

Knowing your employees:
The key to build an internal marketing-mix
in French clothing Retailing

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Dublin Business School
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Knowing your employees:
The key to build an internal marketing-mix
in French clothing Retailing

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Declaration

I, Amélie Mulliez, certify that this dissertation has never been submitted for any other degree.

In addition I officially state that this dissertation is the result of my own work. All other sources have been quoted or acknowledged properly.

Name of the author: Amélie Mulliez

Date: 11/01/15

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Abstract

“Everyone talks about building a relationship with your customers. I think you build one with your employees, first.”

Angela Ahrendts (former CEO of Burberry)

Theories have shown that using internal marketing could be beneficial for the duration of a company; indeed, by responding to the needs of their employees, companies manage to keep them involved and enhance their perceived efficiency. The purpose of this dissertation is to determine if the theory is applicable in a particular case or if it is just that, a theory. In order to do so, the research examined the application of an internal marketing strategy in a French clothing retailer and looked for ways to increase sales-assistants’ perceived efficiency thanks to those actions.

Nature / Scope: the nature of this research is explanatory; that is to say, it aimed at studying a particular case so as to draw out more general conclusions. In order to do so, an analysis of the existing literature was undertaken so as to find as much articles as possible on the topics related to internal marketing and an analysis of a particular case was conducted.

Method: Regarding the adoption of the case study strategy, two methods were used: a qualitative and a quantitative research that aimed at determining how the theories are applied in practice.

Contributions: The research contributes to the literature as it fills a gap related to the application of internal marketing in France, and more precisely in clothing retail businesses. Plus, it brings a new theory under which the fact of setting-up an internal marketing mix is major for employees’ involvement in a company and the duration of this company.

Chapter 1: Introduction

1.1 Background of the problem

For a few years now, the competition among companies has reached a new level. Indeed, in a capitalist society the aim is to make money. For companies, this means making a difference with the competition and providing goods that respond more efficiently to the needs of customers.

The problem that rose with this desire for companies to make more and more money is a lack of consideration for Human beings within their organisations. Indeed, while companies were focusing on being more customer-oriented, they put aside their employees' well being. As a consequence, the latter began to feel less satisfied by its work environment and less involved within the company. In Europe, one of the countries that is representative of this problem is France. Indeed, a study by the Eurofound (2012) (European Foundation for the Improvement of Living and Working Conditions) showed that the average rate of job satisfaction in France is lower than in the rest of the European Union.

In order to counter balance this phenomena, some French companies have tried for a few years now to re-establish cohesion within the boundaries of their organisation through the work of the Internal Marketing Department (also called Internal Communication Department). However, even though these companies have understood the importance of taking care of their employees, they still have trouble applying the concept of internal marketing and being more employee-oriented. Indeed, implementing a new Department in a company is not enough; companies (through the work of the Internal Marketing Department) have to understand the needs of employees if they want to build an internal marketing mix strategy; that is to say using the 4 Ps (Product, Place, Promotion and Price) to respond to the needs of the internal customers.

As a consequence the research examined the application of an internal marketing strategy in a French clothing retailer and looked for ways to increase sales-assistants' perceived efficiency thanks to those actions.

1.2 Aims for the research

The aim of this study was to analyse the functioning of internal marketing in order to build an internal marketing mix. To do so, the following question was to be answered:

How is internal marketing used in large French clothing retail businesses?

A review of the literature around the ideas of internal marketing, well being at work, improving employee's perceived efficiency through internal marketing etc. and a study of a specific French case permitted to draw out recommendations and suggest a way-to-go for companies that want a more efficient and more employee-oriented Internal Marketing Department.

The interest of choosing France, as a base of research, was to understand how come the satisfaction at work, in this specific European country, is so low compared to its neighbours (Eurofound, 2012).

Several objectives have been set in order to answer the research question:

1. Identify the importance of well being in a French clothing retailer. (Case study on Pimkie).
2. Establish a link between sales-assistants' satisfaction at work and their perceived efficiency in this company.
3. Estimate the influence of the Internal Marketing Department over the sales-assistants:
 - a) Describe its role within the company.
 - b) Describe to what extent it is part of the sales-assistants' satisfaction.
4. Identify which marketing techniques can be useful to the Internal Marketing Department.
5. Develop a theory under which the said marketing techniques can improve the Department's perceived efficiency towards sales-assistants.

1.3 Approach to the dissertation

In order to respond to these objectives two approaches were undertaken. First, a review of the existing literature was conducted; followed by the analysis of a specific company (case study on Pimkie).

Approach to the Literature Review: The aim of this review was to get an overview of the different theories written all over the world around the subjects of service marketing, internal marketing, satisfaction at work and internal marketing techniques.

The literature review permitted to get a better understanding of the different topics raised during the research and draw out methods to build an internal marketing mix.

Approach to the case study: By using a qualitative research (individual interview with the Internal Communication Manager of the chosen company) and a quantitative one (questionnaires distributed to the sales-assistants of the company in the Northern Region), the aim was to get a more practical aspect of what existed in the company, at the time of the research, in terms of internal marketing and see which modifications could be brought in comparison with what was done in other countries regarding job satisfaction and techniques for the Internal Marketing Department.

1.4 Organisation of the dissertation

In order to get a better understanding of the structure of this dissertation, this section provides an overview of the organisation of its six chapters.

This first chapter is an introduction to the research and permits to highlight the problem related to the human relationships in French companies. As a consequence, the aim of this chapter is to get a better understanding of the problem that was to be solved by this study and set the objectives that was to be reached.

The second chapter is an analysis of the literature that was examined in order to provide a basis for this research. Topics such as the role of internal marketing, its application, service marketing, the delivery of good service quality or job satisfaction will be developed.

The third chapter is an explanation of the methodology used for this research. It is divided into several sections based on the strategy for the research, the approach, the collection of data, the population analysed etc.

The fourth chapter examines the data gathered with the primary research. The aim of this section was to see if the collected information enables to meet the objectives. In order for it to be more understandable, it was divided into five sub-sections related to the objectives.

The fifth chapter gives an interpretation of the results provided by the fourth chapter. A discussion related to the secondary and primary research will also be developed in this part of the dissertation.

Out of the sixth, and last, chapter a conclusion of the research will be drawn. This section will also provide a reflection on the global nature of the research.

1.5 Scope and limitations of the research

As two approaches were chosen for this research, the scope and limitations are different regarding each approach:

The scope for the **secondary research** (Literature Review) was very large. Indeed, it was build around thirty articles written by authors from the last fifty years. Every research on the topics of service marketing, internal marketing, importance of work satisfaction etc. was made in French and in English without limits regarding geography. The aim of this large scope was to get as much information as possible on the topic.

As a consequence, there was no limitation regarding the dates of publications (even though, recent studies were favoured) and the place (the research was based on studies regarding the application of internal marketing that were made all over the world); but, for a matter of time, the research was limited to a certain amount of text specialised on the topic of the research.

The scope for the **primary research** (case study) was narrower. Indeed, the research focused on a clothing retail business whose headquarter is based in the North of France (Pimkie).

For financial and time-bounding reasons, time, location and people were under some limitations. Regarding time, the research did not take into consideration people who left the company or people that were new (respondents had to be in the company for at least a month to answer the questionnaire).

Plus, regarding the location, the research was limited to a French company and more precisely to the stores located in the region Nord - Pas de Calais. As a consequence, the results won't be applicable outside this organisation.

As for the people, the questionnaires were only distributed to those who make the "link between the inside and the outside of the organisation" (Lovelock, Wirtz, 2002); that is to say: the sales-assistants. As a result, it is not representative of all the sales-assistants' point of views and it is important to highlight the fact that the results might have been different if the study had been conducted on the whole sales force. Plus, sales-assistants are not the only one touched by the actions of the Internal Marketing Department; so further studies should consider getting responses from other employees such as marketers, communicators or even sub-contractors.

Last but not least, this study is only based on an internal perspective; so further study could also take into consideration the external point of view of the customers and see if the evolution of internal marketing techniques impacts on their perceived quality of the service.

1.6 Contribution of the study

Even though well-being at work and the application of internal marketing is a very recent preoccupation in practice, theories have been developed by authors for a few years now. Articles talking about the importance of employee's well-being and its impact on their perceived efficiency and others talking about the importance of being employee-oriented and the concept of internal marketing were found. However, researches were limited to certain sectors such as banking, aviation or tourism and to certain countries (USA, Malaysia...). As a consequence, this research contributes to the literature by adding contents regarding the application of internal marketing in France and more precisely in clothing retail businesses.

Across the analysis of the literature and the study of internal marketing in a French clothing retailer, this research also demonstrates the importance of well-being at work and the existence of a relationship between employees' satisfaction and their perceived efficiency.

As a result, this dissertation brings a new theory under which the fact of setting-up an internal marketing mix, and by analogy the understanding of the employees, is major for their involvement in a company and the duration of this company.

Indeed, as an industry that evolves rapidly, employees in clothing retailers need to be in complete cohesion with the values of the company, hence the importance of an internal marketing mix.

Plus, as noted previously, France is a country where job satisfaction is less developed than in other European ones; therefore, this new theory and the examination of useful techniques in French companies could contribute to further studies on other sectors in France.

Last but not least, this research contributes to the studied company as it gives an overview of what sales-assistants expect from their jobs and the climate they are evolving in. Meeting the objectives will help the internal communicators improve their ways of action and respond more easily to the employees' needs.

Chapter 2: Literature Review

2.1 Introduction

In order to examine the influence of internal marketing in French clothing retailers and as a consequence, to be able to make recommendations and offer those companies a way-to-go to enhance their comprehension of their employees, it was important to analyse the theories that were previously proposed on the subject.

The secondary research was very important in providing a basis for the study and in highlighting theories and methods that were used to get a better understanding of the research topic and its evolution over the years.

First of all, it was major for the research to understand where internal marketing was coming from and why it is so important, hence the analysis of the literature related to service marketing and its evolution within the boundaries of organisations.

Then, internal marketing in itself was analysed and several points were highlighted: the definition of internal marketing, its effects within organisations and its implementation.

Last but not least, the literature review examined the implementation of internal marketing in a clothing retailer. This last section permitted to get a basis for the study and an overview of the importance of internal marketing in this sector.

2.2 Service Marketing

This section, divided into four parts, examines several aspects related to service marketing. The final aim is to get a better understanding of what led to the creation of internal marketing.

2.2.1 Definition of Service Marketing

Most of the time products and services are linked; indeed, most products come with a service such as an advice from the seller or an after-sales service and, on the opposite; most services come with something more material (Lendrevie, Lévy and Lindon, 2009).

According to that, it is quite difficult to find a one and only definition to service marketing. As a matter of facts, depending on the context and personal opinions, the definition might slightly change.

Despite that point, numerous authors agreed on defining service marketing as a “process of consumption by which employees of an organisation provide value for the customers” (Grönroos, 1998). According to this definition, service marketing differentiates itself from a product-oriented marketing strategy, as there is no physical product during the exchange with the customer. Indeed, a service-oriented strategy diverges from a product-oriented one through five specific aspects: “its intangibility, its impossibility of storage, the participation of the client in the exchange, the direct contact between the client and the sales-assistants and finally, the lack of consistence of the service quality” (Lendrevie, Lévy and Lindon, 2009)

As a consequence, the latter aspect (quality of the service) and the competences of the service employees become very important within the exchange.

Based on this idea Grönroos (1998) created the Service Marketing Triangle (see appendix #2). According to it, the service is based on three resources: the firm, the personnel and the customers. Each of these resources is major for the quality of the service and, as a consequence, the satisfaction of the customers.

In 2002, Lovelock and Wirtz took back this theory of the Service Marketing triangle and went further by saying that the firm is not only responsible for the customers’ satisfaction but also for its employees’ one. Indeed, during the process of consumption, employees create value for the customers (Grönroos, 1998) and, as a consequence, “service employees are important for the competitiveness of a company” (Lovelock, Wirtz, 2002); positively, the more the firm invest in its employees, the more the latter will be committed and give high quality services. This was proven by the fact that “most successful organisations know that it is important to invest in their people” (Lovelock, Wirtz, 2002).

As a consequence, the question that arise from that is the following one: how does a company know when its service is qualitative or not?

2.2.2 Measurement of service quality

Service organisations are said “successful” when customers are satisfied and, by analogy, when the service provided is qualitative. However, it is highly difficult for companies to provide good services as each customer has different expectations and, as a consequence, a different opinion on what makes a service qualitative or not.

In a study made by Zeithaml, Berry and Parasuraman (1998) the purpose was precisely to “understand why delivering good service is difficult and how it can be facilitated”. In order to respond to their problematic, they created SERVQUAL, a system based on four items: employee quality, planning quality, technical quality and internal quality, which is capable of measuring the quality of a service.

Even though, Zeithaml, Berry and Parasuraman did not test SERVQUAL for their study, the system was a major contribution for marketing and was used for a few years as the reference in terms of measurement. Indeed, a lot of other models were drawn out from SERVQUAL.

However, in 2000, Odekerken-Schröder et al. showed the limit of this system by highlighting the fact that SERVQUAL does not take into account certain points such as critical incidents, that is to say, “the specific behaviours that occurred in an interaction” such as negative or positive incidents. Indeed, by studying a Dutch office manufacturer, Odekerken-Schröder et al. proved that critical incidents play an important role in the evaluation of service quality and, as a consequence, that SERVQUAL has its limits.

However, it is important to notice that both of these studies are based on an event at a given moment; indeed, none of them take into account a measure on a longer period. Plus, employees are evaluated but there is no room for them to give their personal opinion on these measurements. In facts, employees’ services are being measured but there is no desire to understand why the service provided was good or bad.

As a consequence, the aim is to understand how a company can deliver a qualitative service if the customers do not have the same needs.

2.2.3 Delivering good services

Zeithaml, Berry and Parasuraman studied (1988) the collection of service quality data according to managers and employees of a service organisation. Four existing gaps were found: “Gap 1: Difference between consumer expectations and management perceptions of consumers expectations / Gap 2: Difference between management perceptions of consumer expectations and service quality specifications / Gap 3: Difference between service quality specifications and the service actually delivered / Gap 4: Difference between service delivery and what is communicated about the service to consumers”. The study showed that all these gaps lead to problems and, as a consequence, to a decrease in the perceptions the customers have regarding service quality.

One of the main solutions given in this article to facilitate the delivery of service quality lied in the hand of service providers, i.e. the employees in direct relation with the customers. Indeed, authors stated that if employees are efficient, the consequence should be a better delivery of service and so a higher level of perceived service quality. In order to do so, managers need to look for information from the front-line and employees need to feel involved in their companies so that they will be able to deliver a service that matches the image and the values of the organisation.

Regarding this solution, the question is the following one: how to increase frontline employees’ perceived efficiency?

2.2.4 The service-profit chain

According to Lovelock and Wirtz (2002), frontline employees are very important for the organisation because they make the “link between the inside and the outside of the firm”. Knowing that, service employees can become a competitive advantage for the company.

James Heskett and his colleagues (quoted in Lovelock, Wirtz, 2002) formalised this idea with the service-profit chain. This chain shows that there is a relationship between employee’s satisfaction, service value, customer satisfaction / loyalty and revenue growth. Indeed, if the internal service is qualitative according to the employees, the latter will be more satisfied and so more productive; as a consequence, they will provide a service of a better value, so the

customer will be satisfied and loyal and that would lead to revenue growth and profitability which can be reinvested in the internal service quality.



Figure 1: The service profit chain model

As a consequence, authors agreed (to a certain level) that in order to get a higher service quality, employees need to feel satisfied by their job and in order to do that, managers need to be careful of the environment in which the employees are evolving.

Cycles of failure, mediocrity and success demonstrate this idea; the more the employee is satisfied in its work environment, the more satisfaction he/she will give to the customer; and to achieve that point, frontline employees need to feel empowered and part of the organisation (Lovelock, Wirtz, 2002).

Regarding this analysis of literature on service marketing, one idea is coming back frequently: employees have a major role in giving a qualitative service. As a consequence, some companies have understood the importance of taking care of their employees and being more internal-customer oriented.

2.3 Internal Marketing

A study made by Shamma (2012) showed that companies are using internal marketing but, apart from that, there is also a lack of understanding of what internal marketing really is. In this study, top managers of several companies (international and Egyptian ones) were interviewed in order to “examine their view about internal marketing”. Even though the research highlighted some main aspects of internal marketing such as the important tools to make it work (rewards, empowerment, communication, training, well-being...), it also showed that most of the respondents did not have a clear perception of what internal marketing is.

In order for this research to be efficient, it was important to understand the role of internal marketing within companies and its impact on employees.

2.3.1 Definition of internal marketing

The first author who talked about internal marketing was Berry in 1981. Indeed, according to him, companies should see employees as internal customers and try to meet their needs the same way they would do for their external customers; that is to say, “employees should be seen as customers and their jobs as products”.

A few years later, Foreman and Money (1995) went further by claiming that the organisation itself should be seen as a market and, through their research, they investigated the nature of internal marketing. According to their study, there would be four different types of internal marketing: the one where the group applies and is the focus of internal marketing / the one where the organisation applies internal marketing and the focus is the group / the one where the group applies internal marketing and the organisation is the focus / the one where the organisation applies and is the focus of the internal marketing. The last type where the organisation is “the market and the marketer” was the one most especially being tested during their research. Indeed, a test based on part-time and full-time employed students was made to investigate the nature of this last fourth type.

Despite the theories investigating and explaining internal marketing, it is not an easy task for companies to be oriented toward their internal market. Indeed, Gounaris (2008) showed, in a study based on first-line employees of five-stars hotels in Greece that the facts of being

internal-market oriented and applying the method of internal marketing were not always bound together. As a matter of facts, even though companies are oriented towards their employees, it does not mean that they will use techniques of internal marketing and inversely, companies can apply internal marketing programs without understanding that it is internal marketing (Shamma, 2012)

In order to simplify internal marketing, authors gave several components that would permit to understand what internal marketing really is. For Foreman and Money (1995), internal marketing is based on “a named vision, rewards and development”; for Ahmed and Rafiq (2003) the aim of internal marketing is to create an atmosphere in which employees are “encouraged to create, coordinate and improve business”; and for Gounaris (2008), being internal market oriented lays on the “effort to collect internal market related intelligence, internal discussion between supervisors and subordinates and company’s response to internal intelligence with the aim of developing job satisfaction”.

Regarding these definitions, some authors found it important to highlight the fact that internal marketing differs from human resources.

2.3.2 Internal Marketing and Human Resources

The importance of highlighted the differences between internal marketing and human resources lies in the fact that for some people there is no difference between the two of them. Indeed, some articles are comparing Human Resources Management and internal marketing techniques.

This comparison was made in a study made by Dawson and Abbott (2011) where they talked about the use of Human Resources Management to retain employees and how “human resources practices facilitate culture and climate for the service”. It seems that, in this study, the definitions of human resources and internal marketing were mixed up. Indeed, in this research, where the aim was to “propose a model that highlights the importance of selecting right people that fit the organisation”, the researchers talked about some aspects of the Human Resources Management as part of the internal marketing and reversely.

In fact, even though the two are very close, “internal marketing is a supplement to human resources and not a substitute”. In their study, where the purpose was to “investigate the

potential role, degree and nature of internal marketing as an agent of change by implementing a new human resources information system for Malaysian Airlines”, Vrontis, Thrassou & Zin (2010), made the distinction between the two notions. Indeed, according to them internal marketing can be used as a part of Human Resources Management but not as a replacement. In the context of their study, it means that human resources management is more about hiring the right person to fit the job, whereas internal marketing is a way to create a better environment; and, as a consequence, internal marketing is a technique used by the Human Resources Management.

In order to get a better understanding of the differences between these two practices, the role of internal marketing was developed along several studies.

2.3.3 Internal marketing roles

Across literature, the same idea came back: authors agree on the idea that internal marketing is there to bring satisfaction, motivation and commitment (Foreman and Money, 1995; Ahmed and Rafiq, 2003; Keelson, 2014). Nevertheless, even though the given definitions were quite clear, it seemed important to determine the roles internal marketing plays within an organisation.

As a consequence, this section is an analysis of the multiple researches made on subjects related to the different roles of internal marketing.

In order for this section to be clearer, it was divided into two different parts, which are based on peaks from the Grönroos' Service Marketing Triangle (1998): the firm and the employee. Indeed, it was interesting to see if the different roles developed by the literature are in agreement with Grönroos' theory. However, the third peak related to the external customer was not studied as this research was only based on the internal impact of internal marketing.

2.3.3.1 Internal marketing's role towards the company

A lot of literature was developed around the positive roles the Internal Marketing Department plays for the company.

In a study made in 2002 among employees of a French touristic organisation, Pontier developed one of its main roles: according to her, internal marketing is very important in developing market-orientation in every Department of an organisation. Indeed, she highlighted the fact that marketers should not be the only ones taking customer's needs into consideration; every employee of an organisation should act with a view to respond to the needs of external customers.

Even though her study was only limited to the research of information on the clients, she proved the impact of the Internal Marketing Department in being more oriented towards the external customers. Again, we find a link with Heskett's service profit chain: the Internal Marketing Department develop the motivation of employees and their desire to act in the interest of the company by transmitting them the value of being market-oriented.

A few years later, a study by Keelson (2014) took over the idea and went further by showing that "Internal marketing has not only a role of developing market-orientation, it is a prerequisite for a market-oriented organisation". His study, carried out among 24 companies in Ghana, showed that without the contribution of internal marketing, a company would lack "a very influential factor for its success". Indeed, the competitive advantage of a company is based on its capabilities and its core competences; by treating employees as the "same level as customers and giving them the right type of training, the company could turn one of its resource (i.e. the employees) into a capability".

Even though this study only took into consideration the perception of employees of the company and not the actual perception of customers, it showed that if a company wants to be more efficient in its task towards customers, it needs to implement an internal marketing strategy. However, it is important to note that internal marketing is not the only component of an efficient market-oriented strategy.

One of the other important roles internal marketing plays in favour of the organisation is to "promote active communication" (Mazzei, 2010) and through this communication, it helps "legitimising the action of the firm" (Pontier, 2012). Regarding the latter aspect, Pontier's study also showed that employees are motivated because they feel like they are acting in the interest of their company and, as a consequence, for a group they belong to. To complete this idea Mazzei's study (2010), which purpose was to "propose a definition of internal

communication based on intangible resources”, stated that “one of the most valuable resources for the company is knowledge”, which is built on trust. As a consequence, her research showed that the more people feel integrated in the company, the more they trust it and behave according to its values. Trust can only be built thanks to processes such as internal communication and internal marketing. In this case internal marketing is very important because it engages employees in acting according to the values of their company and, as a result, helps the company in positioning itself in the minds of customers.

Last but not least, the literature highlighted the fact that having an Internal Marketing Department in a company could improve the commitment of the employees towards their organisation. As a matter of facts, several studies (Mowday, Steers & Porter, 1979; Tsai & Wu, 2011; Meiju & Mei-Yen, 2013) showed the importance of internal marketing in committing employees to their company. According to these studies, there is a significant link between internal marketing and commitment, and through this commitment employees are more likely to “accept the values of the company, exert effort on its behalf and show desire to maintain membership” (Mowday, Steers & Porter, 1979). As a consequence, if employees are more committed to their company and so, present more cohesion with its values, they will be more concerned by the future of the company and, as a result, give their best to stay in the company.

Even though the final purpose of creating an Internal Marketing Department is to enhance the growth and the profitability of the company, the Department’s roles are not limited to its impact on the organisation’s sake; indeed, the Department aims, in the first place, at responding to the needs of the employees.

2.3.3.2 Internal marketing’s role towards the employee

The literature consecrated to the role the Internal Marketing Department plays regarding the employees of a company is quite rich. Indeed, numerous authors examined its role and its impact.

One of the roles that was highlighted by the literature is the impact internal marketing has over the engagement of employees. A study by Vrontis, Thrassou & Zin (2010) showed that

internal marketing could be used to guide employees through changes. Their study was made so as to analyse the “potential role of internal marketing as an agent of change” within a Malaysian airline organisation and proved that internal marketing has a very positive impact on employees while dealing with changes; indeed, it “generates commitment and acceptance”.

In 2012, Sanchez-Hernandez & Grayson and Pappasolomou, Kountouros & Kitchen confirmed this idea of engagement towards the company’s values. Indeed, both studies examined the use of internal marketing in “engaging the employees with corporate responsibility”. Both studies were convincing and proved that internal marketing is efficient in engaging employees, but it is important to note that it was only based on a study of literature and it was not really tested within a company.

The Internal Marketing Department is also useful regarding the improvement of the work environment. Karl & Peluchette (2006) studied what makes an environment fun. As an example, they talked about recognition, rewards, contests etc. Their definition was then used on a sample of undergraduate students working in the service sector in order to test the importance and the efficiency of workplace fun. There again, it appeared that employees who experience fun in their work are more satisfied and so give more satisfaction to customers than employees that do not experience fun. The main limit to this role played by internal marketing is due to the fact that evolving in a “fun” environment is not always possible; indeed, certain sectors and industries do not accept the implementation of activities not related to the core work.

Improving the working environment leads to another important aspect of internal marketing, which is: developing employee’s job satisfaction. Gounaris (2008) and Esfahani et al. (2013) carried out analysis among companies so as to investigate the “relationship between internal marketing and job satisfaction”. The results showed that the workplace environment has an important effect on the job satisfaction; plus, according to Gounaris, it is a “prerequisite if a company wants to develop job satisfaction among its employees.”

The last role that was developed through the literature is related to the improvement of the employee’s performance. Quantitative researches were made by various authors, such as

Shah (2014), Amangala & Wali (2013) and Foley, Bush & Vorhies (2007), so as to evaluate this relationship between internal marketing and employee's performance. In the studies, findings showed that internal marketing affects the performance of employee and, as a consequence, the performance of the firm. Hence, if a company wants to perform, it has to improve its employee's performance by developing its internal marketing techniques.

Each of the previous studies permitted to understand more and more the various roles internal marketing plays within companies. However, even though some authors made the link between a few of these roles, such as commitment and performance or work environment and job satisfaction, it is important to note that each of them were taken and analysed separately. As a consequence, even if it is preferable for a company to give a more important place to internal-market orientation, the lack of application of one of the previous components of internal marketing in the research would not especially lead to its total non-existence.

Once the roles of internal marketing were defined, the secondary research was centred on clothing retailers. The aim was to see if a business based on both service marketing and a tangible product, such as clothing retailing could be impacted by the implementation of internal marketing.

2.4 Internal marketing in clothing retailers

The literature based on the implementation of internal marketing in clothing retailers is very poor. Indeed, only one article was found on the role played by marketing information system in the clothing retail business (Queiroz and Oliveira, 2014). This article highlighted the fact that in retail businesses, more than in every other businesses, the "products have a short circle of life" and that, as a consequence, employees need to be flexible.

The study showed that employees find unsuitable and complex the restrictions in the access to information. This is the reason why it was important to implement a marketing information system.

This study can be linked to what has been seen in the previous sections. Indeed, employees need to feel concerned by and part of the company in order to be really efficient in their task. If they do not trust their organisation or do not understand why things are working this way, the quality of the service will decrease and, as a consequence, the result will show on the customers' perceived service quality.

Even though this article does not apply in France and does not concern internal marketing strictly speaking, it was still relevant regarding the findings of the study that highlight the importance of having a global diffusion of information among organisations.

2.5 Conclusion

First of all, this literature review permitted to meet objective 3 of the research by giving a clear definition of what internal marketing is and describing its role and its influence. To put it in a nutshell, according to most authors, it can be summarized as a discipline that aims at creating a favourable working atmosphere for the employees and developing their job satisfaction through various roles such as communicating, engaging the employees, improving the environment etc.

This study of the literature enabled to see what could be applied in France. Indeed, several models pointed out by this review were used during the primary research; such as: Mowday, Steers & Porter's scale on organisational commitment (1979), Foreman & Money's scale on internal marketing (1995) and Heskett's service profit chain. Indeed, some items from both scales were used for the questionnaires and the service profit chain model was taken into consideration while analysing the relationships between variables.

Last but not least, it permitted to highlight the gap that exists regarding the implementation of internal marketing in clothing retail businesses and more particularly in French ones.

Chapter 3: Methodology

3.1 Introduction

The literature review highlighted the fact that employees are important in developing competitive advantage within a company. Indeed, the quality of employees' service plays a huge role in the relationship a company is having with its customers. In order for the service to be qualitative, employees need to be satisfied by their jobs and understand the part their individual work represents for the durability of the company's activity. As a consequence, the literature analysis permitted to draw out the importance of implementing an internal marketing strategy in being more employee-oriented.

This dissertation aimed at getting a more practical overview of these theories by determining the role internal marketing plays in French clothing retailers.

In order to respond to this question, the importance of well-being in the studied company had to be identified (objective 1); then, the theory under which satisfaction at work and perceived efficiency are linked had to be tested by establishing this relationship within the said company (objective 2). The other theory being tested was the one linking satisfaction and internal marketing actions; this was the result of a third objective that aimed at estimating the influence of the Internal Marketing Department over the sales-assistants by describing its role and the extent to which it is part of the sales-assistants satisfaction (objective 3). Once those points were examined, the objective was to identify the marketing techniques the Internal Marketing Department could use to be more efficient (objective 4). From that, a fifth objective was drawn out, which was to develop a theory under which the said marketing techniques can improve the Department's perceived efficiency towards sales-assistants (objective 5).

3.2 Research Philosophy

Regarding the research philosophy, Saunders, Lewis and Thornhill (2009) raised four different types: Positivism, Interpretivism, Realism and Pragmatism. (See appendix #3).

They defined each of these four philosophies regarding ways of thinking such as ontology (study of the nature of being), epistemology (aims at discovering the nature of knowledge) and axiology (philosophical study of value). It was important to analyse these four philosophies in relation to the research.

First, the positivism is mostly used while studying very objective facts such as scientific ones where people's behaviours are not being taken into consideration. According to Saunders, Lewis and Thornhill (2009), "only observable phenomena can provide credible data"; as a consequence, there is no room for subjectivity and personal opinions within this type of research philosophy.

Secondly, the three authors examined the use of realism. According to them, there again, the research would only examine objective facts and rely on observable phenomena. However, realism distinguishes itself from positivism as the research is impacted by the personal experiences of the researcher.

The third type of philosophy that was developed is interpretivism. This one is based on "subjective meanings and social phenomena" and the researcher is part of what he/she is researching.

The fourth, and last type, is pragmatism; with this type of philosophy, the researcher can "choose the view he/she wants in order to answer the research question"; indeed, objective and subjective phenomena can be taken into consideration and the researcher's values play an important role in responding to the purpose of the research.

Regarding these four definitions, it can be argued that this research is based whether on interpretivism or on pragmatism. Indeed, positivism and realism were not taken into consideration at all as they are based on objective facts while this research focuses on social phenomena and individuals. Plus the analysis of the literature was based on a subjective interpretation of the theories developed in the articles and responses to the primary researches were based on personal interpretation from the respondents; each response was based on personal experiences and employees' perception of their working environment; which definitely excluded philosophies based on objective facts.

In 2011, Goldkuhl explained the differences between pragmatism and interpretivism. According to his explanations, both philosophies differ regarding the type of knowledge, its role, the type of investigation or the role of the researcher. For example, regarding the type of

knowledge: for pragmatism it is mostly constructive whereas interpretivism is based on understanding; and as for the role of knowledge, with pragmatism the investigation is guided by an inquiry whereas interpretivism relies on field study.

In relation to these explanations, the philosophy that is the most suitable for the research is interpretivism. Indeed, this study aimed at getting a better understanding of what internal marketing is and the role it plays and it is mostly based on a field study as the research examines the case of a particular company in the clothing retail sector.

3.3 Research Approach

According to Saunders, Lewis and Thornhill (2009), there are two types of research approaches that could be used concerning the design of a research: deduction and induction. Both approaches are very different and, as a consequence, lead to different reasoning methods.

The first method (deduction) consists in testing a theory that already exists. Following this method, the research would be based on a general rule and aim at drawing consequences and implications out of the theory.

On the opposite, a research that would use the inductive method would aim at drawing a general theory out of what the researcher observed; as a result: conclusions to the research would stem from analysed experiences.

Regarding both definitions, the approach that was chosen for this research is the second one: induction. Indeed, the research did not aim at using an existing theory to draw out conclusions but, on the opposite, the purpose was to observe how internal marketing is used in a French clothing retailer and get feedbacks from the sales-assistants and the Internal Communication Manager, so as to draw a more general theory out of these observations.

Plus, the conclusions were not factual; they only provided an interpretation of the results regarding this particular case; which again support the use of an inductive approach.

What's more, using the inductive approach during the research, permitted to be more flexible and make changes when it was necessary. The questions used for the individual in-depth

interview were adapted according to the results and the theory drawn out the literature review and the questions for the qualitative research were also adapted after the pre-test.

3.4 Research Strategy

Before choosing the most suitable research strategy, the aim was to explain what was the purpose of this research. According to Saunders, Lewis and Thornhill (2009), the research can be either exploratory, that is to say it aims at “clarifying the understanding of a problem”; or explanatory, in which the researcher “studies a situation and examines the relationship between different variables”; or descriptive, which would be used to “portray an accurate profile”.

The purpose of this particular research was explanatory (Joseph A. Maxwell & Kavita Mittapalli cited by Given, 2008); indeed, it was based on studying the role of internal marketing within a particular company (Pimkie) and examining and explaining the relationships existing between job satisfaction and employees’ perceived efficiency and between internal marketing actions and job satisfaction.

Regarding this research purpose, it can be argued that the strategy that suited the most for this research was the case study. Indeed, among Saunders, Lewis and Thornhill (2009)’s different propositions of strategies (“experiment, survey, case study, action research, grounded theory, ethnography and archival research”), the more coherent was the case study.

Robson (2002) defined it as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context”. This definition is the best explanation for using the case study strategy. Indeed, the research aimed at understanding a contemporary phenomenon, which is the lack of consideration for Human beings within companies in the current context of competition in the retail industry and the raise of internal marketing strategies so as to counter balance this phenomena. Plus, the research focused on a particular company so as to study the existing connections between variables and as a consequence draw a more contemporary conclusion.

3.5 Research Choice

According to Saunders, Lewis and Thornhill (2009), a research can use either a mono-method, which means that “the researcher will only use one technique of data collection either qualitative or quantitative”; or a multi-method, where “the researcher has to chose between qualitative or quantitative but can use multiple techniques of data collection”; or a research can use a mixed-method, that is to say, “mixing qualitative techniques and quantitative ones”.

Regarding the different reasons given by Bryman (2006), the mixed-method design was the best option for this research. Indeed, in order to ensure the reliability of the information, the use of multiple sources of data was required; as a result the research was based on a quantitative study made among sales-assistants and a qualitative in-depth interview with the Internal Communication Manager of the company. Plus, the fact that both studies were made in parallel, and not combined, excluded the mixed-model research.

It also can be argued that the quantitative and the qualitative research were both important for the study; which excluded the multi-method design. Indeed, the qualitative study aimed at getting an overview of the techniques used by the Internal Marketing Department of the company. As a consequence, it permitted to answer the third and the fourth objectives regarding the application of internal marketing in Pimkie. The collected data permitted to get a better understanding of the means the Department has and its limits.

Plus, the quantitative study permitted to see if those actions have a real impact on the job satisfaction of sales-assistants and, as a result, respond to the first and the second objectives. The data permitted to get an overview of the tendency among sales-assistants regarding satisfaction at work and working environment.

3.6 Time Horizon

A research can either be cross-sectional or longitudinal (Saunders, Lewis and Thornhill, 2009). The first method is mostly used while “studying a particular phenomenon”, whereas the latter, is used on a longer period and “studies changes and developments”.

This particular research was made on a 12-weeks time period and aimed at examining the relationship between several subjective variables that are constantly evolving due to the changes of the environment or the mentalities.

As it was argued previously, the research examined a particular phenomenon that was seen at the moment of the research but it did not study the evolution of this phenomenon across times.

As a consequence, this research was, by nature, cross-sectional and will not be usable outside this particular framework.

3.7 Data Collection

Regarding the explanatory purpose of this case study, which aimed at examining the role internal marketing plays in a clothing retail company, and determining if there is an existing relationship between the actions of the Internal Marketing Department and the satisfaction of employees, the data were gathered thanks to an in-depth interview with the Internal Communication Manager of Pimkie and questionnaires that were distributed to the sales-assistants of this company.

Even though, these two methods were the main providers of data, it is important to talk about the data that was collected through the literature review. Indeed, both qualitative and quantitative analyses were based on theories and models highlighted by the literature.

As a consequence, this section will be divided into four subsections in which the way data was collected and analysed will be developed.

3.7.1 Secondary Data Collection

The aim of collected secondary data was to get an overview of the theories that have been developed around the subject of internal marketing. In order to do so, a pre-research was made in order to get as much literature as possible on the subject. The aim of this pre-research was to get a better understanding of what needed to be study regarding the discipline and to examine the topics that were coming back frequently in the texts.

Once this pre-research was done, it permitted to highlight the important topics and, as a consequence, design a plan following the funnel type (see appendix #4). The aim of this funnel was to get a basis for the research by responding to the main questions such as: where is internal marketing coming from? What are the different definitions given to this discipline? What is its role? How is it used in clothing retail companies?

In order to respond to these questions, the research used written materials such as marketing journals or books. Those materials were all accessible on the Internet and in libraries.

The information collected through secondary data permitted to get a basis for the case study. Indeed, several information were highlighted such as the lack of understanding of what internal marketing is among companies, the importance of service quality in creating a good relationship with customers, the importance of job satisfaction while analysing employees' service quality etc. All these information were used to create the questionnaires and get a better understanding of the notion of internal marketing.

Regarding the research itself, the aim was to find recent articles that would help meet the objectives and respond to the research question. As internal marketing is a current issue, recent articles were favoured. Nevertheless, some older theories have been used as there were pioneers back in times.

3.7.2 Primary Qualitative Data Collection

The fact that the research used primary qualitative data was explained through the "research choice" section. As a reminder, it was argued that the qualitative method was important for the study in order to get a basis for the analysis of the answers to the questionnaires.

Regarding the collection of data for this method, the research used an individual in-depth interview with the Internal Communication Manager of Pimkie.

First, the fact that the qualitative research was made on the Internal Communication Manager of Pimkie can be explained by the fact that she was the most suitable person to answer the questions. Indeed, even though, the Internal Marketing Department belongs to the Human Resources one, the Internal Communication Manager is the one who implements the actions.

Secondly, the choice of using the in-depth interview needs to be explained: the research needed a direct confrontation with the person in charge of the internal marketing's actions in

order to get information on the role of internal marketing within this specific company and its ways of actions. This explains why the observation and projective techniques were not taken into consideration. Regarding the choice of an individual interview rather than a focus group, it was based on the fact that the Internal Communication Manager was the most suitable person to answer the questions and it was not necessary to gather all the internal marketing team to get the answers.

As for the design of the interviews, they were based on a semi-structured questionnaire that aimed at getting a better understanding of the application of internal marketing in the company and examine the techniques that are used in order to respond to the needs of the sales-assistants.

The Internal Communication Manager of Pimkie was given as much information as necessary regarding the research, its process, the objectives and the variables being study.

The topics brought up during the interview derived from the theories highlighted by the literature analysis and the researcher's personal experience in this area.

The interview lasted around an hour and the answers given by the respondent permitted to answer most of the objectives.

The interview was conducted in French (language of the interviewee) and the report (questions and answers) was translated in English for the dissertation.

(See appendix #5: Report of the in-depth interview)

3.7.3 Primary Quantitative Data Collection

In parallel with the qualitative interviews, questionnaires were sent to the sales-assistants of Pimkie in the Northern region, which represents a total of 15 stores.

First, regarding the validity of the questionnaire, it was designed so as to meet the objectives and provide a maximum of data in order to respond to the research question. Questions were based on the theory and the methods highlighted by the literature review and formulated in relation with the information given by the Internal Communication Manager.

The questionnaire was designed a first time and different actors of the company tested its validity. It was showed, in the first place, to the Internal Communication Manager; the aim was to get her approval and feedbacks regarding the coherence of the questions. After that, the design was revised and the questionnaire was sent to the manager of the studied region; the purpose of this was to get another opinion on the validity of the questionnaire from someone closer to the tested population; the last test form was sent to the sales-assistants of one of the stores. The aim of this final test was to eliminate potential problems and validate the questionnaire. After this last test, the questionnaire was revised and designed so as to meet the requirements of the pre-testers.

Regarding the design of this last version, the questionnaire was divided into four sections preceded by a short introduction:

- **Introduction:** it provided the information necessary to the respondents to understand the purpose of the research, the topics developed and the variables that were analysed. The introduction highlighted the fact that the questionnaire was anonymous.
- **Demography:** the data collected through this section permitted to get an overview of the typologies of respondents.
- **Work environment:** in order to analyse the relationship between job satisfaction and perceived efficiency and job satisfaction and internal marketing actions, it was important to examine the environment the respondents were evolving in. To do so, items for Mowday's (1979) organisational commitment scale were used. (See appendices #6)
- **Internal communication and Pimkie:** The aim was to gather as much information as possible in order to examine its influence and its impact on the sales-assistants. The questions from this section were partly based on a 15 items scale developed by Foreman and Money (1995). (See appendices #7)

- **Internal communication and the employee:** this section was based on the actions of the Internal Communication Department and the perceptions the employee gets from them.

As the questionnaires were self-administered, their design and layout were made in such a way that it was clear and easy for the sales-assistants to answer the questions. Different types of questions were used, such as: category questions that aimed at determining the role internal marketing plays for the respondents; rating questions, which aimed at examining the importance of some variables and closed questions, that were used for questions that needed a simple response.

The order of the questions was chosen so as to be the clearest as possible for the respondent. Indeed, it was very important that they would not spend too much time on it, as the questionnaires were distributed during work time.

Concerning the delivery of the questionnaires, the last version was sent again to the person in charge of managing the northern region; she, then, forwarded the questionnaires to the 15 stores with a personal note regarding the importance for every temporary and permanent contracts to respond to it. In order to get as much responses as possible, the respondents were given a week to respond to the questions. (See appendices #8 and 9)

After the given week, the questionnaires were collected in every store by the researcher.

3.7.4 Data Analysis

This section aims at understanding how the data gathered with the qualitative and the quantitative research were analysed.

In order to be clearer, this section was divided into two sub-sections: one in relation with the qualitative research and another one in relation with the quantitative one.

3.7.4.1 Data analysis of the qualitative research

Following the inductive approach chosen for this study, the qualitative research was used to collect information that would, then, be explored. As a consequence, the core purpose of the

analysis of the data was to get information on how internal marketing is used within Pimkie and what are the Department's ways of actions in order to get the employees more involved.

As the interview was made in French (language of the interviewee), the first point was to translate it in English; then, the research used the structuring process through narrative in order to analyse the data.

The analysis followed the structure of the interview; first, it explained the purpose of the interview, then the role of the Internal Marketing Department in the company, its ways of action and finally, its limits.

The data collected with the in-depth interviews were analysed independently but they were mostly interesting regarding the answers to the quantitative research.

3.7.4.2 Data analysis of the quantitative research

The analysis of the quantitative data was the most important as it gave more credibility to the research. Indeed, one of the main disadvantages that was drawn out of the literature review was the lack of practical information; a major part of the literature was based on theories and the models were not always tested in a practical context. As a consequence, the analysis of the responses from Pimkie's sales-assistants was very important for the purpose of this research.

In order to draw as much information as possible out of the questionnaires, the research used Sphinx declic to analyse the data.

As the questionnaires were sent by emails to the respondents, the responses were not uploaded on the platform; as a consequence, the first thing to do was to create the questionnaire online and enter manually all the responses to the questionnaires.

Once all the questionnaires were uploaded, several analyses were made:

- Frequency tables were used to determine how the respondents answered to the different propositions
- Cross-tabulations were used to make comparison between two variables

These two types of analysis permitted to determine the existence of relationships between variables and draw out conclusions regarding the impact of the Internal Marketing Department.

The last thing that was done regarding the questionnaires was a cross analysis between the qualitative answers and the quantitative ones; the aim of this cross analysis was to evaluate the real impact the Internal Marketing Department has over the employees.

3.8 Population and Sample

As the research was based on a case study, the first point regarding the population was to find a French company evolving in the clothing retail business.

As there are more than a thousand of companies in the French clothing industry (ALEAUR, 2014) the emphasis was put on companies from the north of France. Indeed, limiting the research to a region permitted to reduce the number of companies. This region in particular was chosen regarding the geographical limitations of the researcher; nevertheless, the region is well known for its history in the textile industry, which added to its credibility as a coherent choice of region.

From the ten or so clothing retailers in the north of France, the research decided to focus on companies with an existing Internal Marketing Department. The choice was made to focus on Pimkie regarding the ability to access the information and the fact that the Internal Marketing Department was progressing so as to get more importance.

The following sections explain how the population was selected for both the qualitative and the quantitative research.

3.8.1 Qualitative Research

The aim of the qualitative research was to answer the third and the fourth objectives (estimate the influence of the Internal Marketing Department over the sales-assistants - Identify the marketing techniques the Internal Marketing Department could use to be more efficient).

In order to do that, it was important to interview people in relation with internal marketing and that are able to answer specific questions (such as the techniques used in the company for internal marketing actions); as a consequence, the Internal Communication Manager appeared to be the most suitable person to answer the questions.

3.8.2 Quantitative Research

The aim of the quantitative research was to answer the first and the second objectives (Identify the role of well-being in the two companies – Establish a link between satisfaction at work and perceived efficiency).

Define the population:

Regarding the population targeted, this research was based on the sales-assistants of Pimkie. This choice was explained in the previous section; indeed, Pimkie was an interesting case to be studied regarding the existence and the actions of its Internal Marketing Department and the focus was made on the sales-assistants, in accordance with the information gathered with the literature review; indeed, as sales-assistants are the ones in direct contact with the customers, they are really important for the company.

Determine the sampling frame:

However, the study needed to be limited to a certain amount of person, for a geographical and a time-bounding reason. As a matter of facts, Pimkie has stores all over France and even in other countries and there was not enough time to do the study on the whole population; hence the importance of defining a sample.

As a consequence, the sample was constituted with sales-assistants from the region Nord – Pas de Calais. This designation gathered store-managers and sales-assistants; indeed, store-managers are also working in contact with the customers, as a consequence, for more clarity, the research used the same designation for both positions. There again the geographical aspect was taken into consideration; indeed, as the questionnaires needed to be collected hand to hand by the researcher, it was necessary to stay within a reasonable geographical limit.

This choice was made in accordance with the company as the Human Resources Manager participated to the design of the sample: 15 stores were chosen to be part of this sample: Lille city centre, Lille Euralille, Villeneuve d'Ascq, Leers, Englos, Faches Thumesnil, Lens city centre, Lens 2, Valenciennes city centre, Valenciennes Petite Forêt, Aras, Noyelle Godault, Douai, Louvroil and St Amand les eaux.

Select a sampling technique:

The technique used was a without replacement sampling; indeed, each respondent was required to answer only once to the questionnaire in order not to be included several time in the sample.

From the two techniques developed by Saunders, Lewis and Thornhill (2009): probability and non-probability, this study was based on the first one. Indeed, as explained, the focus of the research was put on a particular region (Nord – Pas de Calais) and then the company selected a certain number of stores from this region that would receive the questionnaires. As a consequence, all sales-assistants had the same chance to be selected for the research.

Determine the sampling size:

Pimkie is located in 28 countries and has more than 700 stores (with 300 in France). As it was argued, the research could not take into consideration all the stores for different reasons (geographical and financial), as a consequence the sample was limited to the Northern Region, which represented a total of 15 stores.

Validate the sample:

Even though the results might have been different with another sample or a bigger one, the research considered that the chances that they would be in complete opposition with the chosen sample's results were low; indeed, the fact that the Internal Marketing Department has been using the same ways of internal marketing actions for all the sales force (in France and abroad) limited the degree of variability in the answers of the respondents and, as a consequence, did not give any reason for the research to widen its area of study. What's

more, as the regional manager directly sent the questionnaires, the risks of non-responses were limited.

Last but not least, the pre-test permitted to validate the sample as the responses proved that the degree of variability in the answers was very low.

As a result, the questionnaire was sent to a total of 15 stores and the sales-assistants from 14 of them responded; which represented a total of 69 respondents, either sales-assistants or store managers.

3.9 Ethical Issues

There were two types of ethical issues while conducting the research. First of all, while conducting the literature review, the issue was about avoiding plagiarism, that is to say, using the proper references while quoting someone's theories or model.

The second issue concerned the primary research. This case study was based on a cross-sectional qualitative and a cross-sectional quantitative research; as a result, it was chosen to follow a deontological view (Saunders, Lewis and Thornhill 2009); indeed, ethical standards were followed and participants' rights were taken into account. The research was made with the authorisation of the Human Resources Department of the company and no confidential information were used; plus, respondents were told about their right not to answer the questionnaire and the confidentiality of the research.

3.10 Limitations to the research

Limitations to the research were of different kinds. First of all, due to financial reasons, the research was not conducted on the whole sales force. Indeed, the company has stores all over France and in other countries and the finances granted to this research were not enough to study the whole population; as a consequence the research was limited to a certain region (Nord – Pas de Calais).

The second limitation was about the time. The research had to be done within a 12-weeks time period, hence the geographical restriction and the fact that quantitative and qualitative researches were done at the same period.

The access to the person was the last limitation encountered while working on the research. Indeed, accessing the sales-assistants was quite difficult as companies are very protective with their employees and the confidentiality of their information. As a result, the process of getting to the sales-assistants was very long and companies were given the right to examine the questionnaires before they were distributed to the employees. The number of sales-assistants that responded to the questionnaire was discussed with the Internal Communication Manager, the Human Resources Department and the manager on the regional level.

Chapter 4: Data Analysis

4.1 Qualitative Data

During the in-depth interview with Pimkie's Internal Communication Manager several points were highlighted regarding the actions of the Department.

This analysis was important regarding meeting the first objective and the examination of the place and the ways of actions granted to the Department within the company. However, its main importance was to get a basis for the analysis of the quantitative research; indeed, the aim was to get an overview of the actions that are deployed by Pimkie so as to reach the employees and to compare the answers with the quantitative respondents' ones.

According to the interviewee, the main task of the Internal Communication Department in Pimkie is to broadcast the information concerning the company's current affairs and make sure that it is well understood by the receivers.

In order to do so, several communication tools were put in place:

- **Edition**: the objective of this tool is to federate and create an attachment to the company. Through this tool the Internal Communication Department communicates about the company's current affairs and its strategy. It also explains the sense of the different actions and projects that are put in place. As an example, the interviewee talked about the recent evolution of the target. Indeed, it is more difficult for people working in stores to understand the reasons behind this evolution because there are not at the centre of the action and they do not participate directly to the changes. As a consequence, it is very important for the Internal Communication Department to guide them through these changes and back up the information sales-assistants get from their direct managers during their annual convention.

This edition tools incorporates two main materials: a **newsletter** and an **internal magazine**. The first one consists in an A4 page sent by email every month with news

flash, information on the company, store opening, information on the new trends and a part for recruiting. This newsletter is translated into five languages and sent to all the collaborators in the organisation.

Regarding the internal magazine, it is sent every three months to all the collaborators (France and international). Inside the magazine, employees can find the biggest trends of the moment, a topic regarding the evolution of digital, information on what is happening internationally, interviews on the values of the company, portraits of collaborators and a page where employees explain their job within the company.

Pimkie's Internal Communication Department also has an intranet but that was not really working at the time of the interview. Indeed, the interviewee explained that even though the intranet did exist, it was not used properly as information (such as figures) were just given to the collaborators and not explained. As a consequence, the Department was working on a brand new intranet.

- **Events**: this tool is very local and does not directly concern the population of this research. Indeed, it only concerns employees working in the headquarters and, once a year, a convention is put in place for the sales-assistants. However, it was important to understand all the tools the Internal Communication Department uses. The objectives of this tool are to federate the collaborators and work on their feeling of belonging to the organisation.

Despite these important tools, the Internal Communication Department faces problems: first, regarding its existence in the eyes of other collaborators and then regarding the collection of data for the different communication tools. Indeed, the Department is little known by the employees. People know that the information is coming from somewhere but they do not really understand the role of internal communication and the Internal Communication Department's one. That leads to the second problem: the lack of information. As people are not really aware of the existence of such a Department, they are not willing to talk spontaneously about their current project, even though it might be very interesting for a great majority of the co-workers.

As it was argued previously, the importance of this analysis relies on the fact that it provided a basis for the analysis of the quantitative data. Indeed, it highlighted some important variables that needed to be analysed such as: the examination of the way the respondents see the Internal Marketing Department in order to compare it to the way the Internal Communication Manager thinks they see it or the analysis of the Department's actions according to the sales-assistants so as to see if the respondents know which actions can be attributable to it.

4.2 Quantitative Data

The analysis of the quantitative data was the most important regarding the legitimacy of this research. Indeed, its main purpose was to examine the existence of internal marketing within a practical case, which, as a consequence, led to the importance of analysing the responses of the receivers of the Internal Marketing Department's actions.

This section was divided into several subsections, each one responding to one of the research objectives.

4.2.1 Respondents Demographics

Table 1: Respondents Demographics

CHARACTERISTICS	CATEGORIES	N (%)
GENDER (N=69)	Female	67 (97.1)
	Male	2 (2.9)
AGE (N=69)	18-25	25 (36.4)
	26-35	21 (30.4)
	36-45	17 (24.6)
	46+	6 (8.7)
POSITION (N=69)	Manager	20 (29)
	Sale-Assistant	49 (71)
TYPE OF CONTRACT (N=69)	Temporary	20 (29)
	Permanent	49 (71)

As it can be seen in table 1, the majority of the sales-assistants respondents were females (97%). Indeed, when it comes to the service sector and more particularly clothing retail, women represent a majority of the demography (Industrie.gouv.fr, 2005).

Regarding the age of the respondents, it is quite balanced as the 18-25 represents 36.4% of the sample, the 26-35 represents 30.4% and respondents above 36 years old represent 33.3%. These statistics can be explained by the fact that the retail industry is accessible to a large population. Indeed, as the position does not require any specific diploma, people from every age group can be hired: some are students working part-time; some others are women without diploma and some others are women who want to evolve in the company.

As far as the position is concerned, the majority of respondents were sales-assistants (49 against 20 of managers); this represents an average proportion of three sales-assistants for one manager.

As for the type of contract, the permanent contracts seem to be preferred to the temporary ones by the company. Indeed, 71% of the respondents were working with a permanent contract whereas only 29% had a temporary one. This can be seen as a desire of the company to work on the long-term with its employees and create a link between the employees and the company.

4.2.2 Objective 1: Identify the importance of well-being

During a conference sponsored by the Health and Safety Executive, Fiona Farmer (2002) gave some important aspects for well-being at work; such as “workplace hazards, dignity at work, equal opportunities, family responsibilities, working hours, employment security, musculoskeletal disorders, control of work and occupational health scheme”.

In order to see if well-being is important for Pimkie, this analysis examined if the job fits the expectations of the respondents and cross the answers with other questions related to some of the previous aspects of well-being. The aim was to see if those aspects are present in the company and if it impacts the perception of well-being of each respondent.

Table 2: Analysis of employment security: cross tabulation between the type of contract and the expectations regarding the job.

4- Type of contract → 7- Does the job fi... ↓	Temporary		Permanent		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	18	30%	42	70%	60	100%
No	2	22,2%	7	77,8%	9	100%
Total	20	29%	49	71%	69	

Table 2 examined the link between the type of contract of the respondents and the responses to the following question “does the job fit your expectations”. The table showed that the majority of the respondents have permanent contracts and within this category 42 out of 49 are satisfied with their job. Plus, within the 20 respondents that have a temporary contract, only 2 answered no to the question “does the job fit your expectations”.

As a consequence, the analysis showed that employment security is important for the company, as most contracts are permanent, and that the respondents are quite happy with the security of their job.

Table 3: Analysis of equal opportunities: cross-tabulation between the position and the expectations regarding the job.

3- Position → 7- Does the job fi... ↓	Manager		Sales-Assistant		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	15	25%	45	75%	60	100%
No	5	55,6%	4	44,4%	9	100%
Total	20	29%	49	71%	69	

In order to examine the opportunities in Pimkie, respondents were asked their position among the company and the table above examined the responses in relation with their vision of their job.

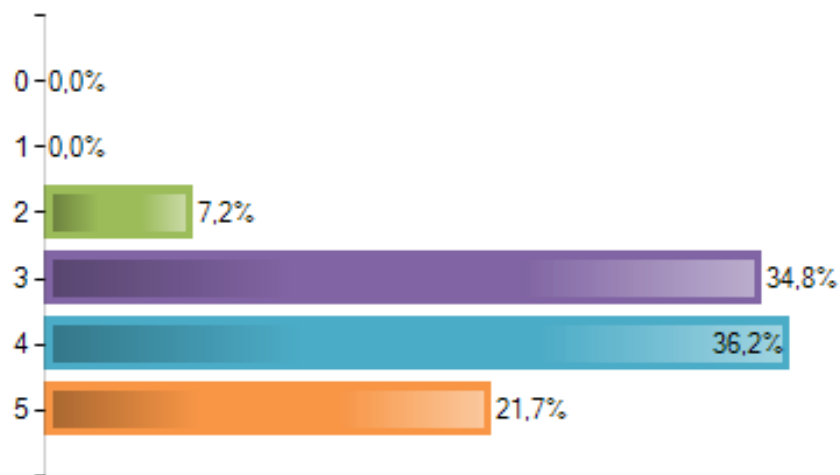
The analysis pointed out that most respondents are sales-assistants (71% vs. 29% of managers), and that for most them the job is adequate to what they expected. Indeed, 45 out of the 49 sales-assistants are happy with their jobs and 15 out of the 20 managers are; which means that regarding the opportunities the job is offering, respondents are satisfied in this organisation.

Table 4: Analysis of integration at work

	Effectifs	% Obs.
Yes	69	100%
No	0	0%
Total	69	100%

Integration is another aspect of well-being at work and in order to see if it is important for Pimkie, respondents were asked if they feel integrated in their teams and 100% of the respondents answered yes to that question. The responses to this question show that integration is one of core strength of the company.

Chart 1: Analysis of workplace environment: respondents' rate of the work environment



In order to analyse, the workplace environment and so, determine if Pimkie gives importance to this aspect, respondents were asked to rate their work environment on a scale from 0 (very bad) to 5 (very good).

As can be seen on the chart, the majority of the respondents gave a grade between 3 and 4, which is pretty good. Plus, almost 1/4 of the respondents gave the highest grade.

The fact that respondents gave such good grades permits to get an idea of the importance the organisation gives to the working environment and to well-being.

Table 5: Analysis of employee's involvement: cross-tabulation between the involvement of the respondent and its expectation towards his/her job

18- Between these t... → 7- Does the job fi... ↓	My company explains me why I am doing things (I feel integrated)		My company tells me what to do without explaining me why		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	56	93,3%	4	6,7%	60	100%
No	8	88,9%	1	11,1%	9	100%
Total	64	92,8%	5	7,2%	69	

Respondents were asked to chose between two statements that would apply the best to Pimkie: whether the company tells them what to do without any explanation or it gives them explanations and tries to involve the employees.

The table shows that 93.3% of people who responded yes to the question regarding their job expectations, chose the first statement (“my company explains me why I am doing things: I feel involved”); however, it also shows that 88.9% of those who responded no to the question regarding the expectations of the job, also chose the first statement.

As a consequence, the analysis does not permit to see if employee’s involvement plays a huge role on his/her expectations regarding the job.

Table 6: Analysis of the reward system: cross-tabulation between the existence of a reward system and the employee's expectation towards his/her job

22- My company rewa... → 7- Does the job fi... ↓	Yes		No		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	25	41,7%	35	58,3%	60	100%
No	2	22,2%	7	77,8%	9	100%
Total	27	39,1%	42	60,9%	69	

According to the table above, it seems that respondents to the questionnaire are not fully aware of the existence of a reward-system. Indeed, out of the 69 employees, 27 responded yes to the question and 42 said no.

Nevertheless, whether the answer was yes or no to the question regarding the reward-system, most of the employees feel like their job fit their expectations.

As a consequence, the analysis showed that reward is not a big part of employee’s expectations regarding his/her job.

Table 7: Analysis of the importance of group work: cross-tabulation between the importance of group-work and the employee's expectation towards his/her job

23- My company enco... → 7- Does the job fi... ↓	Yes		No		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	53	88,3%	7	11,7%	60	100%
No	6	66,7%	3	33,3%	9	100%
Total	59	85,5%	10	14,5%	69	

According to this table, the majority of the respondents answered yes to the question: “does your company encourage group work?” Indeed, out of the 69 respondents, 59 responded yes and among those 59, 53 feel like their job meets their expectations. As a result, the analysis showed that group-work is important in order to meet the employees’ expectations in terms of work.

The previous tables and chart analysis permitted to meet objective 1 and understand the importance of well-being for Pimkie. Indeed, the analysis underlined several aspects important for the well-being of the employees such as employment security, opportunities, good environment, involvement etc.

4.2.3 Objective 2: Establish a link between sales assistants’ satisfaction at work and their perceived efficiency

In order to meet the second objective, several analyses were made regarding the responses given by the sales-assistants. The aim was to cross the answers of the question n°7 (“does the job fit your expectations”) with questions related to the efficiency of the employees.

Table 8: Cross-tabulation between job expectations and the question related to the company helping the employees at being more efficient

16- My company help... → 7- Does the job fi... ↓	Strongly Disagree		Mostly Disagree		Agree		Mostly Agree		Strongly Agree		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	0	0%	8	13,3%	19	31,7%	15	25%	18	30%	60	100%
No	1	11,1%	4	44,4%	3	33,3%	1	11,1%	0	0%	9	100%
Total	1	1,4%	12	17,4%	22	31,9%	16	23,2%	18	26,1%	69	

Question 16 aimed at determining if Pimkie supports its employees in their personal development by helping them at being more efficient. In order to meet with objective 2, the answers to this question were crossed with the answers of question 7 related to the expectations of the employee regarding his/her job.

The table above shows that most people agree with the fact that the company helps the employee at being more efficient (31.9% agree, 23.2% mostly agree and 26.1% strongly agree).

Among the people that agree with this fact, most responded that the job fit their expectations; indeed, out of the 60 persons who think that the job is fitting, only 8 disagree with the fact that the company helps them in their efficiency.

Table 9: Cross-tabulation between job expectations and the question relative to the company training the employee in order for him/her to give a more qualitative service

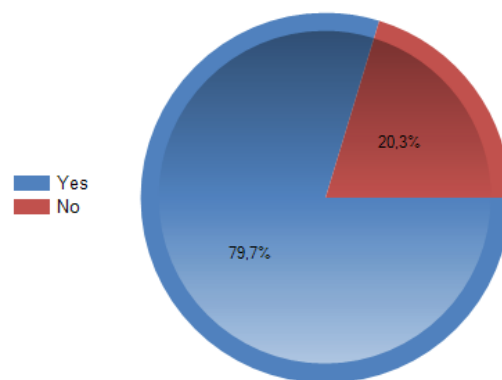
20- My company teac... → 7- Does the job fi... ↓	Yes		No		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Yes	49	81,7%	11	18,3%	60	100%
No	6	66,7%	3	33,3%	9	100%
Total	55	79,7%	14	20,3%	69	

According to the table above, a majority of the respondents feels like the company trains them so as to give a more qualitative service. Indeed, almost 80% of the respondent feels like the company is active in teaching them how to be more qualitative in their job.

Regarding the relationship between job satisfaction and efficiency, it seems that out of the 60 respondents that are satisfied by their job, 49 said that the company trains them to be more efficient.

Regarding the negative answers to the question related to the company training its employees, it seems that the main problem is not the total absence of training but the lack of it and as a consequence respondents did not have the feeling that they were getting enough training.

Chart 2: Analysis of the actions of the Internal Marketing Department and the perceived efficiency of the employees



This pie chart analyses the question 33 which aimed at determining if the information given by the Internal Marketing Department help the employees in their everyday job.

As can be seen, almost 80% of the respondents answered yes to the question, which means that the Department's information are useful for the sales-assistants.

Regarding answering objective 2, the questionnaire helped by showing that there is an existing link between the work-satisfaction of employees and their perceived efficiency. Indeed, the more a company helps its employees at being more efficient, the more they will feel integrated and committed; reversely, the more an employee feels involved, the more he/she will work hard.

4.2.4 Objective 3: Estimate the influence of the Internal Marketing Department over the sales assistants

In order to describe the role the Internal Marketing Department plays within Pimkie the analysis uses cross-tabulations. The aim was to determine if the role of the Department is different regarding the position, the type of contract or the length of service.

Table 10: Cross-tabulation between the position of the respondent and the role of internal marketing according to he/she

24- In your opinion... → 3- Position ↓	Broadcast the company's values		Create a link between employees		Federate employees		Inform		Other (Precise)		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Manager	15	75%	13	65%	5	25%	17	85%	1	5%	20	100%
Sales-Assistant	30	61,2%	34	69,4%	13	26,5%	35	71,4%	2	4,1%	49	100%
Total	45	65,2%	47	68,1%	18	26,1%	52	75,4%	3	4,3%	69	

As can be seen on the table, the position of the employee (manager or sales-assistant) does not really impact on the opinion the respondent has regarding the role internal marketing plays in a company.

Indeed, the percentages are quite balanced: a majority of managers thinks the roles of internal marketing are to inform (85%), broadcast the company's values (75%) and create a link between the employees (65%) and the same ideas are coming back for the sales-assistants: there again the most important role is to inform (71.4%), then, create a link between employees (69.4%) and finally broadcast the company's values (61.2%).

Only ¼ of the respondents think that the internal marketing is there to federate employees.

Table 11: Cross-tabulation between the length of contract and the role of internal marketing according to the respondent

24- In your opinion... → 4- Type of contract ↓	Broadcast the company's values		Create a link between employees		Federate employees		Inform		Other (Precise)		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Temporary	12	60%	14	70%	7	35%	18	90%	1	5%	20	100%
Permanent	33	67,3%	33	67,3%	11	22,4%	34	69,4%	2	4,1%	49	100%
Total	45	65,2%	47	68,1%	18	26,1%	52	75,4%	3	4,3%	69	

Table 11 aimed at determining if the type of contract impacts on the respondent's opinion towards the role internal marketing plays in a company. There again the answers are quite balanced. Indeed, either the contract is temporary or permanent, the responses are similar: for

both permanent and temporary contracts, the most important role of an Internal Marketing Department is to inform (69.4% and 90% of responses respectively), then comes creating a link (70% of respondents have a temporary contract and 67.3% a permanent one) and broadcasting the company's values (60% for temporary contracts and 67.3% for permanent ones).

This table showed that there is no correlation between the type of contract and the role employees expect the Internal Marketing Department to play.

Table 12: Cross-tabulation between the position and the ways the Internal Marketing Department uses to contact the sales-assistants.

27- Which ways does... → 3- Position ↓	Intranet		Newsletter		Internal Magazine		Events		Other (Precise)		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Manager	16	80%	12	60%	17	85%	4	20%	1	5%	20	100%
Sales-Assistant	41	83,7%	18	36,7%	26	53,1%	1	2%	0	0%	49	100%
Total	57	82,6%	30	43,5%	43	62,3%	5	7,2%	1	1,4%	69	

The aim of this analysis was to determine if there is a link between the position the respondent occupies and the answers regarding the ways the Internal Marketing Department uses to contact him/her; and as a consequence, see if the respondents are aware of the ways the Department uses.

Without regards to the position, the main way that is coming back in the answers is the intranet; indeed, 80% of the managers and 83.7% of the sales-assistants answered that they are contacted by the Internal Communication Department via the intranet. Those answers are meaningful, as the intranet was not currently updated by the Internal Communication Department of Pimkie at the time of the research.

The second medium that is coming back frequently in the answers is the internal magazine. However, even though, 85% of the managers told that the Department contacts them through a magazine, only a small majority of the sales-assistants (53.1%) chose that medium. This highlights several questions: either the sales-assistants are not aware of the existence of an internal magazine and, as a consequence, it means that the managers do not circulate the information; or it means that they are not aware that the Internal Communication Department is in charge of this magazine.

The newsletter is also a medium that came out often in the respondents' answers. There again the problem is that there is a huge difference between the answers of managers and the sales-assistants' ones. Indeed, 60% of the managers told that they are contacted by the Internal Communication Department through a newsletter and only 36.7% of the sales-assistants chose that answer. The problem is the same that for the internal magazine: either the sales-assistants are not aware of its existence or they do not know which Department is in charge of it.

Last but not least, 20% of the managers answered that the Internal Communication Department is in charge of events. Even though this is true, as the Department organises events regularly, the sales-people are not directly concerned by those events and as a consequence saying that they are contacted by the Department through these events is not fully right.

According to this table, it seems that employees (either manager or sales-assistants) are not fully aware of the actions that were set up and the ways the Internal Communication Department of Pimkie uses.

Table 13: Cross-tabulation between the type of contract and the ways the Internal Marketing Department uses to contact the sales-assistants.

As there is a difference between answers of managers and sales-assistant it was interesting to determine if the difference only came from the position or if another variable was also responsible for these differences. As a consequence, the following table analyses the relationship between the type of contract and the media used by the Internal Marketing Department (according to the respondents).

27- Which ways does... →	Intranet		Newsletter		Internal Magazine		Events		Other (Precise)		Total	
4- Type of contract ↓	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Temporary	16	80%	7	35%	11	55%	0	0%	0	0%	20	100%
Permanent	41	83,7%	23	46,9%	32	65,3%	5	10,2%	1	2%	49	100%
Total	57	82,6%	30	43,5%	43	62,3%	5	7,2%	1	1,4%	69	

There again the medium that is mostly coming back in the answers is the intranet: 80% for temporary contracts and 83.7% of permanent ones.

The second one is the internal magazine: 55% of the temporary contracts and 65.3% of the temporary ones are aware of the existence of an internal magazine.

Last but not least, the newsletter is mostly known by respondents with a permanent contract (46.9% vs. 35% for temporary contracts).

As a consequence, the data showed that the type of contract does not really influence the responses. Indeed, even though, respondents with a permanent contract are more aware of the media used by the Internal Communication Department, the difference with the respondents with a temporary contract is not representative.

Table 14: Cross-tabulation between the position of the respondent and the effects of the information that the Internal Marketing Department circulates

32- Do you feel con... → 3- Position ↓	Yes		No		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Manager	20	100%	0	0%	20	100%
Sales-Assistant	48	98%	1	2%	49	100%
Total	68	98,6%	1	1,4%	69	

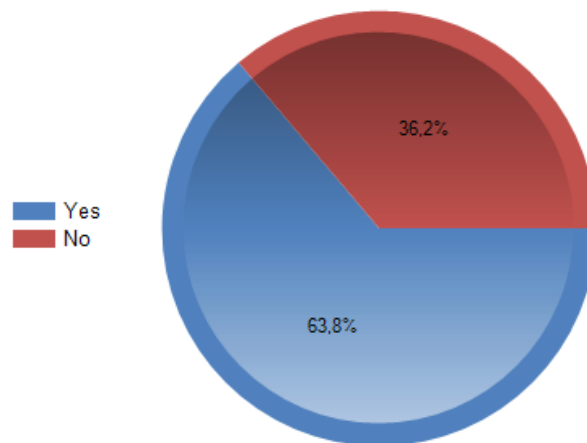
The previous table shows that the respondents, either managers or sales-assistants, feel concerned by the information the Internal Communication Department is broadcasting. Indeed, 100% of the managers responded that they feel concerned by the information the Department gives them (that is to say: turnover, new trends, new products, work council reports etc.), and 98% of the sales-assistants feels the same way.

This data showed that the Department is in good direction regarding the information the employees are expected from it.

Chart 3: Data concerning the perceived efficiency of the Internal Marketing Department according to the respondents

In order to analyse the influence of the Internal Marketing Department over the sales-assistants, it was important to see if it was efficient according to them. As a consequence, they were asked the following questions: “In your opinion, what is the role of an Internal Marketing Department?” and “Do you think the Department fits this role?”

The following chart shows the responses to the second question.



According to the responses, a majority (63.8%) of the respondents feels like Pimkie’s Internal Marketing Department fits in the role they expect from such a Department.

Nevertheless, there are still 36.2% of the respondents that does not feel that way.

As a consequence, it was interesting to understand where the problem is coming from. In order to do so, the responses were crossed with the length of service. The aim of this cross-tabulation was to see if there is a relationship between the two variables.

Table 15: Cross-tabulation between the position and the role the respondents expects from an Internal Marketing Department

25- In your opinion... →	Yes		No		Total	
3- Position ↓	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Manager	8	40%	12	60%	20	100%
Sales-Assistant	36	73,5%	13	26,5%	49	100%
Total	44	63,8%	25	36,2%	69	

This data is very important, as there is a complete opposition between the managers and the sales-assistants. Indeed, a majority of the managers (60%) does not feel like the Internal Communication Department fits in the role they expect it to; whereas 73.5% of the sales-assistants thinks it does.

This table showed that the Internal Marketing Department has a different impact regarding the position of the respondent. Indeed, managers feel like the Department is not fulfilling its

role and they expect more from it, which leads to a lack of influence from this Department. Whereas, the sales-assistants are much more satisfied and, as a consequence, more influenced by the internal marketing actions.

Table 16: Cross-tabulation between the beliefs of the respondents in the company's values and its answers regarding the efficiency of the Internal Marketing Department

In order to determine the role of the Internal Marketing Department, it was important to analyse one the main purposes of the Department: broadcasting the company's values.

The aim of the following table was to see if the Internal Marketing Department has an influence on the beliefs of the respondents regarding the values of Pimkie.

25- In your opinion... →	Yes		No		Total	
14- I believe in th... ↓	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Strongly Disagree	0	0%	3	100%	3	100%
Mostly Disagree	1	14,3%	6	85,7%	7	100%
Agree	10	55,6%	8	44,4%	18	100%
Mostly Agree	19	82,6%	4	17,4%	23	100%
Strongly Agree	14	77,8%	4	22,2%	18	100%
Total	44	63,8%	25	36,2%	69	

According to the collected data, the majority of respondents that agrees with the values of the company thinks that the Internal Marketing Department fits its role (82.6% mostly agree and 77.8% strongly agree).

On the opposite, most people who disagree with the values think that the Department does not fit its role. Indeed, 100% of the persons who strongly disagree and 85.7% of the persons who mostly disagree with the values of Pimkie do not think that the Department fits its role.

This table showed that there is a correlation between the lack of beliefs in the values of the company and the fact that respondents feel like the Internal Marketing Department does not fit its role.

Table 17: Cross-tabulation between the respondent's opinion regarding the comprehensive manner of the company to broadcast its values and the respondent's answers regarding the efficiency of the Internal Marketing Department

25- In your opinion... → 15- My company rela... ↓	Yes		No		Total	
	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Strongly Disagree	0	0%	3	100%	3	100%
Mostly Disagree	1	14,3%	6	85,7%	7	100%
Agree	14	73,7%	5	26,3%	19	100%
Mostly Agree	13	59,1%	9	40,9%	22	100%
Strongly Agree	16	88,9%	2	11,1%	18	100%
Total	44	63,8%	25	36,2%	69	

There again the data shows that there is a link between the perceived efficiency of the Internal Marketing Department and its influence over the employees.

Indeed, the majority of respondents who think that the Department is efficient also think that the company broadcast its values in an efficient way; whereas respondents, who do not think that the Department is efficient, do not agree with the fact that the company is efficient regarding the circulation of its values.

As a consequence, the research met objective three. Indeed, it is clear that the Internal Marketing Department has an impact over the sales-assistants even though its actions and its role are still unclear to some of the respondents.

4.2.5 Objective 4: Identify which marketing techniques can be useful to the Internal Marketing Department

In order to identify the techniques that could be useful to the Internal Marketing Department, several questions were asked to the sales-assistants; such as: “In your opinion what is the role of an Internal Marketing Department?” “What would you do to enhance its actions?” and “Which ways does the Department use to contact you?”

The aim of these questions was to get a better understanding of what the employees expect and what are their needs in terms of internal marketing techniques.

Table 18: Respondents' answers to the question related to their expectations regarding the role of an Internal Marketing Department

	Effectifs	% Obs.
Broadcast the company's values	45	65,2%
Create a link between employees	47	68,1%
Federate employees	18	26,1%
Inform	52	75,4%
Other (Precise)	3	4,3%
Total	69	

According to this table, respondents mostly expect the Internal Marketing Department to inform (75.4%), create a link between the employees (68.1%) and broadcast the values of the company (65.2%).

This data is important regarding the information that needs to be transmitted to the employees in order to help them in their job and regarding the techniques that could be useful for the Internal Marketing Department. For example: a paper support in order to inform and meetings in order to create a link.

Table 19: Cross-tabulation regarding the current actions of the Internal Marketing Department and its efficiency according to the respondents

The data analysed in this table aimed at determining if the current actions are efficient according to the respondents.

28- In your opinion... →	Yes		No		Total	
27- Which ways does... ↓	Eff.	% Obs.	Eff.	% Obs.	Eff.	% Obs.
Intranet	44	77,2%	13	22,8%	57	100%
Newsletter	23	76,7%	7	23,3%	30	100%
Internal Magazine	35	81,4%	8	18,6%	43	100%
Events	4	80%	1	20%	5	100%
Other (Precise)	1	100%	0	0%	1	100%
Total	51	73,9%	18	26,1%	69	

As seen previously, the intranet, the newsletter and the internal magazine are the three major materials used by the Internal Marketing Department according to the respondents.

Regarding the efficiency of these supports (according to the respondents): most of them feels like the current supports are enough. Indeed, 77.2% of the persons who said that the Internal Marketing Department uses the intranet thinks that it is enough; only 1/5 of the people who said that the newsletter exists in Pimkie thinks that its is not enough and the data shows the same proportion regarding the people who said that the Department uses an internal magazine and does not think it is enough.

However, even though the people who think that the Department’s actions are not enough only represents a fifth of the targeted population, they are still existing and representative. As a consequence, it is important to understand what are their needs.

Table 20: Respondents’ answers to the question related to the ways that could be used to enhance the Internal Marketing Department actions

In order to identify the techniques that could be used to enhance the actions of the Internal Marketing Department, the respondents were asked the following question: “What would you do to enhance the actions of the Internal Marketing Department?”

	Effectifs	% Obs.
Training	30	43,5%
Meetings	30	43,5%
More communication	34	49,3%
More targeted Communication	19	27,5%
Other (Precise)	2	2,9%
Total	69	

From the respondents’ answers, the actions that were more mostly voted in are more communication (49.3%), trainings (43.5%) and meetings (43.5%).

These information are important in order to build a more efficient Internal Communication Department because employees’ need to feel that the company is taking their needs and desires into consideration.

Plus, as seen before, the collection of data from the sales-people is major while working on the efficiency of internal marketing because they are in direct contact with the customers and

they need to be able to answer the questions in the best possible way and be in cohesion with the values of the company.

Thanks to these data, the research met objective 4. Indeed, the collected data permitted to highlight the techniques that could be used by the Internal Marketing Department in order to respond more efficiently to the employees' needs; that is to say: trainings, meetings etc.

Chapter 5: Discussion chapter

Keeping in mind the aim of this research, that is to say: determining how is internal marketing used in large French clothing retailers so as to analyse its functioning as a base for creating an internal marketing mix; several aspects of internal marketing were examined through a literature review and a case analysis; first, theories and methods were highlighted in the literature and then, these theories were tested in a practical case thanks to a qualitative and a quantitative research.

Both research (secondary and primary) highlighted important points that were to be discussed: the relationship between employee's satisfaction and their perceived efficiency, the existing role of internal marketing in French companies and the relationship between the existence of internal marketing techniques and the satisfaction of employees.

The aim of this section is to discuss the said points and compare the existing differences between the theory and the practice.

5.1 Relationship between employees' satisfaction and their perceived efficiency

As it was seen along the literature, well-being at work and employee's satisfaction is a topic that is coming back frequently in the minds of marketing authors. Indeed, as the latter are examining the evolution of marketing and strategies directed toward the external customer; theories about the importance of employees for the growth and the profitability of a company (internal customers) are coming up and strategies aiming at involving the employees and satisfying their needs are being discussed.

The literature review highlighted one of the main theories on the subject of the relationship between employees' satisfaction and their perceived efficiency that was raised by James Heskett and his colleagues in the nineties: the service profit chain. As it was argued, this model aims at proving the existing link between the satisfaction of employees of some

company, their perceived efficiency, the loyalty of customers and the growth of the said company.

The aim of the research made among Pimkie's sales-assistants was to examine this theory on a more practical aspect. In order to do so, several questions based on different aspects of job satisfaction were asked to the sales-assistants. Those questions were drawn out the literature and the different models developed along the years: importance of work environment, equal opportunities, employment security, existence of rewards, existence of a shared vision etc. In order to do so, a quantitative research was conducted and aimed at determining if well-being at work is important for Pimkie's sales-assistants (objective 1) and if their satisfaction at work impacts on their perceived efficiency (objective 2).

First of all, the data collected through the primary research showed that several aspects of the job description play a role in the satisfaction of the employees: the position and the type of contract. Indeed, even though the quantitative research showed that a majority of the respondent is satisfied with these two factors, it appears that when respondents are not satisfied, most of the time it is due to one of these factors. As a consequence, the results of this analysis showed that the first thing to do while examining the satisfaction of an employee and to encourage the sales-assistant satisfaction is to analyse his/her needs regarding the job description.

What is more, the secondary research also highlighted the idea of critical incidents; this theory examines the existence of critical incidents; that is to say actions that are impacting on the quality of a service (in a good or a bad way); and determines its importance while defining the quality of a service (Odekerken-Schröder, 2000). Putting this theory into practice and regarding this specific case, the job description can be compared to a critical incident; indeed, if an employee sees his/her job as a critical incident, meaning that the job is seen as something bad or, on the contrary, as something very good, it will impact on his/her vision of the quality of the job and as a consequence might damage his/her satisfaction.

However, it is important to note that the literature review and the qualitative research pointed out the fact that internal marketing is different from Human Resources. Regarding this point, and despite the importance of job description as a critical incident, the Internal Marketing Department has no impact on such thing as the job description. As a consequence, the aim of

the Department is to counter balance this critical incident by acting so as to keep the employee satisfied despite this point.

Regarding this idea, the research looked for and examined other aspects of employee's satisfaction that are impacted by the Internal Marketing Department. Foreman and Money first highlighted those aspects in 1995, through their 15-items scale, which aimed at determining the components of internal marketing. They drew out factors such as: vision, rewards, performance, communication and flexibility. The aim of this case analysis was to determine if those components could be found within the studied company and, if so, examine their impact on the employees' satisfaction. Regarding the data collected by the primary research, it seemed that most of the components from Foreman and Money's scale were found within Pimkie (existence of rewards, transmission of the company's values, trainings etc.) and that the majority of the Pimkie's employees was satisfied by the impact the Internal Marketing Department has over these factors.

As a consequence, the research proved that the theories are effective in a practical context. Indeed, it was showed that, firstly, well-being and satisfaction at work are very important for the employees of the company, and secondly that the Internal Marketing Department, within this company, has an impact over their satisfaction through the use of different components.

The second aspect that was analysed by the research is the existence of a relationship between this satisfaction and the perceived efficiency of Pimkie's employee. Indeed, as it was seen previously, the service profit chain model is based on the idea that if employees are satisfied, they will be more efficient and as a consequence help the company be more profitable. In order to analyse this theory in a practical context, the question was directly asked to the employees to see if the actions of the Internal Marketing Department was helping them in being more efficient; indeed, as it was seen in the previous paragraph, the Department's actions are the ones impacting on the satisfaction, hence the relationship between the Department's actions and the perceived efficiency of the employees. The data showed that most of the answers given by the respondents to the research were in agreement with the model: a total of 79.7% of the respondents answered positively regarding the impact on the actions of the Internal Marketing Department on their perceived efficiency.

As a consequence, the research proved that the service profit chain model, which highlights the existence of a relationship between the employee's satisfaction and their perceived efficiency, is effective in a practical context.

5.2 The existing role of internal marketing among a French clothing retailer

One of the purposes of this research was to examine the existence of an internal marketing strategy within a French clothing retailer; indeed, despite the numerous texts in relation with internal marketing, the literature review highlighted an existing gap regarding the application of this discipline in France.

During the analysis of the existing literature on the subject, two important ideas were highlighted and needed to be discussed in comparison with the information brought up by the primary research: first, as the literature is quite poor regarding the analysis of the existence of internal marketing within French companies and more specifically French clothing retailers, the research brought new evidences of the use of this discipline in France; and secondly, the primary research tried to examine and give an explanation to the fact that internal marketing is little known by the companies and their employees. As a consequence, this section examines these two ideas from both points of views: the literature and the case study.

The first aspect that was to be examined regarding internal marketing was its existence among French clothing retailers. Indeed, as there was not a lot of literature found on the subject, it was important to understand the role internal marketing plays within this sector; hence the interview with an Internal Communication Manager.

The interview was mostly important regarding its role as a contribution to the literature; indeed, the aim was not to test an existing theory but mostly to fill the existing gap.

The interview showed that for the studied company, internal marketing plays an important role in broadcasting the values of the company, federating the employees and creating a link between these employees and the company. The information given by the Internal Communication Manager of Pimkie were compared to the different definitions already

existing on the notion of internal marketing. The research highlighted the fact that this company is in agreement with the different definitions of internal marketing given by authors such as Foreman and Money (1995), Ahmed and Rafiq (2003) or Gounaris (2008). Indeed, the qualitative research highlighted the fact that the Internal Marketing Department's actions are based on developing the vision and the values of the company among the employees (link with the definition of Foreman and Money), but also that the Department is acting in order to "promote an atmosphere in which employees are encouraged to create, coordinate and improve business" (definition of Ahmed and Rafiq, 2003) and last but not least, "collect internal market related intelligence, act as an incentive for the communication between supervisors and subordinates and develop job satisfaction" (definition of Gounaris, 2008).

There again, the research showed that the definitions given in theory can be applied in a practical context. However, it was important to note that the fact that this Internal Marketing Department is in agreement with the different definitions related to internal marketing does not mean that all companies in the clothing retail industry are functioning in the same way regarding the application of internal marketing; indeed, this research is only based on one case study and can not cover all the companies in this sector, it only shows that for this particular case, internal marketing is well known and well used by the Department.

As a matter of facts, even if this Department is in accordance with the different definitions and seems to know what internal marketing is, it was important to see how the employee are impacted by these actions. Indeed, both Gounaris (2008) and Shamma (2012) raised this problem linked to the fact that regarding the appreciation of internal marketing, companies are not always aware of what it really is; which, as a consequence, create problems for employees to evaluate the impact of the Department's actions over their satisfaction.

As Gounaris and Shamma showed it, being employee oriented and applying internal marketing programs are very different. As it was seen previously in this case study, the comparison between the research and the theory showed that this particular Department was perceived as quite effective regarding the theoretical definition; still, it was important to determine its perceived efficiency from a more practical point of view: the employees' one; indeed, they are the one judging the quality of the service at the end. As a consequence, one of the aims of the research was to determine how internal marketing is seen by the sales-

assistants in Pimkie, hence the examination of the employee's opinion regarding the actions of the Internal Marketing Department.

The data gathered from the questionnaires showed that most of the employees from Pimkie are not fully aware of the actions of the Internal Marketing Department. Indeed, the analysis of the data highlighted the fact that employees do not always distinguish the actions carried out by the Internal Marketing Department from the ones carried out by other Departments. For example, the responses of the employees showed that they did not feel sure about the ways of actions of the Department, a small majority talked about the internal magazine and less than the majority talked about the newsletter, which are the two main ways of actions of the Department. As a matter of facts, this did not come as a surprise as the qualitative research had already confirmed this idea. Indeed, the Internal Communication Manager explained that most employees of Pimkie are not fully aware of the existence of the Department. Despite this obviousness, the Internal Communication Manager highlighted the fact that the main objective is not to be known by the employees but to implement actions even though they will not be attributed to the Department.

As a result, the research did not disapprove with or refute the theories of Gounaris and Shamma but highlighted the fact that internal marketing is not always well known by the organisations can be linked to the desire of the Department itself to focus on its actions whether than on its existence and popularity among the employees.

Chapter 6: Conclusion and Recommendations

As the research met the five objectives, the conclusion aimed at examining the core purpose of the research, that is to say: determine the importance of knowing the internal customers (i.e. the employees) in building an internal marketing mix.

Following Foreman and Money's theory (1995) that the "organisation itself should be seen as a market", this research examined the creation of an internal marketing mix where the product becomes the job, the place is the working environment, the price is the wage and the promotion corresponds to the actions of the Internal Marketing Department (through communication, meetings, trainings etc.). The aim of this examination was to prove that knowing the employees and understanding their needs is essential just as knowing the external customers' needs and desire is essential for marketers.

The research based on Pimkie's case study proved this idea by showing that if employees' needs are not fulfilled (with priority given), the actions of the Internal Marketing Department will not have the same impact and, as a consequence, will not serve the interests of the company. Indeed, the analysis highlighted the fact that most employees who are not feeling listened by the company and, by analogy, who feel like the Internal Marketing Department is not efficient, are not committed to the company and do not feel concerned by the company's future.

As a consequence, this research showed that knowing the internal consumers (i.e. the employees) is major for companies that want to build an internal marketing mix or create an effective Internal Marketing Department.

Another conclusion that could be drawn out of this research is the fact that the lack regarding the notion of internal marketing is not only present within the literature but also within business education programmes. Indeed, the research showed that there is a real lack of understanding around the notion of internal marketing due to the fact that most marketing programs and marketing textbooks are developed around the strategies towards the external customers but does not talk about internal marketing (or just within a small section). The fact

that there is no particular course for the job of Internal Marketing Manager adds to the reason why most companies are not especially aware of this technique or, when they are, to the fact that they are not always able to implement actions in the best possible way.

Regarding these conclusions, some recommendations need to be given. They are of different types: first, recommendations for the company regarding the employee's knowledge of the existence of the Internal Marketing Department and the enhancement of the Department's actions; secondly, recommendations on a more general level; last but not least, recommendations for further research on this topic.

First of all, Pimkie's Internal Marketing Department needs to position itself in the minds of the employees, just like the company positions itself in the minds of the external customers. Indeed, if the Department wants to be more efficient in its task and touch a wider population among the employees, it is important to follow the same rules than in marketing: segment, target and position. Each employee needs to feel touched by the Department's actions and as a consequence feel like someone in its own right. Segmenting, targeting and positioning will lead to the creation of a more efficient and influential Internal Marketing Department and so more involved employees and as a consequence, employees more efficient.

Plus, regarding the feedbacks and the observations made by the sales-assistants the Department needs to widen its techniques of actions in order to touch the employees in a better way. Indeed, the employees are not fully aware of the actions of the Department but some still feel like there is a lack in those actions. As a result, the Internal Marketing Department needs to get more feedbacks from the employees in order to enhance their techniques.

Then, regarding a more general vision, it is important for companies, not only in the clothing retail industry, to understand the real importance of their employees. Indeed, it was proven multiple times that there is a relationship between the satisfaction of the employees and their perceived efficiency, as a consequence, external customers are no more the only one who can impact on the profitability and the growth of a company.

Plus, companies need to understand the fact that implementing internal marketing strategies is not as expensive as they might think. Indeed, most of the employees just want to be listened to, they feel like their opinions and visions could be helpful for the company's future; by listening to them and developing the exchange between managers and subordinates, the satisfaction of the employees could grow up and as a consequence their perceived quality too.

Last but not least, several recommendations should be made regarding further research on the notion of internal marketing. First of all, it would be important to go on with the research in France; indeed, as it was seen the rate of French employee's well-being is lower than the one of its European neighbours; as a consequence, further study should be made but on a larger scale. As this study was only based on a regional level, further ones should be conducted using the whole sales force. As it was argued, their position is really important regarding the perceived service quality of the external customer, as a result, it is really important to understand their needs and try to meet with those.

Plus, further studies should be conducted, but this time, not only on the sales-assistants but also on the people working in the headquarters or in the factories; indeed, as it was seen, each Department of a company needs to be customer-oriented and the Internal Marketing Department is the one broadcasting this idea; as a consequence it would be important to see its impact on the other Departments of a company.

Last but not least, researches could be done in other sectors; indeed, as it was argued, not all the sectors have the possibility to implement internal marketing actions (for example, the banking sector); as a consequence, it could be beneficial to analyse how those sectors manage to keep their employees satisfied.

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Appendices

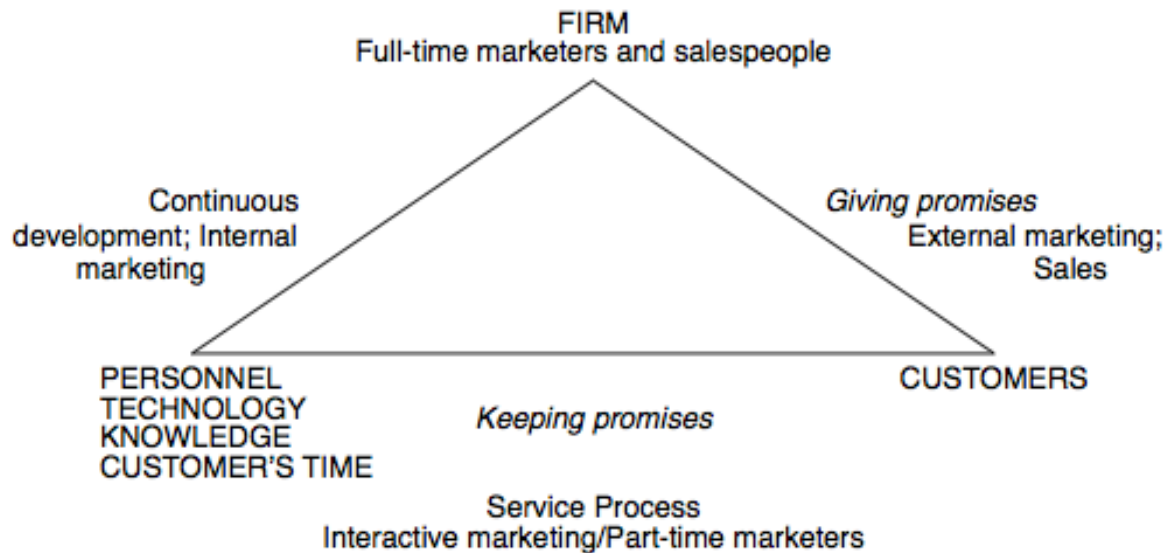
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Appendix #1: Gantt Chart

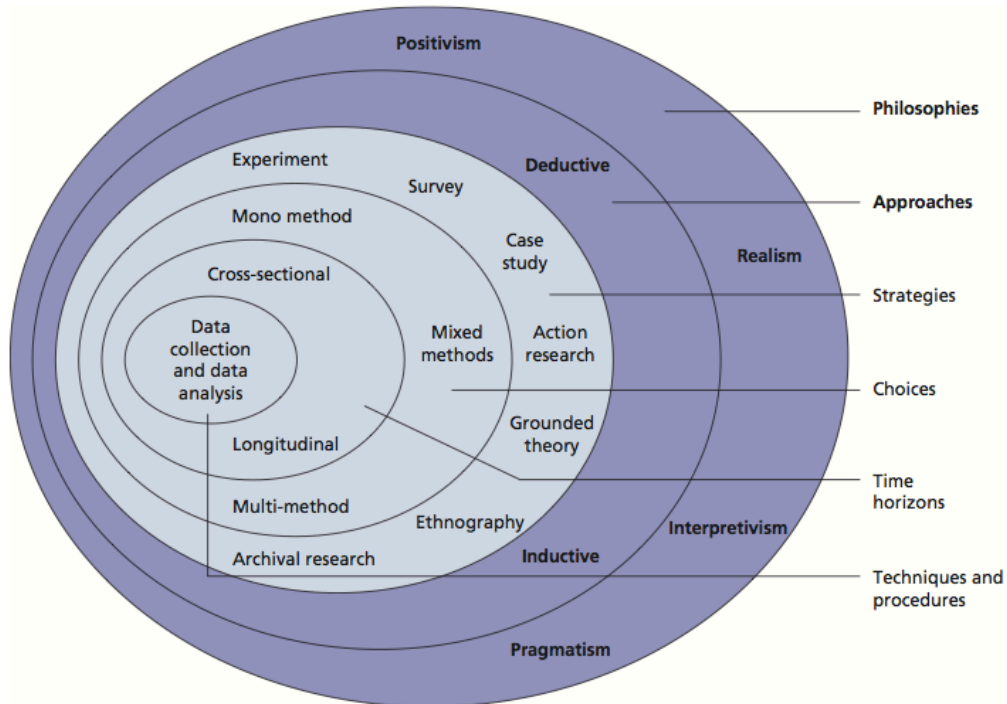
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	Week number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1. Holidays																					
2. Going back to France																					
3. Moving																					
4. Complete Literature reading																					
5. Finalise Objectives																					
6. Draft Literature Review																					
7. Draft Research Strategy & Method																					
8. Develop Questionnaires																					
9. Pilot, Test and Revise Questionnaires																					
10. Administer Questionnaires																					
11. Enter Data Into Computer																					
12. Analyse Data																					
13. Draft Findings Chapter																					
14. Update Literature Read																					
15. Complete Remaining Chapter																					
16. Submit to tutor and await feedbacks																					
17. Revise draft, format and submission																					
18. Print, bind																					
19. Submit																					

Appendix #2: The Service Marketing Triangle

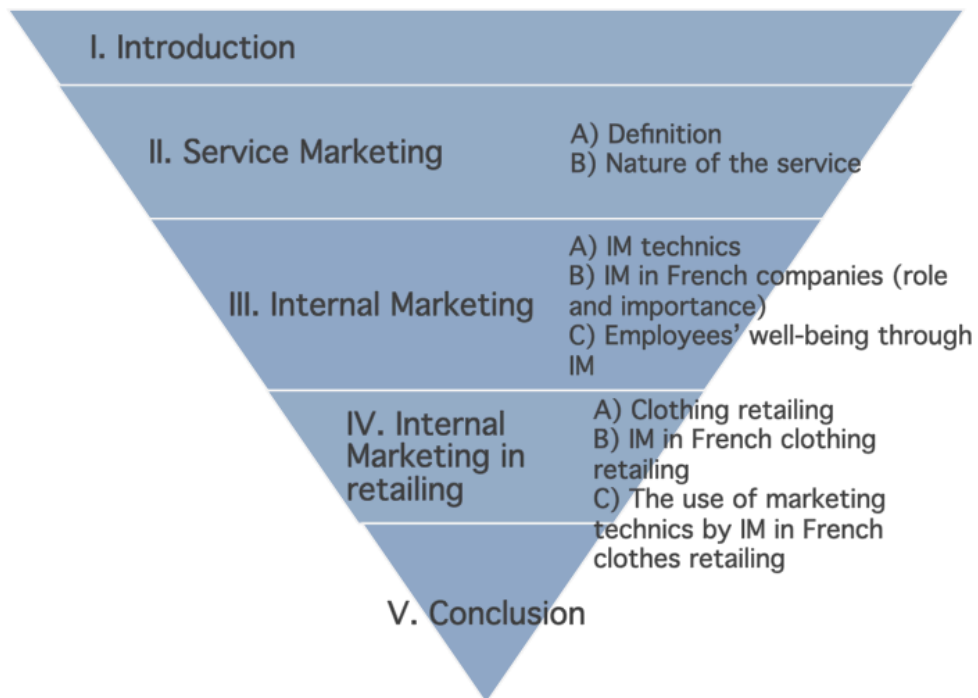


Source: Adapted from Grönroos (1997, p. 415)

Appendix #3: Research onion (Saunders, Lewis and Thornhill, 2009)



Appendix #4: Funnel



Appendix #5: Report of the in-depth interview with the Internal Communication Manager of Pimkie (translated from French to English)

Presentation of the researcher (name, level of study, school, knowledge regarding Internal Marketing...)

Presentation of the research (its purpose, its objectives and its deadline)

Questions:

1. Why do you apply internal marketing within your organisation? What are the fundamental aims/objectives of internal marketing in your organization?

The main mission of the Department is to broadcast the information related to elements of the company's current news and make sure that it is well understood by everyone.

2. Which ways is using the Department to reach its objectives?

There are multiple tools:

Edition: the objective is to federate and create an attachment to the company. First, we communicate about the news related to the company, the strategy, we try to give sense to the actions, the different projects. For example: the evolution of the target. Indeed, this evolution of target was more difficult for the people working in stores. Regional Assistants are very important in broadcasting the messages; plus, there is a convention every year with the managers.

There are two tools:

- Newsletter: "Pimkie news", sent by emails every month, to everyone. It is an A4 with short stories, news, new openings, information on the new collections and trends and a part on recruiting. It is translated into five languages and written by the Internal Communication Department. A survey was done this summer on this tool and a lot of employees responded positively regarding the newsletter.
- Internal Magazine: "Pimkie Inside", quarterly. We can find the biggest trends of the moment, an explanation on these new trends and why they are in the collection, double page on digital, not only on Pimkie but more generally, new store-openings, short stories on what is happening internationally, double page "interview" on the values of the company (Attitude: team spirit, passion, agility), portraits of employees, a page "live my life" where two jobs are explained. Survey on the magazine that showed that it is well appreciated.

- Intranet: neglected. Figures are given but not explained. The intranet is being replaced and the Department is working on a brand new one.
- New employees are given a “welcome kit” with the last magazine and a booklet “What is Pimkie?”

Events: very local, only for the employees in the headquarters (music festival with a concert, neighbour’s day...). The aim is to federate the collaborators, work on their belonging to the company and surprise them.

3. What are the main difficulties or challenges while implementing internal marketing?

Knowing everything. People don’t come spontaneously to us to talk about their projects; they are even surprised when we try to learn more about what they are working on. People are not really aware of what is Internal Marketing and what is the role of this Department so they do not really think about talking about their jobs.

4. What about the sales-assistants themselves?

They all receive both publication (newsletter and internal magazine), but we can not do much more as they are too far from the headquarters. However, they all have an integration process to follow when they arrive in the company.

Appendix #6: Mowday's organisation commitment questionnaire (1979)

TABLE 1
Organizational Commitment Questionnaire (OCQ)

Instructions

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working (company name) please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.^a

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
2. I talk up this organization to my friends as a great organization to work for.
3. I feel very little loyalty to this organization. (R)
4. I would accept almost any type of job assignment in order to keep working for this organization.
5. I find that my values and the organization's values are very similar.
6. I am proud to tell others that I am part of this organization.
7. I could just as well be working for a different organization as long as the type of work was similar. (R)
8. This organization really inspires the very best in me in the way of job performance.
9. It would take very little change in my present circumstances to cause me to leave this organization. (R)
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
11. There's not too much to be gained by sticking with this organization indefinitely. (R)
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)
13. I really care about the fate of this organization.
14. For me this is the best of all possible organizations for which to work.
15. Deciding to work for this organization was a definite mistake on my part. (R)

^a Responses to each item are measured on a 7-point scale with scale point anchors labeled: (1) strongly disagree; (2) moderately disagree; (3) slightly disagree; (4) neither disagree nor agree; (5) slightly agree; (6) moderately agree; (7) strongly agree. An "R" denotes a negatively phrased and reverse scored item.

Appendix #7: Foreman and Money's table on internal marketing items (1995)

Table 1. Internal marketing items: Descriptive Statistics; Item-to-total Correlations; Alpha for Scale with Item Deleted; and Rotated Factor Patterns from VARIMAX Factor Analysis

Item	Mean	SD	Item-Total Correlation	Alpha if Item Deleted	Factor 1 (Development)	Factor 2 (Rewards)	Factor 3 (Vision)
1. Our organization offers employees a vision that they can believe in	4.8	1.7	0.62	0.94	0.19	-0.20	0.87
2. We communicate our organization's vision well to employees	4.3	1.7	0.67	0.94	0.26	-0.23	0.84
3. We prepare our employees to perform well	4.5	1.4	0.77	0.93	0.68	-0.37	0.30
4. Our organization views the development of knowledge and skills in employees as an investment rather than a cost	5.1	1.7	0.72	0.93	0.72	-0.28	0.23
5. Skill and knowledge development of employees happens as an ongoing process in our organization	4.8	1.5	0.65	0.94	0.81	-0.13	0.14
6. We teach our employees "why they should do things" and not just "how they should do things"	4.7	1.5	0.73	0.93	0.81	-0.22	0.21
7. In our organization we go beyond training and educate employees as well	4.1	1.7	0.75	0.93	0.64	-0.37	0.33
8. Our performance measurement and reward systems encourage employees to work together	3.8	1.5	0.70	0.93	0.35	-0.73	0.23
9. We measure and reward employee performance that contributes most to our organization's vision	3.7	1.6	0.67	0.94	0.25	-0.83	0.21
10. We use the data we gather from employees to improve their jobs, and to develop the strategy of the organization	3.7	1.7	0.74	0.93	0.45	-0.52	0.39
11. Our organization communicates to employees the importance of their service roles	4.7	1.6	0.67	0.94	0.38	-0.27	0.63
12. In our organization, those employees who provide excellent service are rewarded for their efforts	4.4	1.7	0.58	0.94	0.19	-0.80	0.17
13. In this organization, the employees are properly trained to perform their service roles	4.7	1.4	0.72	0.93	0.66	-0.40	0.19
14. This organization has the flexibility to accommodate the differing needs of employees	4.3	1.5	0.66	0.94	0.59	-0.33	0.26
15. We place considerable emphasis in this organization on communicating with our employees	4.7	1.5	0.73	0.93	0.65	-0.13	0.52
Statistics for scale	66	18					
	6	7					

Alpha=0.94, standardized item alpha=0.94.

Appendix #8: Email of the Regional manager regarding the questionnaires (translated from French to English)

Hello everyone,

As part of a study on the Internal Communication Department, a master student in communication and marketing: Amelie would like to survey all the teams working in stores in the region Nord – Pas de Calais.

In order to help this person in her project, but also to help the company evolve on this subject, I imperatively ask you to print this questionnaire for every temporary and permanent contracts in your store. This questionnaire is individual; I count on your responses in an individual way without exchanging responses in order not to falsify the results.

As information, the Internal Communication Department the questionnaire is about is the one that sends you, for example, the internal magazine you receive every three months.

This questionnaire has to be filled up by everyone by the 23rd of November 2014 because Amelie will come in stores from this date to collect the totality of the questionnaires.

Thank you for your team spirit.

Appendix #9: Quantitative questionnaires (French and English)

FRENCH :

Questionnaire Pimkie

Bonjour,

Ce questionnaire a pour but de comprendre les relations qui existent entre les actions de la communication interne, l'environnement de travail et la satisfaction au travail.

Ce questionnaire sera utilisé dans le cadre d'un mémoire de fin d'études en Marketing.

L'identité des personnes sondées restera anonyme.

Démographie

1. Sexe

- Homme Femme

2. Age

- 18 – 25 26 – 35 36 – 45 46 +

3. Position

- Manager Vendeur

4. Type de contrat

- CDD CDI

5. Ancienneté

- 1 – 6 mois 6 – 12 mois 1 – 2 an(s)
 3 – 5 ans 5 + ans

Environnement de Travail & Intégration

6. Pourquoi avez-vous choisi cette entreprise? (Plusieurs choix possibles)

Valeurs Atmosphère Salaire Localisation

Autre.

Préciser: _____

7. Le job répond-il à vos attentes?

Oui Non

Si non, pourquoi ? _____

8. Vous sentez vous intégré à l'équipe?

Oui Non

9. Sur une échelle de 0 (très mauvais) à 5 (très bon), quelle note donneriez-vous à votre environnement de travail ?

0 1 2 3 4 5

10. Diriez-vous que vous êtes une personne « corporate » (fidèle, impliquée) ?

Oui Non

11. Avez-vous envie d'évoluer dans cette entreprise ?

Oui Non

12. Etes-vous fier(e) de dire à votre entourage que vous travaillez dans cette entreprise ?

Oui Non

13. Vous sentez-vous concerné par l'avenir de votre entreprise ?

Oui Non

La Communication Interne & Pimkie

Les questions suivantes ont pour but d'identifier l'impact de la communication interne dans l'entreprise.

Transmission des Valeurs de l'Entreprise:

	Pas du tout d'accord	Plutôt pas d'accord	D'accord	Plutôt d'accord	Totalement d'accord
14. Je crois aux valeurs que transmet mon entreprise					
15. Mon entreprise me communique ses valeurs de manière compréhensive					

Développement Personnel :

	Pas du tout d'accord	Plutôt pas d'accord	D'accord	Plutôt d'accord	Totalement d'accord
16. Mon entreprise m'aide et m'encourage à être plus performant					
17. La formation des employés est importante dans mon entreprise					

18. Entre ces deux déclarations laquelle, selon vous, s'applique le plus à votre entreprise ?

- Mon entreprise m'explique pourquoi je dois faire les choses (je me sens impliqué)
- Mon entreprise me dit ce que je dois faire sans m'expliquer pourquoi

19. Mon entreprise cherche à obtenir des retours terrain pour améliorer la stratégie de vente

- Oui Non

20. Mon entreprise me forme à fournir un service de qualité

- Oui Non

21. L'échange siège-terrain est important dans mon entreprise

- Oui Non

Récompenses :

22. Mon entreprise récompense les employés fournissant un service de qualité auprès de la clientèle

- Oui Non

Si oui, préciser par quel moyen ? (ex : prime, salarié du mois, carte cadeau,...)

23. Mon entreprise m'encourage à travailler en groupe (ex : par des systèmes de récompenses ou des compétition inter-magasins)

- Oui Non

La Communication Interne & Vous

24. A votre avis, quel est le rôle d'un service de communication interne ? (Plusieurs choix possible)

- Diffuser les valeurs de l'entreprise Créer un lien (humain)
 Fédérer à l'entreprise Informer
 Autre (préciser: _____)

25. A votre avis, le service remplit-il ce rôle ?

- Oui Non

26. Que feriez-vous pour améliorer les actions (Plusieurs choix possibles)

- Formation Réunions Plus de communication
 Communication plus ciblée
 Autre (préciser: _____)

27. Par quels moyens le service de communication interne vous contacte-t-il ? (Plusieurs choix possibles)

- Intranet Newsletter Magazine interne Evènement
 Autre (Préciser: _____)

28. A votre avis, est-ce suffisant ?

- Oui Non

Si non, qu'aimeriez-vous ? _____

29. A quelle fréquence le service vous contacte-t-il ?

- Tous les jours Toutes les semaines Tous les mois
 Tous les trimestres Tous les semestres Tous les ans

30. A votre avis, est-ce suffisant ?

- Oui Non

Si non, à quelle fréquence aimeriez-vous être contacté ? _____

31. Quel genre d'information recevez-vous ? (Plusieurs choix possibles)

- Chiffres d'affaires Nouvel employé Nouvelle tendance mode
 Nouveau produit Ouverture de magasin Comptes rendu CE
 Autre (Préciser: _____)

32. Vous sentez vous concerné par ces informations?

- Oui Non

Si non, pourquoi ? _____

33. Ces informations vous aident-elles au quotidien (performance, investissement, qualité du service...)

- Oui Non

34. Autres commentaires ou observations

ENGLISH

Questionnaire Pimkie

Hello,

This questionnaire aims at understanding the relationships existing between Internal Marketing actions, working-environment and work-satisfaction.

This questionnaire will be used for a Marketing master-level dissertation and respondents' identity will stay anonymous.

Demography

1. Gender

- Male Female

2. Age

- 18 – 25 26 – 35 36 – 45 46 +

3. Position

- Manager Sales-Assistant

4. Type de contract

- Temporary Permanent

5. Length of service

- 1 – 6 month(s) 6 – 12 months 1 – 2 year(s)
 3 – 5 years 5 + years

Work-Environment & Commitment

6. Why did you choose this company? (Multiple choices possible)

- Values Atmosphere Wage Location
- Other. Precise: _____

7. Does the job fit your expectations?

- Yes No

If not, why? _____

8. Do you feel including in your team?

- Yes No

9. On a scale from 0 (very bad) to 5 (very good), which grade would you give to your work-environment?

- 0 1 2 3 4 5

10. Do you feel loyal to your company?

- Yes No

11. Would you like to evolve in this company?

- Yes No

12. Are you proud to say you work for this company?

- Yes No

13. Do you feel concerned by your company's future?

- Yes No

Internal Communication & Pimkie

The following questions aims at identifying the impact of internal marketing in the company.

Relay of values in the company:

	Totally disagree	Disagree	Agree	Mostly agree	Completely agree
14. <u>I believe in the values my company relays</u>					
15. <u>My company relays its values in a comprehensive way</u>					

Personal Development:

	Totally disagree	Disagree	Agree	Mostly agree	Completely agree
16. <u>My company helps and encourage me to be more efficient</u>					
17. <u>Training employees is important in my company</u>					

18. Between these two statements, choose the one that best apply to your company

- My company explains me why I am doing things (I feel integrated)
- My company tells me what to do without explaining me why

19. My company looks for information from the stores to improve the selling-strategy

- Yes
- No

20. My company teaches me how to give a qualitative service

- Yes
- No

21. Exchange headquarter – stores is important in my company

- Yes
- No

Rewards:

22. My company rewards employees providing a qualitative service

- Yes No

If so, precise by which ways? (ex : bonus, employee of the month, gift card...)

23. My company encourages me to work in groups (ex: reward system or inter-stores competitions)

- Yes No

Internal Communication & You

24. In your opinion, what is the role of Internal Communication? (Multiple choices possible)

- Broadcast the company's values Create a link between employees
 Federate employees Inform
 Other (Precise: _____)

25. In your opinion, does the department fit this role?

- Yes No

26. What would you do to improve the department's actions? (Multiple choices possible)

- Training Meetings More communication
 More targeted Communication
 Other (Precise: _____)

27. Which ways does the Department use to contact you? (Multiple choices possible)

- Intranet Newsletter Internal Magazine Events
 Other (Precise: _____)

28. In your opinion, is that enough?

- Yes No

If not, what would you like? _____

29. How often does the Department contact you?

- Every days Every weeks Every months
 Every trimester Every semesters Every years

30. In your opinion, is that enough?

- Yes No

If not, how often would you like to be contacted? _____

31. What type of information do you get? (Multiple choices possible)

- Turnover New employee New trend New product
 Store opening Work Council reports
 Other (Precise: _____)

32. Do you feel concerned by these information?

- Yes No

If not, why? _____

33. Do these information help you perform better? (performance, investment, service quality...)

- Yes No

34. Other commentary or observation?

Appendix #10: Reflection on own learning

I feel like writing this dissertation constituted a major turning point in my professional and my personal life; indeed, this dissertation was the final achievement of my years of studies and the two semesters in Dublin, and it gave me more self-confidence for the future.

I have the impression that this dissertation in itself and all the courses that led to the writing of this dissertation gave me all the assets to succeed in my professional life; plus, it taught me a lot of important values and notions that are required in a professional environment.

Stage 1: Activist: Having an experience:

The experience I lived in Dublin taught me a lot of things regarding my future professional and personal lives. I really invested myself in this experience and I tried to take as much as possible out of it.

First of all, it was a great experience regarding my personal life, we had a lot of group projects and it taught me to be more trustful with my co-workers. Indeed, I was not really used to working in groups but I will need this competence in the future. It also taught me to be more independent; even though working in groups is an important aspect, I need to be able to stand for my ideas and to defend them as much as possible.

As for the professional aspects, the programme was very rich; it took over some notions and classes that I had already studied and dealt with it more in depth; what is more, the programme brought up new classes and new notions such as the research method or the digital media.

Most of all, the classes related to the notions of communication and marketing were very helpful, firstly because both classes were a base to my dissertation and highlighted important notions that were used within the research; but also because they taught me important things regarding my future job as an Internal Communication Manager.

Stage 2: Reflector: Renewing the experience

Regarding the renewal of the dissertation experience, even though it was very hard and stressful, I think I could renew the experience.

Indeed, numerous problems were encountered while working on the dissertation. First, I had to look for companies that would accept to work with me and to respond to questions on their internal marketing strategies. Even though I had some companies in mind that could accept to work with me, it was difficult to convince them. Plus, at the last moment, the idea of working on two companies had to be dropped because 5 weeks before the submission the Internal Communication Manager was still out of reach. If I had to do it again, I am not sure on how I would deal with this because I felt like I put all the chances on my side. The company had been contacted in March and multiple times after that, the fact that we could not meet was just due to circumstances. However, I might arrange my time differently and work ahead with the Internal Communication Managers.

The second problem that was encountered is due to the lack of time. Indeed, 12 weeks is a very short time and if I had to go through this experience again I would manage my time differently so as to be less stressed at the end.

Stage 3: Theorist: Concluding the experience

As it was said previously, the different classes I had in Dublin and the experience of the dissertation were very helpful to me; indeed, thanks to these experiences I managed to develop my skills in relation with the use of marketing in general, the digital media and the internal marketing.

All these skills are very important for my future; indeed, I would like to work as an Internal Communication Manager and, as a consequence, I need to be able to implement internal marketing actions and using an internal digital strategy can only be beneficial and permit me to differentiate myself from the others.

Stage 4: Pragmatist: Planning the next step

I think the next step for me is to continue to use the skills I have learned, whether they are competences or competencies; plus, I need to keep in mind the values that this experience taught me, for example, being more trusty about my co-workers, giving more credits to my instincts or planning as much as possible without forgetting to allocate time for things I might have forgotten in my retro-planning.

I would also like to extend my learning and to stay aware of the new theories or new models that are important, whether on my field or in another one.

Appendix #11: Poster