

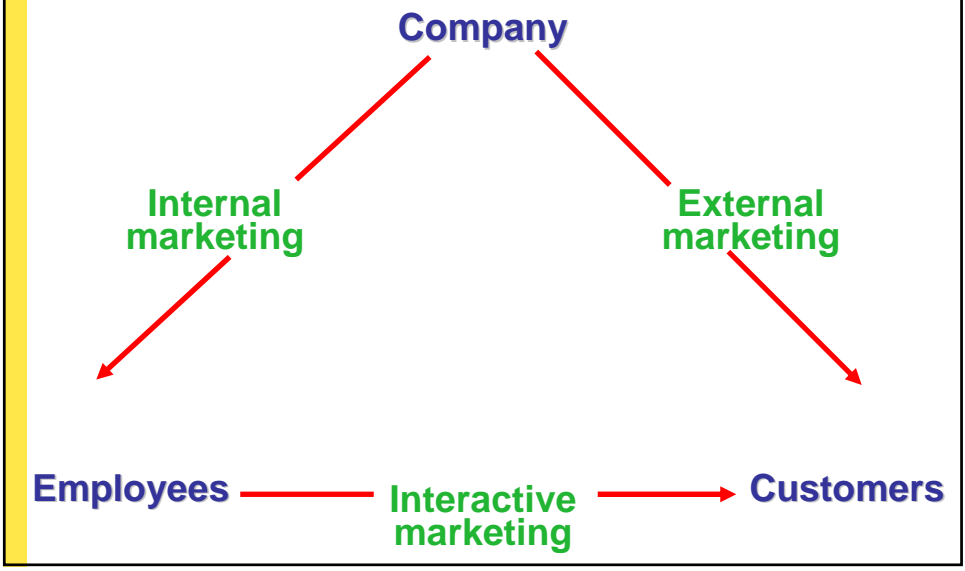
SESSION ON RESEARCH AT THE BOUNDARIES: CONNECTING CUSTOMERS AND EMPLOYEES

Organizational Connections between
Customers and Employees

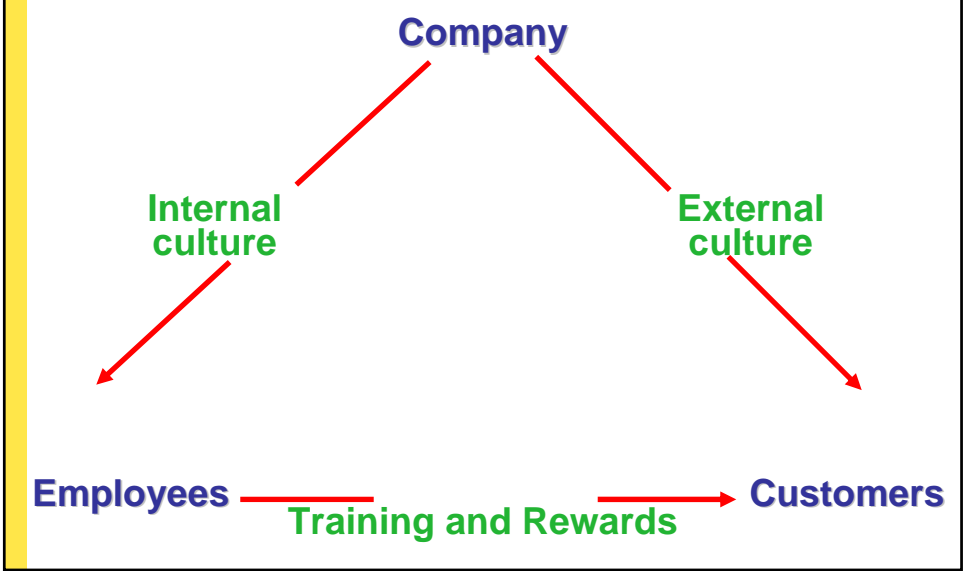
Mary C. Gilly

**Organizations have relationships with people;
some are employees and some are customers
(as well as other constituencies).**

Classic Marketing View of the Relationships Among Organizations, Employees and Customers



Classic Management View of the Relationships Among Organizations, Employees and Customers



Problems Resulting from Lack of Integration of Marketing and Management Research

- Confusion in terminology
- Narrowly defined problems
- Reinventing the same (or similar) wheel

Examples of Similar Concepts for Employees vs. Customers and their Organizations

- Employee Organizational Commitment vs. Customer Brand Loyalty
- Employee Organizational Identity vs. Customer Brand Community
- Employee Training vs. Customer Socialization
- Organizational Citizenship Behavior vs. Customer Focus

Organizational Actions Affect Both Employees and Customers

- Advertising (message, spokesperson, media)
- Policies and procedures (service scripts, returns, pricing)
- Product introductions, modifications, deletions
- Distribution channel changes

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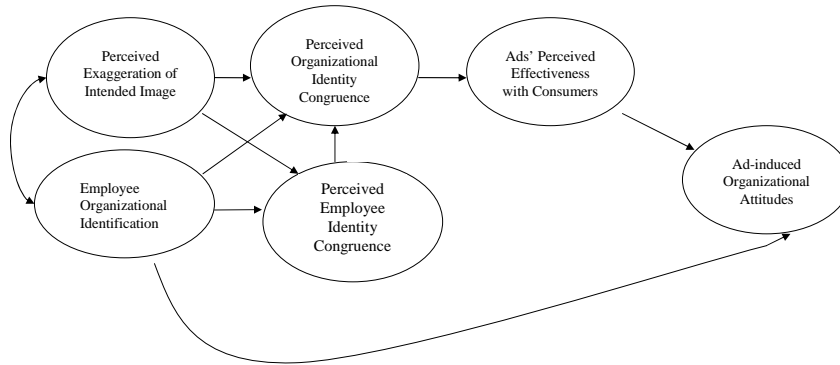
Advertising – Not Just For Consumers

- Employees notice their organization's advertising
- Employees evaluate ads in terms of the ads' perceived effectiveness, perceived truthfulness and the ad's congruence with their view of the organization
- Employees consider any company spokesperson (celebrity, employee) in terms of the above
- Potential positive and negative impacts

Advertising – Not Just For Consumers

- The Management literature addresses the impact of “organizational communication” and “company reputation” on employees
- But, rarely is advertising recognized as the very visible statement of organizational values that it is
- Brown, Tom J., Peter A. Dacin, Michael G. Pratt, and David A. Whetten. 2006. “Identity, Intended Image, Construed Image, and Reputation: An Interdisciplinary Framework and Suggested Terminology.” *Journal of the Academy of Marketing Science*, 34 (2): 99-106.

Proposed Model of Advertising's Impact on Employees*



*Wolfenbarger, Mary and Mary C. Gilly, "Employees are Customers, Too: How Exposure to Advertising Affects Employees," Working Paper, 2007.

Service Scripts – Not Just For Employees

- Many routine services require employees learn and follow service scripts
- The source of many employee-customer interface problems is the participants' failure to read from this common script
- Employees are offered training and rewards to ensure the script is followed, but what about customers?

Service Scripts – Not Just For Employees

- The management literature addresses employee training and rewards
- Some management scholars in the services area (e.g., Bowen, Schneider) discuss customer socialization (e.g., role clarity, role ability, motivation)
- Customers don't just patronize one seller, so competitor scripts may influence customer role performance
- Script subversion*

*Schau, Hope Jensen, Stephanie Dellande, Mary C. Gilly (2007), "The Impact of Code Switching on Service Encounters," Journal of Retailing, 83 (January), 65-78.

Types of Code Switching

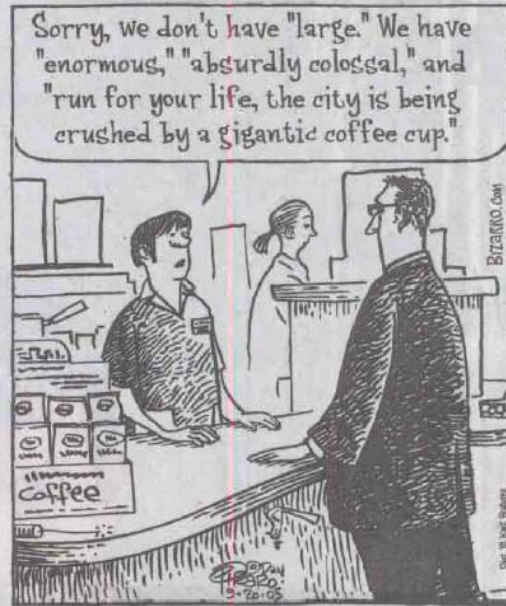
Code Switching Types	Definition	Script Example
Language	Changing from one language to another in the course of a single communicative episode	Employee: Here you go. Customer: Gracias. Employee: De nada. Tenga un buen dia.
Dialect	Changing from standard English to a shared dialect in the course of a single communicative episode	Employee: Can I get a drink started for you? Customer: Hella cold outside. Grande White Mocha. Employee: True that. With whip?
Brand	Changing from the organization's brand terminology to another organization's brand terminology in the course of a single communicative episode	Employee: What can I get you? Customer: Can you make a Grande Café Americano? Employee: Um we don't have that but, I can put hot water in espresso. Customer: Right. I think that's the same.

Incidence of Brand Code Switching



	On-Script	Brand CS; % of encounters	Brand CS; % of CS
McDonald's	77%	1%	4%
Checkers	49%	32%	62%
Total QSR	70%	9%	29%
Starbucks	72%	16% w/o size 3%	58% w/o size 11%
Bookstore coffee shop	47%	53%	N/A
University coffee kiosk	58%	25%	61%
Independent Total	55%	75%	N/A
Total Coffee	64%	25%	68%
Total QSR & Coffee	67%	17%	50%

BIZARRO By Dan Piraro



Suggestions

- It's not about borrowing, it's about integrating
- Collaborate with management colleagues when addressing a research topic that involves employees
- When researching how employees deal with marketing issues, don't ignore the management literature
- When researching how employees deal with marketing issues, consider publishing in management journals