm things so I spelt the surname out phonetically with them and said is that your surname , he said yes and i said o.k., I took the payment from him, I sent the ticket down to be issued and then he appeared in the shop a few days later and said o.k. could you print off the tickets and give them to me now I am in Glasgow and when he got the tickets, he said oh no that's not my surname you've put another letter in there and I had taken the money and had issued the tickets. I could have said to him, well you're going to have to pay me money to change that name because I did give you the option I told you your name over the phone but under the circumstances I just said o.k. that's find I will fix it and I paid out of my own salary to change the name so on no circumstances I have the authority to decide whether I want to pay for something or whether it's the customers' fault and they should. But if it's a bigger deal then I would refer to my manager, my area manager for those sort of decisions but generally speaking ya because it's my client and essentially I run my own business so I...I am the only one really that interact with my clients so most incidents I will make the decisions myself. 00:21:21-5

o.k., “K” how do these practices from the company, the training, the reward system, the communication, the power they give to you affect your work? 00:21:37-0

Amm, I feel like I have people who look out for me and help me out if any issue should arise. I feel I am well informed about what the company is doing and what things are available to me so that's all very good. The nature of the job is that although we work as a part of a team we work autonomously and they give you a sense of pride you're running your own business, you deal with your own clients, have a lot of responsibility in that respect and I do everything on my own so I enjoy feeling like I do it all by my own but I have a back up there if that make sense. 00:22:17-3

o.k., do you consider Fun Travel an attractive place to work in? 00:22:23-8

yes ya. 00:22:24-6

Why? 00:22:24-9

I think for other reasons I mentioned it's a... you know it's a very sociable environment. You know it's very friendly, make lots of friends and they're always doing things to get everyone to know one another. There is other departments you can move into if you want you don't have to stay as a sales consultant for ever so that's good and I do believe that we offer a good service to our customers you know I believe that we are a good company and I am...you know I would book with Fun Travel knowing how everything operates. 00:23:00-4

Do you find what you were hoping in the workplace of Fun Travel? 00:23:07-8

Amm, personally I don't want to be a sales consultant. I want to go into marketing. I have been travelling for a year and when I came back I didn't know what I want to do, you know I had done sales before, I was like travel so I thought I will stick with the Fun Travel may be I can move in to another department eventually but the first six months are very interesting, steep learning curve but after that for me personally it's not challenging enough, it's not really where I want to be. I want to be in marketing so. 00:23:43-2

But there is... the chance is exist. 00:23:45-5

The chance... there was a position became available a while ago but then they had to rework what they needed for the department so I am still waiting for something else to come up. I am doing my own distance marketing learning course of the CIM at the moment so you know if they can open up a position in marketing within the next year I will leave into that if not then I will....despite how much I do love the company and I love all the people in it and I love how they do reward us and they do take us to London for things and through a night you know ones a month for result have. I love

all of that but for me you know it's work wise it's not what I want to be doing anymore you know I would rather be in marketing so it's not the companies fault. That's just I am not the best sales person so ya for me I want to move into the marketing department. 00:24:39-0

o.k., how do you feel about your work environment, your shop and the whole company? 00:24:46-9

My shop I love. I love the people we work with. The hours in the shopping centre are grilling and it's frustrating that no other shop in the UK has to put up with the same hours that we do so you know on a Sunday night we are the only ones in the whole of the UK open so we get all the phone calls, all the problems but the people in the shop are wonderful. I think the company...on a whole good to their employees and a good company to work for. With regards to our customers, the way....the way we price flights i don't know...do you know how it works? 00:25:30-7

No. 00:25:31-4

Basically we add on approximately a small amount onto the flights but it's not setting stone so I don't agree with that and I don't think it's the sustainable way for a business to run because now everyone has an internet and there is all these search engines Expedia or Travel Supermarket. Everyone is coming in more and more often now saying I've looked in the internet, this is the price and the way we made commission is by adding on a certain amount to our flight. Usually the Airlines will give us a yield so say a ticket cost for £400 ponds, the Airline will give us £20 back and on the internet its £400 so we are the same price as the internet but the Airline gives us a small amount back. For us to reach our target a £5300, we would have to sell a hell of a lot of flights at £400 to make that amount so we add on a little bit which covers our cost you know like the shop running, our recruitment cost, marketing cost so People do come to us for us to so the work for them you know and I understand that we're here to do the work for them so we should charge for our time and our effort and often like I say our after care but the fact that that we're not restricted in how

much we add on to the flight, I don't agree with that at all and I don't think it's a sustainable way for a business to run because as everyone gets prices for the flights there is no way for us, we don't have any.....you know a mark-up. 00:27:09-4

But I think the reason the people come to Fun Travel is the people in Fun Travel, this is what I am saying. It's not the price because can be....but your experience in planning a trip for them. 00:27:25-3

Yes, ya. I agree for that I think because you know yourself if you go into a shop and you get someone who's not interested, you know is rude or just doesn't want to talk to you or doesn't provide you with an option that you actually asked for. You wouldn't go back to them even if they were the cheapest so yes a lot of it is to do with personality and how...you know ya how much the person is giving you what you need and they're being friendly and helpful so ya I think front line staff are probably the most important thing and that's how we are able to have prices that are sometimes higher than the internet. 00:28:01-9

o.k., I think you have mentioned the answer for this question but what you consider most to leave here, you said if you're not progressing in the career and... 00:28:17-2

ya for me.....ya, it's just if I can move into the other....another department (that) while I am not interested in staying here. It's....i don't know how important your figures are like they may not allow me to move into marketing if they look at my track record and my sales targets and if I've not been meeting them, they might not let me move into marketing even though it's a completely different you know role so I do....that would be...that would be why I would leave if they didn't let me move into marketing. 00:28:57-9

“K”, how do you see your customers? 00:29:01-7

How do I see them?!...Ammmm... probably like me, because I live travel. Anyone who comes in, he wants to go on a holiday i incidentally feel you know there is some

similarity because they want to go away. I am interested in why they want to go away, where they're going to, if they've been before so on and I just...I enjoy talking to different people everyday, it's a lot more interesting than sit and talk to the same six people day and day out and stay on a computer screen. It's great you know and most people are more than happy to sit and chat away and you know they're as just interested as you to them so that's....are really enjoyable aspects of my job. I don't like the people who come in and are rude and say that's what I want and if you don't give it to me, I am going to take my business you know just start offer I don't like those people whoever anyone else is nice ya. 00:29:50-0

o.k., tell me about your experience with various types of customers...examples?  
00:29:55-8

Amm, I get all... all different types especially working in the shopping centre you get some people in...I would say over the telephone would be because people dial the national number, we often get people who are looking at deals in the different or sitting on newspapers looking at a deal and those people can be very hard to convert because basically they see price from £400 to Australia and they say I want to fly out on Christmas Eve to Australia for £400 oh well that's not realistic so I'll do my best but it wouldn't be £400 and they're angry with you and they wouldn't accept it and they shout and tell you how you're unbeatable, how can you say you're unbeatable so that's...so those customers are for me the most challenging. The ones who are sitting in front of the internet or you know with a deal or prices from and wouldn't except that they cannot get what they want on the dates they want but that the majority of our customers are lovely and ya very chatty. I just enjoy talking to them. It's great when you get repeat customers, when you know that you've done good enough job that they would want to come back to you or i have a couple of people come in and say you booked my friend last month away to somewhere and he told me to come in and see you so that's really really nice you know so they're the best kind of customers I suppose. 00:31:26-8

o.k., to what extent do you go further to your customer demand if they're so

demanding? 00:31:35-5

Say that again sorry. 00:31:37-3

To what extent do you have the intention to go further for the customer demand?

00:31:42-1

well, personally for me i need to make my salary as good as it could be so it's...partially it's selfish i want to make a booking so i can get a better salary but it's also enjoyable when you can turn a customer around and you know it's a bit more challenging, you have to put your (hidden)to and you know forces you to trying see round problems so for that reason I enjoy talking to them and trying to get round their problem. There are some people no matter what you say they just will not listen but it's great when you get someone who is saying oh no I don't want to book with you, you're too expensive and if you can change their mind by the end of the conversation and they want to book with you that's really a good feeling, it's very satisfying so that would drive me to go further and try to meet their demands.

00:32:34-8

o.k., the final question “K”, tell me what are the best and the worst parts of your job as an employee? 00:32:44-8

Amm, the best parts are the staff, everybody is very like minded, very open, and chatty and the company is a very sociable like i said so many times. It's a very sociable company so that's probably be best parts. I don't....I enjoy going into my work for the people that I work with and I enjoy getting to speak to different customers all the time. I enjoy putting together packages for people and seeing.....find what they wanted and get excited about it that's...that's good. The things that i don't like would be the pressure you know on ourselves, I have had days where i feel ill and I've thought I cannot afford to take a day off because I need to make commission you know it's not nice living under that pressure, it's not nice not knowing what your salary is going to be from month to month you know it's very

hard to budget. Some people love that you know and it makes some strive further but it's just panics me and worries me so i don't like that aspect. I don't like the fact that we can add on whatever amount to a price of a flight , those are probably the main points you know i would say. 00:34:05-6

o.k., that you “K” for your time it was very interesting to speak to you. 00:34:10-5

Oh no, thank you. 00:34:10-9

Thank you for your help and time. 00:34:11-9

Good luck with everything as well. 00:00:00-0

- **A manager interview**

Could you please introduce yourself? 00:00:02-6

My name is H.B. I am from Regent Street Fun Travel. 00:00:06-2

Manager. 00:00:07-3

Manager yes. 00:00:08-3

How many years? 00:00:09-2

Five and a half, nearly six. 00:00:11-9

o.k., “H” Fun Travel describes itself as an unbeatable company; tell me what does this mean to you? 00:00:19-6

I think like we've discussed unbeatable is the fact that the people....there is a great morale between the managers and also all of the teams. there is a lot of emphasis placed on social activities so we have things such as buzz nights where we all get together and we're given awards for our achievements. That is the big thing for me really you're rewarded for how hard you work and the structure of pay as well particularly for us obviously the hard you work the more you get paid which is what we're here to do obviously job is to make money. I think the service that we provide to our clients is unbeatable as well. I know a lot of other travel agencies don't have people employed who have...who are at degree level, how hadn't travel as much as us. I think that's really important thing that people are coming here and they do actually talk to very intelligent people, who know what they're talking about. We have the passion because we've been to these places, we've done the tours, and we know what we're talking about. 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 you know i go out for coffee with my clients and we have a good laugh you know it's that you get to know each other, you become quite a good friends overtime and also you know obviously you need to keep your clients as well, you really look after them all the time. It's....you run your own little business within your business which is part of Fun Travel UK. So, the way things work as a business is very unique. I think from an outside point of view, in terms of unbeatable obviously, our prices should always be the lowest. It used to be.....well really i think we give the best values. We cannot always say we will always be the cheapest because you don't always want the cheapest option, you want the best value for you and that's what we 're here to do really to find the best option for our clients and we advise what we think is best for them so people like to see that we're the cheapest and we're unbeatable which is brilliant, it's a good marketing but ultimately 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. 00:02:36-6

Very interesting, I have seen part of your way in managing this branch and I've really amazed by the way you did it in the morning, small session.....I like it so how

is the logo of unbeatable is reflected in your managerial philosophy here in the branch...I saw part of it. 00:03:01-6

Am, I think the major thing for me is to make sure that everybody knows what they're talking about. There is nothing worse than a client is coming in and asking for advise where they think they should go on holiday and we have no idea because you could look in the internet and ask anything from the internet and they will give you an answer but a lot of people don't know what they want to ask, they don't know what they want, they've come here for ideas so for me as a manager is to make sure that my staff have the knowledge of the systems, they know exactly where to look, what to sell to make sure that what the client is getting is the best fit for their requirements. 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. Generally if people are making money then they will stay so for that they have to know what they're talking about otherwise they will never sell anything. 00:04:01-1

Okay, do you think the turnover rate is low in Fun Travel? 00:04:04-9

It's lower than other travel agencies definitely purely because we're paid very well and we're well looked after as I said, we're well rewarded you know just simple things if you're going up in front of your colleague and getting a bottle of wine for selling the most tickets for the month you know I find that quite exciting ahahahahh. It's kind of breath out.....it's like going to assembly in the mouldy so ya that's 00:04:28-8

“H” could you tell me how do you see your employees? 00:04:34-5

How do i... 00:04:37-5

How do you consider them? 00:04:38-2

OH, it's a generic question aaaaahh,I don't understand what do you mean? from what perspective? 00:04:45-2

How do you consider them, “H”way? 00:04:50-4

Ahahahah okay, my team is my team. I feel quite proud of them especially when they have a good day and they get quite excited I do feel really proud. Ammm I do always feel like it's a working progress, nobody ever knows everything and it's constant training all the time so there is always things that....I am a bit of a perfectionist so things are always done how I want them to be done and I am trying ahahah trying to get everybody to do everything properly. Ya my team is my little family really while we work...we have fun together. 00:05:24-3

O.k., how do you see your customers? 00:05:27-1

My customers are my life blood without them I cannot do anything that I want to do. Ya for me I am here to make money and the only way I make money is because I look after my clients, they like me. They book with me because they like me and I look after them and if I make money I can go often to do things that I want to do so i am here to make as much money as I can to then go and do more travelling and whatever I want to do. So, they are very important to me paramount. 00:05:55-1

How do you communicate all these values to your team? 00:05:59-5

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. Also obviously I make it clear if I am not here, 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 and how to deal with people and keeping high standards you know if you don't call somebody back after you said you're going to, they're not going to book with you again so you have to keep your promises and follow through with what you said you're going to do. 00:06:52-6

There is the sentence of we go out of our way for you, what does this mean?

00:07:01-0

I think we get to go the extra mile. We make sure that's ammm....that everything is done properly. Obviously as i say we recommend a particular places or particular tours that we've been on ourselves so we make sure that we're always suggesting is something that we know is really good, that we've done ourselves. In terms of going out of our way, I mean it's.....I mean I've been to the airport before and actually giving someone their tickets because i couldn't get hold of them. Just silly little things like that which is doesn't sound much but actually does make a big difference you know. We'll always contact our clients if something is going wrong with their bookings. If you book on the internet and an Airline changes the time for example and the time is 12 hours later, they would just get an e-mail to say yea this is it whereas we'll actually call the Airline, we'll find the cause and say we actually know that's not acceptable, we need to put this person on another Airline. Things like that which people don't always appreciate i don't think until they have booked how far we'll go to make sure that they do have a good experience because personally we' have to make sure that they're happy otherwise they wouldn't book again so we do make sure that we go behind that. 00:08:05-9

“H” do you have large percentage of the permanent customers here? 00:08:10-3

Yes, 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. We've been open for about.....goodness how long we've been....I think eight or ten years this shop, it's one of the oldest shops, so really the repeat clients base should be very high so 50% really is the company average which everyone is aiming for so ya we usually get.... 00:08:40-0

"H", do you think of yourself as marketer when you're dealing with your employees? in other words, do you consider your employees internal customers to your thoughts, ideas, policies? do you sell them the business then they can sell it? 00:08:55-0

To my staff or to Clients? 00:08:56-2

yes. to your staff....you consider them your internal customers....you've to sell them.. 00:09:03-0

ya, I see what do you mean...yes, that's really a good question ya. Yes, i do actually....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. You literally so am I this is why we do this, this is how we do it because obviously it's quite long hours, trying to get buy in for people to actually say...actually I will come in 8.30 and i will leave 6.30 that's a long day but you have to really sell the fact that they will be rewarded for that.....the harder you work the more you earn. Again that's leading by example. That's really good point...you do have to sell...sell the concept to everybody that starts ya. 00:09:48-9

Could you please order me this three words, profit, customers , employees? 00:09:57-2

Ahhh, employees, customers, profit. 00:10:01-4

Why? 00:10:02-6

Because without employees you don't have a business anyway so obviously you've got to make sure you've got the employees right then get the customers. If you don't have the right employees, your customers wouldn't book because they don't like them and they're not very good at their job. If you've got the right employees and obviously bringing in the clients then you'll make profit so it's a triangle really.

00:10:25-5

Okay, what do you consider the most important driver to you here? is it the competitor, the service itself, the task....? 00:10:37-9

I don't think it's competitors i must say i don't have a very competitive team. I am personally i am quite competitive but my team aren't really. I think it's the enjoyment of dealing with the clients actually, we get a lot of walking clients here particularly lots of tourists because of our location and my team really enjoy interacting with the clients, they love talking, they talk a lot ahahah. They get quite excited about travel so i think it's really the enjoyment of the job rather than the profit itself i must say. I am the one that worries about the profit, i really wants to make lots and lots of money whereas i think the rest of team....they just...they do enjoy talking to people and the whole customer service side of thing so it does make quite a good mix, everybody is very different but i would say ya, it's interaction with the clients here because we're in the privilege position of being quite a busy shop, we don't always get a chance to...to think during the day you're constantly talking to people and that's what really kind of keeps things flowing. 00:11:38-2

Okay, from your website it seems that you offer great benefits to your people as you call them, tell me about the policies that Fun Travel puts for the people? 00:11:50-5

Okay, so we have health wise so we have somebody to come in to keep an eye on our health. Obviously do blood sugar levels and all that kind of stuff and try to tell you about healthy eating because we tend to work quite hard and forget to eat during the day sometimes so it terms of our health that's very important. They do have obviously events as well so they'll arrange London to pride and ....., football

tournaments and that kind of stuff. Moneywise is the one that view is probably more than health wise because i am generally don't really worry about health anyway because i go to doctors whatever. Moneywise is really good, you can get free money advise so if you're wanting to plan to save or get a mortgage, someone will come in and sit down with you and go through a whole budget, i think that's....that will cost a fortune on outside so that's really good service. Behind that within the Ahhhh....i think the social events obviously are really fun as well so i love the summer poll, always splash out quite a lot on that so i feel for me that's a service. That's provided for us as employees, it's an award ceremony and we can attend, get dressed up and i think it's good for our teams to all be all together in one place and see the rest of the company because you can get quite stuck in your own little team and not realize that you're part of something quite big and the other one for the last couple of years I've been to the global poll which it has been fabulous, we went to Hawaii couple of years ago and then Barcelona last year so that's a big thing to go for. Obviously it's a big target throughout the year so that's quite a nice reward really. 00:13:19-1

How this would affect you personally? (your feeling toward the company) 00:13:24-9

It does make me quite grateful, I love doing anything that is free and it gets fab specially travel that's why I am here but ya it does make me feel quite Loyal. I just think well you know if someone is going to book that (order) and spend that much money on us then we're obviously very important I sound like ahahahah such an employee I know but it is important, I mean I've worked for companies that don't care about their employees and don't spend any money on them and really within business I think spending money and doing nice things is one of the only ways that kind of show appreciation.... 00:14:00-3

So, you're with the investing in employees? 00:14:02-4

Investing exactly yes. It kind of drives you to do well and you know you want to make as much money as you can in a way to make money for yourself but if you're

going to get reward at the end then it does ya...it does drive you ya. 00:14:13-7

Do you consider Fun Travel power brander internally? in other terms do you consider it attractive workplace? 00:14:24-0

Yes, I think it's very relax. We can do.....pretty much we can sell whatever we like. I know other travel agents are told exactly what they have to do, exactly what they have to sell, exactly how much they can make you know how things work. I think we have a lot more flexibility so if we think personally that you know this particular tour isn't good as something else then we will say that and we wouldn't sell it so we're given free range within a structure of course but we can ya.....i love the freedom that we can make as much money as we like really and we can sell whatever we like within boundaries and obviously quite small teams as well, I quite like that. It's not like sitting in call centres in raw and lines and not really knowing your colleagues so we do....we're just you know sitting so close to each other, we kind of talk all the day. In terms of management, it's very easy to...to work a way up as long as you show that you're willing and you work hard, there isn't really hierarchy. 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 month 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 i think if 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. 00:15:53-6

For the recruitment procedures, what do you think you're searching for? 00:15:59-4

Somebody who can sell that's the big thing at the moment. 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 and i think that's good because i think you're really...you need to be able to sell. Obviously you need to be quite intelligent as well, that's a big thing for Fun Travel i feel quite proud of that everybody has you know got half a brain really because some other agents just come across really silly so. Really you've got the intelligence to hold a conversation with stranger that's you know some people aren't good at that you know you have to be able to work your way through and prize information out of people so ya i think they're looking for quite high calibre of person i think which is quite important.

00:17:06-6

When new member comes to your branch and you have the decision to say oh, we like it or we don't like it, as i have been learned from other branches, what is “H” looking for? 00:17:18-2

Well things have changed a little bit now because we did used to do that but now for our area particularly we're just given people now because that didn't really work. that...ya high quite a lot of people that have come in for the in-store days really.....really i was looking for someone who will get involved, will talk to clients, has the confidence to try and sell even if they don't know what they're doing, it's kind of \_\_plugging in their way through, you want somebody that's really going to fit in with the team, somebody who is not going kind of show away and sit in the corner. Really someone who is well educated because i just think that is really important to just basic things like spelling and things.....you know use vocabulary successfully. The major thing really is selling to be able to just get stuck in and advise people of where they could go and what they could do. 00:18:09-3

Okay, after the three weeks training scheme in London at the beginning, tell me about the continues training and what are the bases that your team needs training in some points? 00:18:25-1

After the three weeks training i think they know the basics, they know the systems but but a lot of things obviously they're learning on the job because nothing compares to actually just doing it. the newers are given a progression book so they....as a team leader we go through and make sure that everything is covered but really that's just backup because we will make sure that they know everything anyway and that they have a series of training courses where they spend the whole day doing round the world fares , a whole day doing specific continents. That really is down to the team to teach the new person everything they need to know so 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's constant training really because after couple of years people think they know everything but it gets quite stale and then you have to redo\_\_\_ again and then come up with new ideas so it's constant training of course really. 00:19:35-6

Do you prepare something as a report of the branch progressing and it's been to the HR and they knew from it if you need training, they send someone to train your people or not? 00:19:49-2

Not really no, it's completely down to the team leader to make sure that their staff are well looked after just because the way that Fun Travel works obviously because we're part of the large company but then when somebody comes into our small business, they're your staff so you have to make sure that they're looked after so ya we cannot really ask people to come in and train really it's up to us to do it. We do have after they've been here about 5 month so we do tend to get one trainer who will just spend the whole day with them, just have someone different in but generally it's completely our responsibility after that. Training kind of do their job and then it moves on so it's almost like training then they run their own business so they train them up and they come into here so Fun Travel split up into lots of many businesses within one which is i quite like( low voice) ahahahah. 00:20:36-1

Okay, the fact that it's commission based ....the payment is commission based, do you consider it kind of pressure or incentive? 00:20:45-4

Ammmm, the bit of both really. I think i am so used of it know but i currently enjoy the pressure. I know when i was knew i found it really scary, I've never worked on a commission before. Before I've meet my team i thought oh god it's going to be really you know everybody fighting for the money but it's not really like that, it's as I say you run your little own business within the business. See obviously there is pressure because if you don't make a certain amount of money then you know you think oh i am not going to bare to pay my bills but it's really when i started i had a really good team leader who kept telling me you're going to be really good at your job, you've got the personality, it's just the systems it needs to fall into place. 00:21:19-9

You have wonderful personality. 00:21:21-8

Laughing, but ya Just making sure that you have to believe in yourself, that's the major thing that I've always trying to get it through to the team. If at the beginning of the month I think ah they keep saying ah I'm not going to get there, you have to believe that you'll get there however much inside you kind of feel like you might not be you have to keep telling yourself. It does take a long time to build up a client base i mean as I say I've been here nearly 6 years now so I have a big client base, I will generally always hit my target so i don't worry about it as much but anything can happen....anything can go wrong so I think it's quite a pressured environment but that's why we're trying to keep it as fun as we can to release some of that pressure but it does drive me. I am very driven and it's change me working me I never used to be really as driven as i am. I am very determent that i don't want to fire I hate....  
00:22:11-8

You're challenging person. 00:22:13-5

Yes, ya i do like challenge but i am.....you know i think ultimately you can join and

train people into you know telling them what they need to do but you have to have that from within you cannot always....people need that drive from within to succeed. I don't think you can always teach that. That's why recruitment is through important.

00:22:33-6

Tell me "H" about the internal communication here the role of it in easing the work or otherwise...? 00:22:43-1

I absolutely love it. I cannot imagine doing this job without e-mail. do you mean e-mail or the internet or both?! 00:22:47-9

Anything. 00:22:48-5

Anything o.k,I...I...lot of my clients i only deal over e-mail. They based up....one of my biggest clients is up in Nottingham so obviously i cannot meet them. It's all done via e-mail so it's really important obviously for us, everything needs to be writing as well so you don't make mistakes so it's very important. I find it much quicker as well because we've constantly got people coming in and ringing up, i can talk to someone on the phone and send an e-mail at the same time so it's multi tasking. In terms of the internet for looking up destinations and even looking our competitors, i do find it really useful tool. You can really look at it and think oh it's against me or you can use it to your advantage. You know often I'll have a Booda or an Expedia open while i am looking for fares for people because i can see what they've looked at then and then i can see if we can be a competitive which you know we are generally always are so ya i think it's a great tool. 00:23:42-5

I think it's very important to be aware what is on the internet? because on day i wanted to go back to Egypt and i went to a company near my home in Glasgow and i was checked before going there and i realize that the KLM is the cheapest fare to Egypt but i was looking if someone is helping me better may be i am searching wrongly. The people there didn't know even that the KLM offer that.....i told her that there is the yellow fare...she said what's the yellow fare, it's the colours of the KLM

so it's important to go to someone and talk and you think he/she is more knowledgeable than you. 00:24:31-8

Yes like you say you have to be aware because you need to know how much knowledge your clients have otherwise you cannot really provide them with something they want but ya i don't tend to get to tide up when...i can of ask people what they found but i don't go about it too much because i don't really see it as a phrase. I think if you say to people you know oh you've looked in the internet, sometimes you can sound like you're a bit scared aboutt the fact that they looked at the internet and you don't feel like you can compete against it but you know our prices are the same if not cheaper than the internet so that's fine i think it's a good tool. Really, it's better if someone has looked on the internet when they come in because then their expectations is realistic particularly travelling over Christmas you know some people just have no idea how busy things are so it does help really. 00:25:17-0

Okay, to what extend do you give your front line employees the power to take decisions and solve the problems of the customers? 00:25:26-3

Pretty much full power which is as i said that's why i quite like it really. We do have a lot of control as a company. We do lot of team selling as well so if someone is suggesting something that may be i think it's not really a good idea, i wouldn't kind of say something but ultimately they decide if they sell it. The certain things that are black listed so an Airline that we cannot sell, certain things aren't advisable obviously we always want to book at all with a ..... company it cannot saw that they fault but otherwise the power pretty much is completely with them which is really what i like. 00:26:00-1

So you're designing your own programmes, your own trips? 00:26:04-3

Yes ya if somebody...ya i mean obviously people are directed is to what suppliers they can sell because we can only sell through you know specific hotels suppliers

that kind of thing. I suppose in that sense we are channelled in what we can sell but we can sell you know whatever property or really..... 00:26:21-0

You can mix. 00:26:21-6

Ya absolutely like i say it's not regimented as i know particularly (something about company called travel finder) because i know somebody used to work there and it's very regimented, everything is packaged and ready to sell. They now exactly what they need to know and i think for us it's completely different, we can charge whatever we like if you can get away with it then that's fine....that sounds terrible but no you can it's not a set price you know nobody says to you, well you cannot make more than 50 pounds on a fare to Australia. You do whatever you like, you're talking to the client, you're making sure that they are getting the best service so you're selling your value, your advice if you spend an hour with someone suggest looking every Airline and suggesting that they can stopover in Singapore and Hong Kong and all of these places. If you make 70 pounds of that booking then good on you. You're the one that advised that they do that particular route so ya i think there is a lot of power really. 00:27:12-8

O.k, for you as a branch manager do you have the same power to take decision even it will cost Fun Travel money? 00:27:21-3

Yes, we do which i think it's quite unusual really AHHHH.... as a manager 00:27:27-5

Could you give me an example? 00:27:28-2

ooooh, where you do something that basically lost money for the company?!!!  
00:27:35-3

Yes, free nights because the client is angry. 00:27:40-8

Ya, you have to really. I've obviously dealt with a lot of complaint till my time and often it's fighting fires really, you're trying.....you might give somebody you know a £100 voucher to say sorry for something that is going wrong which stops it escalating so if someone...actually i do have an example...couple of weeks ago i booked a hotel for family going away and she was really stressed out, she has got a new baby and i knew that and i booked a car and everything was fine and then a day before she left the hotel said that they were closing down so we moved her to another hotel, it's completely not my fault so what can i do really she was fine, moved her to another hotel but in the way she got there and there wasn't a suite i don't specifically ask for a suite and it's all about she is a bit stressed out so i just knew that when she gets back which is couple of days ago she had called me to complain and i knew it was all kind of going a bit ooh so i sent her a letter that day and she still...she was still travelling, i send her a letter to say i am really really sorry blablabla and i sent her a voucher for £50 towards the next booking because i know she will appreciate that i thought about her and she can use that against something else and really that will prevent her coming back and saying i want a refund to reimpress my travel expenses and it's just tends up you pay more money if you don't deal with it to start with so i mean something like that something like a voucher you can...you're not really loosing money anyway because you can just take that off the next booking but other things may be if someone had booked the wrong hotel in Paris and they had.....and they will going to get a cab to another hotel and i just told one of my staff to just refund the woman's card with the price of the taxi which is obviously a lost to the business but i think that....the gain to the business in the future is greater because they're more likely (loyal) to book with you again. If you need things in about straightaway and then give them the money for the taxi rather than having to fight it out with letters and everything, it does save a bit of money so ya you ultimately have the power because if you don't say....if you don't make money then you don't get your bonus so everything does affect you really so ya. sorry i do talk a lot. 00:29:47-7

No no, i love it. How do you know about your both your staff opinions in the work and your staff feelings towards the work? 00:30:00-5

How do I know about them?!!! 00:30:03-3

Yes. 00:30:03-8

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 but really i think because we are such a small team, we talk about things all the time i can tell when someone is not happy or someone is you know obviously not conforming to what you want them to do. It's difficult because people don't always say what they're thinking, what their opinions are but you can after few years you kind of get used to the way things are, you can kind of tell why people act. I mean i know exactly when someone is going to handed a notice i can tell...i just ahahhaah. If someone i want to have a talk at the back I've been expecting it and that's fine because if things aren't going well then people don't say anyway, if they don't making money then generally they will end up leaving so ya you kind of just go....find if there is a little bit of instinct and just really listening to what people do, i tend to listen to everything, listen to how people do with their clients and what they're doing and i will. If i hear them saying something that i didn't think was great i will actually say to them what actually if you....may be how do you think this went, may be you feed said this blablaba. You could have you know you got the sale which generally we all know each other quite well know, they wouldn't really mind and i will say.....i will make sure....i know everybody has slightly different level of sensitivity and i have many people cried before but not because i have been mean, it's just some people don't like being analyzed but really people have to learn that's very their own good that's my job to make sure that they make money so if they don't make money they will leave so it's in my best interested to be nosing, to get involved in and tell them what i think and i think generally they tell me what they're think so 00:31:51-1

Okay, do you think that your team here is satisfied and committed to Fun Travel?

00:31:56-5

Yes, ya we've...we've pretty much...we've been together quite along now. Jamila is not her today but the other two. they've all both been here two to three days which really unusual. We've all been together for over two or three years so ya definitely couple of them are going to the assistant leader job and the other one is very settled so ya definitely ya. i think we're a happy team. 00:32:19-6

Do you think that your frontline staff are important element in satisfying your customers? 00:32:26-1

Yes, i mean without them we don't have satisfied customers. That's why i will say something if something is not done to the standard i believe it should be because i know that the clients wouldn't come back again so ya of course they're the most important..... 00:32:40-2

How do you know about the customers opinions? even they're not your customers? 00:32:45-9

Well as I say I do listen to everything and you can tell really from people's language so oh you know I will get back to you although you know will \_\_\_\_\_without taking a card or obviously just not booking. So, if somebody has done five inquiries, five or ten inquiries and they've not made a booking then obviously they're not appealing to the client. You know some people come across quite not friendly enough for people then they don't ....you know you can tell. You have just to watch and listen. You have to be all ears really. 00:33:16-3

How does the feedback from the customer shape you vision for the team? 00:33:23-8

Ahhhhhhm....well as it is a working progress really obviously people aren't booking so we need to come up with a new plan on how to get them booking so which is again another thing we did this morning so really addressing our sales system, the

steps of sale, how, what language we can use to get people tell us what they want and how we can advise to them. It's just constantly addressing it really and finding out why people aren't booking because our reservation rate is a lot lower than it should be. We should be booking more than we're and it's just....really just trying to keep....keep up some...a bit of passion because i think if you haven't made a booking for few days, it can be a bit depressing so it's really good\_\_\_we may be you need to sit up straight and you know put your tie on and make sure you look like you care and smile when people come in. It's just constantly talking about it , it's finding out why people aren't booking. 00:34:24-7

Reaching the final part, tell me “H” what're the best and the worst part of your job as manager? 00:34:33-2

The best part is obviously when things are going well and i am quite proud of the team and the best thing for me is getting good feedback from clients. If somebody sends an e-mail saying I wanted to let you know that this person is really helped me, i had a great holiday that's what I love, I love that. The worst part i think is actually dealing with staff, I am not....i can deal with clients because i know that i am right. Dealing with staff is very hard, dealing with objections and the people are being miserable or just really being quite not getting involved with team activities, getting people to do their jobs, getting people to come in on time. I'm not really....i should be a lot tougher than i am . I'm not very good at being mean sometimes so i do ya..... i do find it really hard. Coming up with new ideas for meetings when we've been together for so long with such an old team, coming up with ideas, they actually want to get involved and it's quite challenge it's like ahhh we've done this before, well I don't feel like I want to do it either really last thing I want to do is coming early and talking about destinations but you have to keep addressing it so it's just yes saying positive all the time can be very draining ahahaha. 00:35:43-8

Okay, how do you feel about Fun Travel? 00:35:46-6

I also love Fun Travel yes. I am very Loyal. I am actually leaving in December to go

travelling for year because i feel quite inspired but ya i probably come back when i...when i return so ya it's really helped me. It's basically... 00:36:00-4

What is this trip? From Fun Travel? 00:36:03-3

No no no, i have saved up for the last year to go travelling so for me i feel like Fun Travel is giving me the opportunity to save a lot of money and to go....and to take a year off and go to see the world so i am really kind of quite grateful. I think I've earned more money here than i would have in anywhere else because i do have a degree but it's not for something specific so i don't think i would have earned this much money doing anything else. I do feel quite grateful that I've been.....you know the company stucked with me and trained me up and made sure that i do get good so. 00:36:32-7

Okay, in one word describe me Fun Travel? 00:36:37-4

Fun ahahahahahah. 00:36:40-6

Okay, thank you "H". 00:36:42-0

All right. 00:36:43-7

### **Appendix C: Examples of how front-line staff and their managers perceive customers and interact with them**

*you got a lot of different types of customers because we have backpackers and people who have never travel before then we have people who travelled a lot who want to do something different then there are the people who career breakers who have been working for years who just want to quit do something else then the retired people who are looking for different adventure so there is a real across section of society and you have to gauge the customer because some people will want a chat and a some are very closed off they want this, I want this price, I want to do it on this day and I want that so you have to treat them with that respect. Some people will be matey with you go around as you go and you will have a banter with them whereas some people you will share respect and that is not necessarily an edge thing, it is just different people response in different ways so you have to constantly gauging people all the time on the phone. There is a couple I... I can't remember the name of the girl, they're actually.. they're Dutch and when I spoke to the girl, she is really really lovely and she is really chatty and she really wants to have a banter whereas her boy friend he is a nice guy but he is very closed off, he doesn't want to have a chat, he just wants to get to the facts and so it was quite funny because I was speak to both of them in the same phone conversation when one was hand the phone to the other, when one will have a banter with you and the other who will be straight down the line and you will be polite and you will be respectful and then get back into the phone and you talk to her again and you may...., it's almost like phoning up one of your friends and then speaking to their parents. It is a bit like that and the customers are bit like that. It's a bit like sometimes how you speak to your friends or how you speak to you parents and you gauge that accordingly (Front-line8) .*

*it can be but the key I suppose when you work in sales is to adapt your personality to suit the person that you are speaking to... you know whether that somebody who is anxious and looking to organize something urgent,they are just look for a quick and efficient service and they are not looking for a rapport between you and them. They*

*are just looking for an answer so you just go in that direction. If you get an elderly passenger who would like to know each point of it, you slow down and make a conversation rather than just pull up points. So... I mean in my experience because there is just variation in customers that keeps you always thinking so it is like good thing that everybody is different. Certainly when you got you know perhaps angry clients the challenge their is to calm them down and certainly I think this is an office of people who would take that as a challenge to calm them down rather than just let them continue to be angry. So, it is just about adapting your sales technique to suit whoever you are speaking to (Front-line 4 ).*

*As gold I think. I mean without customers we're nothing you know. My customers personally are my...I see them as my friends a little bit as well. Without customers we're nothing that's our...they're essential to our business. My job is to sell holidays basically, isn't it if I don't sell holiday, it's because I haven't got any customers, if I haven't got any customers then we haven't got any business ever so. My customers they know me as (mentioned his name), they don't know me as the Baker street Fun Travel. I am personal friend, I get invited to the weddings, I get invited to the birthday parties you know that that's the philosophy behind the company is....it's the people. That's why we don't have up...we don't have amazing systems in because all about us, you can give us all the tools but at the end of the day you want to book with me regard....you will book with me because of me not because of the great systems we have ( Team leader2 ).*

*My customers are my life blood without them I cannot do anything that I want to do. Ya for me I am here to make money and the only way I make money is because I look after my clients, they like me. They book with me because they like me and I look after them and if I make money I can go often to do things that I want to do so I am here to make as much money as I can to then go and do more travelling and whatever I want to do. So, they are very important to me paramount. You might give somebody you know a £100 voucher to say sorry for something that is going wrong which stops it escalating so if someone...actually I do have an example...couple of*

*weeks ago i booked a hotel for family going away and she was really stressed out, she has got a new baby and I knew that and i booked a car and everything was fine and then a day before she left the hotel said that they were closing down so we moved her to another hotel, it's completely not my fault so what can I do really she was fine, moved her to another hotel but in the way she got there and there wasn't a suite I don't specifically ask for a suite and it's all about she is a bit stressed out so I just knew that when she gets back which is couple of days ago she had called me to complain and I knew it was all kind of going a bit oooh so I sent her a letter that day and she still...she was still travelling, I send her a letter to say I am really really sorry blablaba and I sent her a voucher for £50 towards the next booking because I know she will appreciate that I thought about her and she can use that against something else and really that will prevent her coming back and saying I want a refund towards my travel expenses and it's just tends up you pay more money if you don't deal with it to start with so I mean something like that something like a voucher you can...you're not really losing money anyway because you can just take that off the next booking but other things may be if someone had booked the wrong hotel in Paris and they had.....and they will going to get a cab to another hotel*

*and I just told one of my staff to just refund the woman's card with the price of the taxi which is obviously a lost to the business but I think that....the gain to the business in the future is greater because they're more likely loyal to book with you again ( Team leader3 )*