

**Perceptions of internal market orientation in a law firm knowledge and
information centre**

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A dissertation submitted to Aberystwyth University in partial fulfilment of the
requirements for the degree of MSc under Alternative Regulations

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2015

Summary

The purpose of this research is to gain a deeper understanding of internal market orientation (IMO) in the specific context of a law firm Knowledge and Information Centre (KIC). The specific objectives are to:

1. Discuss the current thinking on market orientation (MO) and IMO with specific reference to library and information services and law firms;
2. Explore how IMO is perceived in a law firm KIC by both managerial and non-managerial staff;
3. Discover what conditions are thought to be necessary to implement IMO;
4. Investigate what outcomes may be perceived to arise from implementing IMO;
5. Recommend themes for further investigation into IMO in the context of library and information services.

The objectives are addressed through a literature review and empirical research in the form of an exploratory case study. The literature review finds that there is limited existing research into perceptions of IMO in the context of libraries. The investigation reveals that whilst IMO is not a well known term amongst the participants, their definitions have resonance with the existing literature and the concept is seen to be relevant to relationships with internal customers. The results suggest that activities contributing to IMO may be interpreted differently in this context and that it is important to involve internal stakeholders in IMO implementation. Furthermore, the data indicates possible differences in perceptions of IMO between managers and non-managers and internal and external facing employees. The study suggests that IMO could impact on decisions relating to the outsourcing of law firm information departments and points towards MO and IMO as being perceived as integrated rather than distinct concepts. It is proposed that further research is required into varying stakeholder and environmental perceptions of IMO, its impact on outsourcing and its relationship with MO in the context of libraries.

DECLARATION

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Abbreviations

BD – Business Development

ICO – Internal Customer Orientation

IM – Internal Marketing

IMO – Internal Market Orientation

KIC – Knowledge and Information Centre

MO – Market Orientation

Chapter 1: Introduction

1.1 Background and research focus

There is a growing body of research within Library and Information Studies exploring market orientation – a strategic direction which can be implemented by organisations to better meet the needs of their customers. Market orientation (MO) theory is specifically concerned with the practical implementation of the marketing concept (Kohli & Jaworski, 1990; Narver & Slater, 1990; Shapiro, 1988), a philosophy concerned with developing long term customer relationships and creating customer value through the coordinated efforts of the whole organisation (Deng & Dart, 1994, p. 726; Gray, Matear, Boshoff, & Matheson, 1998, p. 886).

Much of the existing research has focused on public and academic libraries. However there appears to be limited investigation into market orientation theories in information departments within organisations. This may be because the external focus of MO is not as relevant to information services supplying internal customers. Indeed, MO has been criticised for focusing too heavily on external stakeholders (such as customers and competitors) and overlooking the importance of employees (Carter & Gray, 2007; Lings, 1999, 2004; Schlosser & McNaughton, 2007b), which can be seen to be a particularly relevant criticism in an environment such as a law firm information centre where the customers are also employees.

To better understand the internal service environment, it is useful to explore the related theory of internal market orientation (IMO), which can be described as the implementation of the internal marketing concept (Gounaris, 2008a, p. 406). IMO places greater emphasis on the internal organisational environment focusing on the application of marketing strategies internally to motivate employees towards achieving the goals of the organisation (Avlonitis & Giannopoulos, 2012; Carter & Gray, 2007; Conduit & Mavondo, 2001; Ferdous, Herington, & Merrilees, 2013; Gounaris, 2006, 2008a, 2008b; Gounaris, Vassilikopoulou, & Chatzipanagiotou, 2010; Lings, 1999, 2004; Lings & Greenley, 2005, 2009, 2010; Naudé, Desai, & Murphy, 2003; Ruizalba, Bermúdez-González, Rodríguez-Molina, & Blanca, 2014; Tortosa, Moliner, & Sánchez, 2009).

It has been suggested that in order to establish the relevance of MO to the library environment it is necessary to develop an understanding of how library professionals define and understand MO (2006, p. 202). It follows that a similar approach would be useful in the study of IMO. Developing this idea, this study will conduct exploratory research into how legal information professionals define and understand IMO with a view to developing an understanding of the relevance of IMO to information providers within law firms.

1.2 Research aims and objectives

The overall aim of this research is to gain a deeper understanding of internal market orientation (IMO) in the specific context of a law firm Knowledge and Information Centre (KIC). The specific objectives of this research are to:

1. Discuss the current thinking on MO and IMO with specific reference to library and information services and law firms;
2. Explore how IMO is perceived in a law firm KIC by both managerial and non-managerial staff;
3. Discover what conditions are thought to be necessary to implement IMO;
4. Investigate what outcomes may be perceived to arise from implementing IMO;
5. Recommend themes for further investigation into IMO in the context of library and information services.

The research objectives will be explored through a literature review and empirical research. The literature review will primarily address objective 1 and will seek to examine the theories of MO and IMO in relation to library and information services and law firms, focusing on definitions, antecedents and barriers, and outcomes. The empirical research will focus on collecting data in relation to objectives 2, 3 and 4. The research strategy will be a single, holistic case study and the unit of analysis will be the Knowledge and Information Centre (KIC) team in the London office of an international law firm. Data will be collected from KIC team members and stakeholders using semi-structured interviews. Company documents will be used as

a secondary source of information to supplement and support data gleaned from the interviews. Objective 5 will be addressed in the conclusion to the research, which will make recommendations for further investigation.

This study will contribute to the understanding of IMO theory in a number of ways. Firstly, it will interpret the IMO literature from a new perspective, which will test the assumptions of the theory, as well as revealing gaps which will benefit from further investigation. Secondly, the empirical research will respond to the gaps identified in the literature review and provide a rich, detailed account of perceptions of IMO in the context of a law firm KIC. Finally, this study will, through a synthesis of the literature review and the empirical data, make pertinent recommendations which will promote a deeper understanding of IMO, particularly in the library sector. This will be of benefit to the library and marketing research communities, as well as to information professionals in both managerial and non-managerial positions.

1.5 Outline structure

This chapter has outlined the background to this study, clarified its focus, and presented the research aim and objectives, as well as demonstrating the value of undertaking this research project. Chapter 2: Literature Review will discuss MO and IMO theory in order to develop a critical understanding of how these concepts may be studied in the context of a law firm KIC. Chapter 3: Research methods will outline and justify the research strategy, sampling methods and data collection techniques that will be used to conduct the empirical research. The framework that will be used to analyse the data and the limitations of the research methods will also be discussed. Chapter 4: Case Study Findings and Discussion will describe and analyse the results of the case study across three thematic areas – general perceptions (including definitions, relevance and IMO activities), antecedents and barriers, and outcomes of IMO. Chapter 5: Conclusion will provide a summary of the findings and conclusions relating to the individual research objectives and make recommendations for further research into IMO in the context of libraries. It will revisit the limitations of the study and evaluate their impact on the quality of the findings.

Chapter 2: Literature Review

2.1 Introduction

This literature review will examine the interrelated theories of market orientation (MO) and internal market orientation (IMO), with the aim of developing a critical understanding of how these concepts may be studied in the context of a law firm knowledge and information centre (KIC).

Theories of MO and IMO do not appear to have been explored in the context of a commercial organisation's in-house library or information department, or in non-client facing support departments of law or other professional service firms in the published literature. As of 8 December 2014 the author has been unable to locate any specific studies in these areas. However, these frameworks have been explored in the wider library sector and at an organisational level in law and professional service firms to varying degrees (Broady-Preston & Steel, 2002a, 2002b; Harrison & Shaw, 2004; Lettice, Tschida, & Forstenlechner, 2014; Lozano, 2000; Sen, 2006; Singh, 2009; Snell & White, 2009b; Vickerstaff, 2000). Therefore, this literature review will evaluate the concepts of MO and IMO with reference to how they have been applied in libraries and law and professional service firms more generally. It is hoped that this approach will illuminate how these concepts may be relevant to the specific context of a law firm KIC.

In the first instance, this review will explore the theoretical context of MO and explain how it came to emerge from the marketing concept. It will then turn to discuss definitions of MO and consider how these definitions have been interpreted in libraries and law firms. The organisational conditions which are required for the successful implementation of MO will be analysed and the outcomes of MO will be critiqued. The analysis will then turn to the emergence of the internal marketing (IM) concept and how it is perceived in practice. It will explore definitions of IMO as the implementation of the IM concept and outline the information processing activities which are believed to constitute IMO. The organisational conditions which foster IMO at the employee and organisational level will be reviewed and the internal and external outcomes of IMO will be examined. Finally, the case will be made for

empirical research into IMO in a law firm KIC in order to reach a deeper understanding of the theory in context.

2.2 Market Orientation

2.2.1 The marketing concept and market orientation theories

The marketing concept is a philosophy concerned with developing long term customer relationships and creating customer value through the coordinated efforts of the whole organisation (Deng & Dart, 1994, p. 726; Gray, et al., 1998, p. 886). Grönroos states that the foundation of marketing is not particular actions or activities, but a state of mind that must permeate the entire organisation in order to be effective (2007, p. 266).

Shapiro (1988), Kohli and Jaworski (1990) and Narver and Slater (1990) moved away from purely philosophical notions of marketing to develop theories of market orientation (MO), through which the marketing concept could be put into practice. Kohli and Jaworski (1990, p. 1) describe a market oriented organisation as one “whose actions are consistent with the marketing concept.” MO is one of a number of strategic orientations which are “the guiding principles that influence an organisation’s strategy making plans and activities” (Sen, 2010, p. 344). A market-oriented strategy contrasts with a production orientation which is concerned with existing technology, products and processes rather than the needs and wants of customers (Grönroos, 1989, p. 52).

An early conceptualisation of market orientation was proposed by Shapiro (1988). This approach is characterised by processes “touching on all aspects of the company” including information sharing and interfunctional decision making (Shapiro, 1988). Kohli and Jaworski (1990) build on this, highlighting specific activities:

"Market orientation is the organizationwide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organizationwide responsiveness to it." (1990, p. 6)

Whilst Kohli and Jaworski focus on information processing activities (Raaij & Stoelhorst, 2008, p. 1266), Narver and Slater (1990) offer a cultural perspective which emphasises organisational norms and values (Cano, Carrillat, & Jaramillo, 2004, pp. 181-182; Kirca, Jayachandran, & Bearden, 2005, p. 24). According to this perspective, market orientation is defined as a culture, "that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus continuous superior performance for the business" (Narver & Slater, 1990, p. 21). Narver and Slater identify three 'necessary behaviours', namely, *customer orientation*, which involves acquiring and disseminating information in order to understand target buyers; *competitor orientation*, which requires an understanding of the strengths and weaknesses of current and potential competitors; and *interfunctional coordination*, which calls for the whole organisation to work together in order to create superior value for customers (1990, pp. 21-22). Later theorists have built on these initial conceptualisations, combining approaches and adding new elements such as profit orientation (Deng & Dart, 1994; Gray, et al., 1998).

Sen's (2006) research explored how market orientation is defined by public and academic librarians in the health and arts sectors. Her study revealed that whilst the concept was in a stage of development in these organisational environments, perceptions were closely aligned with the existing literature (2006, p. 213). When comparing responses with Kohli and Jaworski's (1990) definition, Sen found that although there were formal intelligence gathering procedures in place, libraries were failing to make the most of the intelligence possessed by staff. In addition, whilst there was little emphasis placed on intelligence dissemination, the importance of responsiveness was widely acknowledged (2006, pp. 210-211). Strong parallels were also drawn with Narver and Slater's behavioural approach. Customer orientation was seen as being important, but some participants expressed concern about the use of consumerist approaches in libraries. Competitor orientation was given little emphasis, being hindered by a lack of formal intelligence gathering strategies, whilst interfunctional coordination was seen as a high priority (2006, pp. 211-213). Interestingly, Sen discovered that there were differences between the sectors with health librarians placing more emphasis on customer orientation and

intelligence generation and arts librarians perceiving intelligence generation and competitor orientation to be of lesser importance.

Lettice, Tschida and Forstenlechner (2014) studied the impact of market orientation on an international law firm's performance during an economic crisis. Their findings revealed that, in common with libraries, responsiveness and intelligence gathering were given higher priority than intelligence dissemination, which was found to be lacking (2014, p. 2698). Vickerstaff's (2000, p. 357) research also draws parallels with the library literature, finding that law firms place greater emphasis on customer orientation than competitor orientation.

2.2.2 Conditions for implementing a market orientation

The literature is not only concerned with the activities and behaviours which constitute MO, but has also sought to uncover the antecedents and barriers which affect the implementation of the theory in different organisational contexts. Raaij and Stoelhorst (2008, p. 1272) describe antecedents as "levers" which, when understood by managers, can contribute to the successful implementation of the concept. In a meta-analysis of the literature, Kirca et al (2005, pp. 27-29) found that interdepartmental connectedness had the strongest impact on MO. Jaworski and Kohli (1993, p. 63) proposed that this is because conflict between departments inhibits both intelligence dissemination and responsiveness, acting as a barrier to MO implementation. Another widely reported antecedent to MO is that of top management emphasis (Kirca, et al., 2005, p. 27). Jaworski and Kohli (1993, p. 63) found that the degree of emphasis managers place on MO affects information generation, information dissemination, and responsiveness. However, this emphasis does not require managers to have full control, as findings suggested that decentralised decision-making had a positive effect (1993, p. 64). Market based reward systems have also been found to contribute to MO (Kirca, et al., 2005, p. 27). Jaworski and Kohli (1993, p. 63) recommend that reward systems focus on customer satisfaction and relationship building in order to have the greatest impact.

Harrison and Shaw's (2004, p. 397) case study of a public library in Australia found that employee attitudes towards marketing and knowledge of the concept can act as antecedents or barriers to MO. In their study some staff did not understand the

strategic purpose of marketing and saw it as a threat. Similar findings are present in Singh's (2009) larger study, which sought to understand the factors contributing to differing levels of MO in research libraries in Finland. He proposed that the most strongly market oriented libraries demonstrated positive attitudes towards marketing, whilst libraries with a weak MO were hostile towards the marketing concept (2009, pp. 125-126). He concluded that "a strong positive association was found to exist between market orientation and marketing attitudes and knowledge" (2009, p. 130). Parallel findings have emerged in the law firm environment. Vickerstaff (2000, p. 358) reported that cultural elements such as attitudes, values and beliefs can act as barriers to MO, with marketing also being perceived as a threat in this sector. She reflects that "in order to gain commitment to marketing, underlying values and beliefs need to be addressed" (2000, p. 359).

Kirca et al (2005, p. 38) have called for greater understanding of the antecedents of market orientation, particularly across different business and cultural contexts. Raaij and Stoelhorst (2008, p. 1269) also seek greater clarity, finding that the existing literature presents a confused picture of what conditions are required to improve market orientation. In the context of libraries, Sen (2006, pp. 214-215) also calls for more cross-sector studies which explore the antecedents and barriers to MO.

2.2.3 Measuring the outcomes of market orientation

Various scales to measure the market orientation of companies have been developed (Deng & Dart, 1994; Gray, et al., 1998; Kohli, Jaworski, & Kumar, 1993; Lozano, 2000; Narver & Slater, 1990). These scales have been used to assess the level of a firm's MO, as well as helping to identify the outcomes of MO. However, the practical value of such scales has been called into question (Gray, et al., 1998, p. 887). Raaij and Stoelhorst (2008, pp. 1269-1270) argue that the MKTOR (Narver & Slater, 1990) and MARKOR (Kohli, et al., 1993) scales were developed to measure the difference in MO levels between firms and as a result, are not much help as a "diagnostic tool in a single organisation". Specific discussions have emerged concerning certain outcomes:

Performance outcomes

There has been a heavy focus in the literature on the effect of market orientation on business performance. Kohli and Jaworski (1990, p. 13) suggest that MO provides “a unifying focus for the efforts and projects of individuals and departments within the organization, thereby leading to superior performance”. Narver and Slater (1990, p. 32) also found that MO is an “important determinant of profitability”. Reviews of the market orientation literature could be seen to support these earlier positions (Cano, et al., 2004; Ellis, 2006), and even suggest that MO is now so widely accepted that it has become a cost of doing business in many industries (Liao, Chang, Wu, & Katrichis, 2011, p. 307).

However, it has been argued that market share, business profitability and financial growth are not relevant performance measures in all types of organisations (Harrison & Shaw, 2004, pp. 392-393). In libraries, performance may be indicated by user satisfaction, perceptions of service quality, loyalty and even survival (Harrison & Shaw, 2004, pp. 392-393; Sen, 2006, p. 214).

Customer outcomes

Kohli and Jaworski (1990, p. 13) found that MO increases customer satisfaction and repeat business. Indeed, customer consequences of MO have been widely reported in the literature including perceived quality, loyalty and satisfaction (Kirca, et al., 2005, pp. 27-28). However, the literature has been criticised for focusing too heavily on external stakeholders such as customers and competitors (Carter & Gray, 2007; Lings, 1999, 2004; Schlosser & McNaughton, 2007b). Lings argues that:

“Measures of market orientation concentrate on external success measures and largely ignore internal success measures (such as employee motivation and retention, internal service quality and better service delivery processes) and the impact that these will have on external success measures.” (1999, p. 249)

This tension between internal and external environments has also been addressed in the law firm literature. Vickerstaff (2000, pp. 357, 360) found that “firms appear to focus most of their efforts on undertaking external marketing activities” and suggested that this imbalance led to a lack of understanding and participation amongst employees. In the library literature, Robinson (2012, pp. 7-8) calls for an

understanding of both the internal and external environments in order to “recognize emerging trends, impending changes, issues and problems, and opportunities”.

Employee outcomes

Early MO studies treated improved employee relations as an *outcome* of market orientation in areas such as job satisfaction, team spirit and organisational commitment (Jaworski & Kohli, 1993, p. 64; Kohli & Jaworski, 1990, p. 13). However, later studies have come to highlight that employee relations are themselves in fact important *antecedents* of MO. These antecedents include matched psychological contracts which indicate a quality relationship between the organisation and the employee, learning orientation of individuals, frequency of contact that employees have with customers and employee motivation (Oakley, 2012; Schlosser & McNaughton, 2007a). Correspondingly, particular employee attitudes can negatively impact specific elements of MO, in particular information dissemination and responsiveness (Schlosser & McNaughton, 2007b, p. 308). Employee level barriers to MO include lack of understanding, lack of time and role descriptions which do not facilitate behaviours such as interfunctional coordination (Schlosser & McNaughton, 2007b). Successful implementation of MO therefore requires employees to be actively engaged in the process, even if they do not have direct contact with customers (Harrison & Shaw, 2004, p. 392; Oakley, 2012, p. 1095; Schlosser & McNaughton, 2007a, p. 444, 2007b, p. 320). Despite the importance of employees in the implementation of MO, the focus of empirical research has traditionally been on the views of senior executives (Schlosser & McNaughton, 2007b, p. 308). Further, the existing literature could be seen to be overly concerned with the organisation as a whole, rather than the contributions of individual employees.

2.3 Internal Market Orientation

2.3.1 Internal marketing and internal market orientation theories

It has been shown that MO theory has been criticised for its external and organisation level focus. In response, other branches of research have developed which place greater emphasis on the internal organisational environment and employee factors (Avlonitis & Giannopoulos, 2012; Carter & Gray, 2007; Conduit & Mavondo, 2001; Ferdous, et al., 2013; Gounaris, 2006, 2008a, 2008b; Gounaris, et

al., 2010; Lings, 1999, 2004; Lings & Greenley, 2005, 2009, 2010; Naudé, et al., 2003; Ruizalba, et al., 2014; Tortosa, et al., 2009). These approaches are widely referred to as internal market orientation (IMO) which can be described as the implementation of the internal marketing (IM) concept (Gounaris, 2008a, p. 406).

According to Rafiq and Ahmed (2000) there have been three developmental phases in the IM literature. The first phase focuses on the impact of employee motivation and satisfaction on customer satisfaction, whilst the second phase highlights customer orientation and seeks to take advantage of the marketing opportunities in each buyer-seller interaction. The third phase sees IM as a means to implement strategy and change management in an organisation. Rafiq and Ahmed have proposed an integrated definition of IM which synthesises and extends these earlier conceptualisations:

“Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer oriented employees.” (2000, p. 454)

In practice, IM is not always perceived in the same way as it is defined in the literature. Broady-Preston and Steel (2002b, pp. 296-297) found that in public libraries IM was seen as marketing the service internally to local authority members, rather than to employees. In a study of professional service firms, including law firms, Snell and White (2009a, p. 205) proposed that IM was not identified or understood in this context. Therefore, it follows that IMO could also be perceived differently in these contexts.

IMO has been defined as:

“an ongoing marketing focus within a company that is directed at employees. It aligns and motivates employees with a company’s market objectives and encourages employees to perform better and to offer superb service, which ultimately improves customer retention and enhances the success of the company.” (Lings & Greenley, 2010, p. 321)

Whilst IMO focuses more on internal factors such as the needs and expectations of employees, its ultimate focus is still on the external marketing activities of the firm and as a result, the external customer (Ferdous, et al., 2013, p. 638; Gounaris, 2008a, p. 406).

Lings (2004, pp. 407-408) proposes that IMO stems from a human resources perspective which is characterised by the relationship that the company has with its employees, and how this impacts on the relationships between employees and customers. He argues that this differs from a more process-oriented internal customer orientation (ICO) which is based on a principle that all employees are customers and suppliers of internal services (2004, pp. 407-408). This approach can be seen in the work of Conduit and Mavondo (2001), and Carter and Gray (2007) which argues that in order to provide superior value to the external customer, high levels of service must exist at every point of the value chain, in particular interactions between internal customers and suppliers. Lings' approach overlooks the fact that not all employees have a direct relationship with the customer. In this situation, the relationship with the external customer is mediated through services provided to internal customers. Therefore, ICO would appear to be an important aspect of IMO.

IMO is made up of a set of information processing activities, similar to those that contribute to MO. The immediate goal is to use this information to meet the wants and needs of employees, rather than customers (Lings & Greenley, 2005, pp. 291-292). Lings and Greenley (2005) and Carter and Gray (2007) found that IMO consisted of five elements: formal written generation of information, formal face-to-face generation of information, informal face-to-face generation of information, information dissemination and responsiveness. Ruizalba et al (2014) identified three constructions: intelligence generation, internal communication and response to intelligence. However, in this model, information generation is formed by identification of value exchange and internal market segmentation, whilst responsiveness is underpinned by management concern, training and work/family balance (2014, p. 16).

Holistic models focusing on both internal and external marketing have also been proposed. Avlonitis and Giannopoulos (2012) put forward the concept of balanced

market orientation. This consists of market orientation adoption, implementation of internal marketing and the systematic monitoring of the service delivery process (2012, p. 573). In this model, internal marketing is seen as an integral part of an organisation's marketing philosophy, rather than a distinct orientation (2012, p. 574). This differs from Lings and Greenley (2009, p. 49) who argue that although MO and IMO are conceptually similar, they are in fact distinct constructs. Ferdous et al (2013, p. 640) also suggest an integrative model in which "the whole process of internal and external marketing is cyclical and driven by an end customer focus". They argue that an approach which takes in to account the needs of both the internal and external markets will result in employees being more prepared to deliver external marketing programmes, resulting in "superior market performance" (Ferdous, et al., 2013, p. 646).

2.3.2 Conditions for implementing an internal market orientation

Various studies have considered the antecedents and barriers to IMO implementation. At the individual employee level, relational competence (personal characteristics which facilitate good relationships) has been suggested as one of the key antecedents to IMO (Carter & Gray, 2007). Employee engagement, commitment, reward satisfaction and satisfaction with the organisation have also been found to positively impact IMO adoption (Naudé, et al., 2003, pp. 1215-1217; Tortosa, et al., 2009, p. 1450).

At the organisational level, internal communication, management support and personnel management have been identified as having a positive effect on ICO (Conduit & Mavondo, 2001, p. 19). Interdepartmental conflict has been found to have a negative impact on both ICO and MO, highlighting the importance of good internal relationships to external customer satisfaction (Conduit & Mavondo, 2001, p. 20). Organisational culture has also been found to influence IMO (Gounaris, 2008a). Clan-type cultures with loose control systems and an interest in people and market-type cultures which emphasise a pragmatic, results and risk oriented approach are both environments which are conducive to developing an IMO (Gounaris, 2008a, p. 417). Successful implementation also requires close collaboration between human resources and marketing functions (Gounaris, 2008b, p. 82). Lings & Greenley (2010, p. 336) posit that this shared responsibility challenges the "functional division

of responsibility” within an organisation, meaning that the human resources department will not necessarily retain full control over areas such as job design and working conditions.

There appears to be limited published research into the antecedents and barriers to IMO adoption in the context of libraries and law firms. Broady-Preston and Steel (2002b, p. 300) found that some of the barriers to implementing IM in public libraries include resistance to change and a lack of staff understanding of the marketing concept. These appear to be similar to the challenges that libraries face when attempting to develop a market orientation discussed above. Snell and White’s (2009a, p. 204) study revealed that senior level support is a critical, and often lacking, factor in implementing IM in professional service firms. They also found that organisational structure and culture affected IM implementation. In particular, a lack of formal measures have resulted in the benefits of IM being hard to demonstrate and therefore not considered as an important part of organisational strategy (2009a, p. 205).

2.3.3 Measuring the outcomes of internal market orientation

IMO has been found to have both internal and external outcomes. Internal, employee level outcomes include increased employee performance, compliance, retention and satisfaction (Carter & Gray, 2007, pp. 389-391; Gounaris, 2008b, p. 82; Ruizalba, et al., 2014, p. 16). However, Lings and Greenley (2005, p. 302) have warned that IMO may result in a narrow internal focus, which could reduce the organisation’s ability to satisfy the needs of external customers. They advise that “it is imperative to maintain a close alignment between internal and external market orientations” (2005, p. 302). Furthermore, Naudé (2003, p. 1216) et al expressed concern that IMO could result in employees being overworked due to the additional responsibilities involved. Whilst the positive outcomes for customer facing employees have been documented, the views of back-office employees have not always been considered (Gounaris, 2008a, pp. 417-418). The MO literature has also overlooked staff without direct client contact. For example Lettice et al’s (2014, p. 2696) study of MO in law firms refers to a “centralized knowledge management and practice development department” which “carries out vital processes which relate to market orientation”. Despite the importance of this team, their views are not taken into account in this research. In

addition some IMO studies have focused on managerial perceptions, neglecting the experiences of employees and customers (Lings & Greenley, 2005, p. 301).

Internal, organisational outcomes such as a unified strategy, improved interdepartmental relationships and higher quality products can lead to external outcomes such as increased customer satisfaction and organisational performance (Conduit & Mavondo, 2001, p. 13). An additional benefit is that employee specific capabilities that are enhanced by IMO such as individual service performance, willingness, product knowledge and flexibility are difficult to imitate, thus leading to a greater competitive advantage in the marketplace (Gounaris, et al., 2010, p. 1684).

Ultimately, researchers have sought to establish that there exists a positive relationship between IMO and MO (Conduit & Mavondo, 2001; Lings & Greenley, 2009, 2010). Lings and Greenley's (2009, p. 48) study of retail managers found that IMO amongst management results in a more market oriented firm. They suggest that "adopting an IMO improves the connection between the firm and its markets by stimulating the collection and dissemination of information about the market and facilitating responses to the market; ultimately, it creates value for employees, customers and the firm" (2010, p. 335). Ferdous et al (2013, p. 647) argue that IMO should be the starting point for firms wishing to improve their MO, as IMO creates the necessary conditions for employees to be able to deliver external marketing programmes effectively.

2.4 Emerging issues

This literature review has revealed that definitions of MO in public and academic libraries have resonance with definitions put forward in the management literature. However, it has been shown that such organisations place less emphasis on certain components of MO such as intelligence dissemination and competitor orientation. A similar picture emerges from the law firm literature which again finds that intelligence dissemination and competitor orientation are seen as lower priority facets of MO. In addition, there is a variation in emphasis between different library sectors, indicating that different organisational environments lead to different perceptions of MO theory.

The review stressed that there is a need for greater understanding of the conditions required to implement MO, in particular across different library sectors. Whilst the management literature focuses on interdepartmental connectedness, top management emphasis and market-based reward systems as antecedents to MO, the library and law firm literature also highlights the importance of employee attitudes towards and knowledge of marketing.

There has been concern that scales used to measure MO and its outcomes have had limited value outside academic investigation. Furthermore, it has been argued that performance indicators may vary across different organisations. Where financial performance may be an appropriate indicator of performance in some contexts, user satisfaction, perceptions of quality, loyalty and survival may be more relevant in others.

Crucially, it has been shown that MO has been criticised for focusing too heavily on external stakeholders (such as customers and competitors) and overlooking the importance of employees, who play a vital role in implementation. Indeed, it has been questioned whether improved employee relations are an outcome or antecedent of MO. Despite the significance of employees at all levels to MO, research has often focused on managerial attitudes and perceptions.

The review has indicated that IMO theory addresses some of the criticisms of MO by focusing more attention on employees and internal issues. However, it was found that practical perceptions of IM differ from theoretical definitions. In particular it was highlighted that the concept has not been fully understood in libraries and professional service firms. As there has been little discussion of IMO in relation to libraries or law firms in the published literature, and given the differences that have been reported in the MO literature, it is proposed that further empirical research is required to gain a broader understanding of this theory in the specific context of a law firm KIC.

The literature has distinguished between the human resources perspective of IMO and the process-oriented focus of ICO. However, it has been argued that ICO plays an important role in IMO because relationships between back-office employees and

external customers are mediated through the services they provide to internal customers. In order to learn more about the relationship between ICO and IMO, further empirical research which assesses the perceptions of back-office staff (such as those working in a law firm KIC) is required.

An important aspect of IMO theory is developing an understanding of the conditions that are required for successful implementation. The existing IMO literature has explored the concept in a range of service settings including hotels (Avlonitis & Giannopoulos, 2012; Gounaris, 2008a, 2008b; Ruizalba, et al., 2014), retail (Lings & Greenley, 2005, 2009, 2010), and finance (Gounaris, et al., 2010; Tortosa, et al., 2009), but not library services. As a result, there is a need to conduct further research into the antecedents and barriers to IMO in libraries.

Another area which could be seen to have been overlooked is the outcomes of IMO for back-office employees. Despite the importance of the roles of *all* employees in implementing both MO and IMO, much of the current literature has shown more interest in investigating the outcomes for client facing staff. Furthermore, the existing IMO literature, in common with the MO literature, has focused on managerial perceptions and paid little attention to the perceptions of employees and customers. Therefore, it can be argued that there is a need to involve a wider range of employees, as well as their internal customers in the research process. It could be argued that this is particularly important, given the positive impact that IMO has been shown to have on an organisation's external marketing capabilities.

To arrive at a deeper understanding of IMO in the context of libraries, empirical research will be undertaken. Specifically, the research will attempt to discover how IMO is perceived in a law firm KIC, what conditions are thought to be necessary to implement an IMO in this particular setting, and explore what outcomes may arise from implementing an IMO in this environment. The next chapter will detail the research methods that will be used to capture and analyse the empirical data.

Chapter 3: Research Methods

3.1 Introduction

The overall aim of this research is to gain a deeper understanding of internal market orientation (IMO) in the specific context of a law firm Knowledge and Information Centre (KIC). The specific research objectives of the research have already been outlined in Chapter 1: Introduction. The first objective has been addressed in the previous chapter, in which a review of the literature found that perceptions of MO may differ across different organisational contexts. However, it was revealed that there has been little discussion of perceptions of IMO in libraries or law firms in the published literature. Therefore, this study will seek to address objective 2 through the collection of empirical data. Further, the literature review highlighted that there has been limited research into the antecedents and barriers to IMO in libraries, and that the outcomes of IMO for back-office employees (such as those working in a law firm KIC) may have been overlooked. This study will contribute to these under-researched areas by collecting empirical data in relation to objectives 3 and 4.

Outlined in this chapter are the methods that will be used to collect empirical data to inform objectives 2, 3 and 4 including the research strategy, sampling methods and data collection techniques that will be employed. In addition, this chapter will describe the framework that will be used to analyse the data once it has been collected, which will be a key factor in meeting objective 5. Finally, this chapter will make clear the limitations of the study, and propose how such limitations may be overcome or minimised.

3.2 Research strategy

According to Yin (2014, p. 16), a case study is “an empirical inquiry that investigates a contemporary phenomenon (the “case”) in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident.” As the aim of this research is to investigate the ‘contemporary phenomenon’ of IMO in the ‘real-world context’ of a law firm KIC, a case study would therefore appear to be an appropriate strategy. The use of a case study strategy in

this research is further justified as it is particularly suited to in-depth explorations of contemporary issues (Biggam, 2011, pp. 118-119). Gaining a *deeper* understanding of IMO in a specific context is the overarching aim of this study.

Yin (2014, p. 50) identifies four types of case study which are differentiated by the number of cases under consideration, as well as the number of units of analysis which make up each individual case with holistic studies comprising a single unit and embedded studies consisting of multiple sub-units. Case studies can also be characterised by what they set out to discover. *Explanatory* studies attempt to explain why something happens, *descriptive* case studies focus on producing full accounts of particular phenomena such as organisations or events, whilst *exploratory* case studies seek to reveal hypotheses or research questions for future investigations (Biggam, 2011, p. 120). This research will take the form of a single holistic case study with a law firm's knowledge and information centre as its unit of analysis. As one of the aims of this research is to recommend themes for further investigation into IMO, it can be further delineated as an exploratory study. Furthermore, case studies can be formed of any combination of quantitative and qualitative evidence (Yin, 2014, p. 19). Bryman (2012, pp. 35-36) states that quantitative research is focused on "quantification in the collection and analysis of data" whilst a qualitative strategy "emphasizes words". As this case study is concerned with perceptions of IMO, rather than its measurement, it will therefore take a qualitative approach.

According to Bryman (2012, p. 71) "one of the standard criticisms of the case study is that findings deriving from it cannot be generalized." This is problematic, as the extent to which a study's findings can be generalised is a demonstration of its external validity (Yin, 2014, p. 48). Yin (2014, p. 40) counters these accusations, explaining that case study research strives for analytical generalisation, in which results are generalised to a broader theory rather than to a larger population, as in survey research. However, it has also been argued that transferability, rather than external validity, should be the goal of qualitative research (Bryman, 2012, pp. 390-392). Lincoln and Guba (2007, p. 19) state that the aim of transferability is to produce "thick descriptive data" so that "judgments about the degree of fit or

similarity may be made by others who may wish to apply all or part of the findings elsewhere”.

A further criticism of the case study is that it demonstrates a lack of rigor compared to other strategies due to a lack of methodological texts to help guide the research process (Yin, 2014, pp. 19-20). This may lead to problems in construct validity which is concerned with “establishing correct operational measures for the concepts being studied” (Yin, 2014, p. 46). In order to overcome weaknesses in construct validity, Yin (2014, p. 47) recommends using multiple sources of evidence, establishing a chain of evidence and having the draft case study report reviewed by key informants. Whilst Yin (2014, p. 47) states that internal validity is not relevant to exploratory case studies, as they are not concerned with making causal claims, an alternative test of “credibility” has been suggested for qualitative research (Bryman, 2012, p. 390). Credibility can be established in a similar way to construct validity with techniques such as triangulation and member checking (Schwandt, et al., 2007, pp. 18-19). In order to ensure that this research is credible and rigorous, the investigator will employ multiple sources of evidence to create triangulation and implement member checking by giving participants the opportunity to review their interview transcripts in order to “confirm the credibility of their stories” (Pickard, 2013, p. 107). In addition the investigator will strive to maintain a chain of evidence to ensure that the reader can trace the path from the conclusions to the research question and vice versa (Yin, 2014, p. 127).

In addition to issues of validity, it is also crucial to ensure the reliability of a case study strategy in order to minimize error and bias (Yin, 2014, p. 49). A parallel concept of dependability has been proposed as a more appropriate way to assess qualitative research (Bryman, 2012, p. 392). Both reliability and dependability require all of the phases of the research process to be documented (Bryman, 2012, p. 37; Yin, 2014, p. 49). Yin (2014, pp. 123-124) also proposes the creation of a case study database which contains items such as case study notes, documents which have been identified for analysis, recordings of interviews and transcripts. In order to demonstrate reliability, this investigation will maintain a case study database and document and report all procedures for data collection and data analysis in the research methods and findings chapters. In addition, it will make the interview

transcripts available in the appendices in order to reach a higher level of transparency.

3.3 Data collection

The unit of analysis for this case study is a Knowledge and Information Centre (KIC) team in the London office of an international law firm. The unit of analysis was selected using convenience sampling. It is convenient because the researcher is an employee in the KIC team at the law firm in question and has therefore facilitated access to a unit of analysis which is suitable for the research question. Convenience sampling can be used “as a form of exploratory research, giving ideas and insight that may lead to other, more detailed and representative research” (Biggam, 2011, p. 134). As this research is exploratory in nature and aims to illuminate themes for future inquiries, convenience sampling would therefore appear to be an appropriate strategy. One of the disadvantages of convenience sampling is that it is not possible to generalise from the findings (Bryman, 2012, p. 201). However, as discussed in section 3.2, transferability through “thick descriptive data”, rather than generalisation, is the goal of qualitative research.

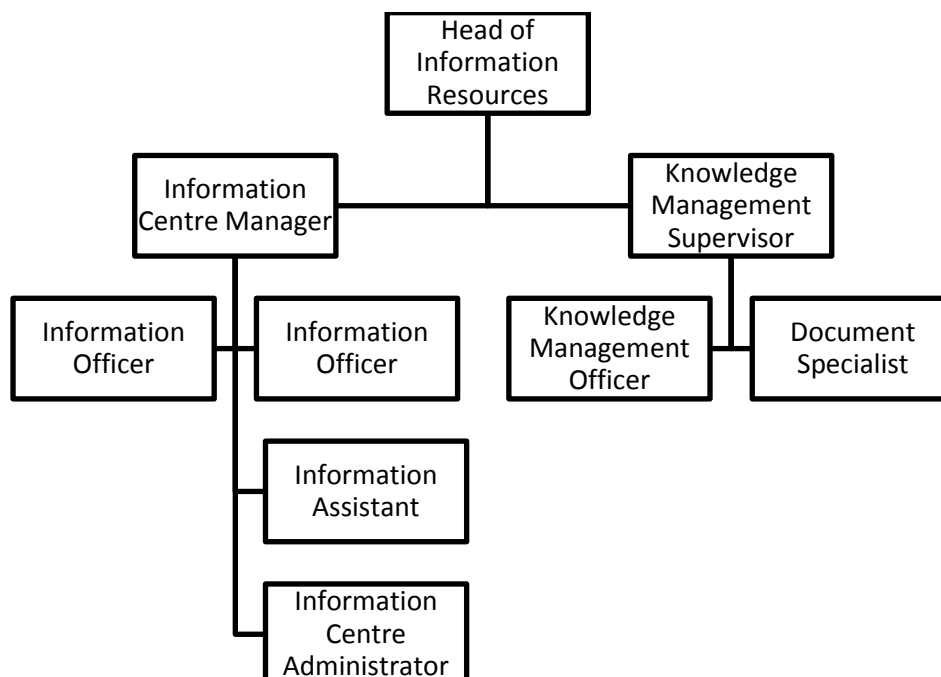


Figure 1: KIC team structure

This study does not have the capacity to capture data from all of the individual employees in the KIC team. Therefore, as one of the aims of the research is to explore perceptions of IMO amongst both managerial and non-managerial staff, a purposive approach to sampling will be taken to ensure that the team members sampled are relevant to the research question (Bryman, 2012, p. 418). The structure of the team is outlined in Figure 1, and can be seen to have five levels, with the top two levels having line management responsibility. Whilst it would be ideal to collect data from one employee at each level of the structure, the availability of employees and time constraints of the study means that interviews will be conducted with one manager and two non-managers. In addition, one of the key internal clients of the KIC team, a Business Development (BD) Manager, will be interviewed in order to provide a stakeholder perspective.

Yin (2014, pp. 118-123) advises that in order to produce a good case study, multiple, complementary sources of evidence should be collected. Therefore, this case study will use two data collection techniques: interviews and company documents. Interviews are seen as “one of the most important sources of case study evidence” (Yin, 2014, p. 110) and are particularly suitable for collecting “qualitative, descriptive, in-depth data that is specific to the individual” (Pickard, 2013, p. 196). This study will use a semi-structured interviewing technique, in which the researcher prepares a list of questions which can be deployed flexibly, and expanded upon, based on the interviewee’s responses during the interview (Bryman, 2012, p. 471). A sample interview guide which will be used during the interviews in this research can be seen at Appendix 1. Informed consent for interview participants will be gained through an information letter and consent form which can be seen at Appendix 2. The interviews will be recorded (subject to participant agreement) in order to facilitate transcription, which is seen as an essential part of data analysis when using a qualitative methodology (Braun & Clarke, 2006, p. 87).

Company documents will serve as a second data collection technique, which will assist in creating a triangulation of data - a key requirement for a reliable investigation. Documents that will be analysed as part of this study will include job descriptions and customer feedback reports. Company documents are likely to be authentic and meaningful, but they should still be assessed for credibility and

representativeness (Bryman, 2012, p. 551). This investigation will assess documents using Bryman's (2012, pp. 561-562) checklist for document evaluation.

This case study follows the guidelines for collecting workplace data as stated in the Aberystwyth University Guidelines for Research Involving Human Tissue or Participants (2013). Importantly, the information compliance policies of the case study organisation will be adhered to and will require sensitive information such as client and employee names to be removed from any documents and transcripts that are stored in the case study database.

3.4 Framework for data analysis

One of the aims of this research is to recommend themes for further investigation into IMO in the context of information services in law firms. Therefore, the principles of thematic analysis, which is "a method for identifying, analysing and reporting patterns (themes) within data" (Braun & Clarke, 2006, p. 79), will be used as a framework for data analysis in this investigation. The validity of thematic analysis has been called into question due to a lack of transparency about the judgments that researchers use to identify themes in their investigations (Ryan & Bernard, 2003, p. 103). However, Ryan and Bernard (2003) and Braun and Clarke (2006) have outlined the processes involved in the practice of thematic analysis in order to provide greater clarity and as a result, the reliability and validity of this technique has been increased.

Thematic analysis can take an inductive approach, in which themes will emerge from the data, or a theoretical approach, in which themes may be sought from the data based on the researcher's prior knowledge of the area under investigation (Braun & Clarke, 2006, p. 83). As this study is interested in identifying themes relating to existing IMO theory, and as Braun and Clarke (2006, p. 84) note "researchers cannot free themselves of their theoretical and epistemological commitments", this study will favour a theoretical approach to analysis. However, Ryan and Bernard (2003, p. 88) argue that "one cannot anticipate all the themes that arise before analyzing the data". Therefore, the researcher will strive to keep an open mind in order to recognise themes that may not fit into existing theoretical frameworks.

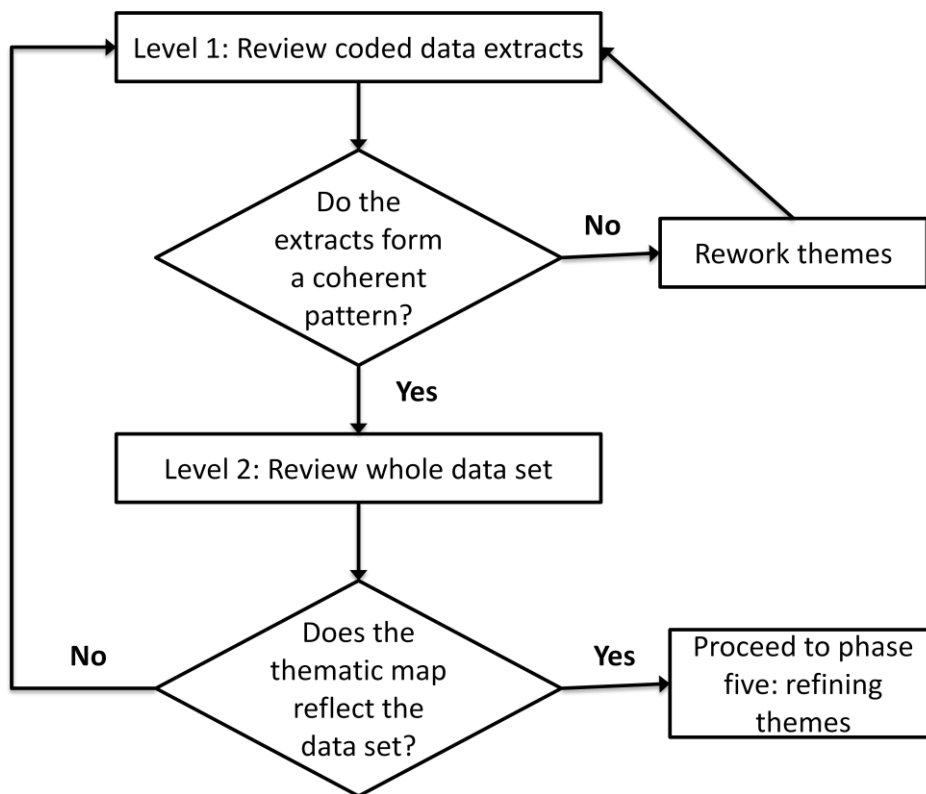


Figure 2: Flow chart for phase four of data analysis (reviewing themes) based on Braun and Clarke (2006, pp.91-92)

Braun and Clarke (2006) propose a six phase processes for conducting thematic analysis, which will be followed by this investigation. During the first phase of analysis, the researcher will become familiar with the data through “repeated reading” (Braun & Clarke, 2006, p. 87) and make notes on possible patterns and meanings. The second phase involves generating initial codes, which will be achieved by working systematically through the data to identify repetitions (Braun & Clarke, 2006, p. 89). The third phase requires the researcher to sort codes into potential themes, using techniques such as tables, mind-maps or manually cutting and sorting themes into piles (Braun & Clarke, 2006, p. 89). Once an initial set of themes have been identified, the researcher can move to the fourth phase of the process and review the themes (Braun & Clarke, 2006, p. 91). This is a two step process, starting with a review of the coded extracts and ending with a consideration of the data set as a whole. An outline of the process can be seen at Figure 2. During phase five, the refined themes will be named, described, analysed and examined for any sub-themes (Braun & Clarke, 2006, p. 92). Following this phase, the researcher

can then move to phase six in which the report is produced in order to “tell the complicated story of your data in a way which convinces the reader of the merit and validity of your analysis” (Braun & Clarke, 2006, p. 93). The report will be produced in Chapter 4 of this study. In the report, the interview participants will be referred to using generic job titles – Manager, Officer, Assistant and BD Manager – in order to protect anonymity. In keeping with the data analysis techniques, the data will be presented thematically across three principal areas – general perceptions of IMO, antecedents of IMO and outcomes of IMO.

3.5 Limitations

This research has a number of limitations. The weaknesses of the case study strategy in terms of generalisation, validity and reliability have been discussed. It has been argued that transferability, rather than generalisation, is the goal of this research, and this can be achieved by producing “thick descriptive data” (Schwandt, et al., 2007, p. 19). This study has proposed to overcome issues of validity by using multiple sources of evidence, member checking and maintaining a chain of evidence, whilst reliability will be increased by using a case study database and reporting all procedures for data collection and analysis. However, it is acknowledged that some of these techniques, in particular using multiple sources of evidence, will be limited in this study due to the time and resources available. Ideally, this investigation would include more interviews with both KIC team members and key stakeholders in order to produce a broader understanding of IMO in this context. Due to the time required to transcribe such a volume of interview data, this will not be possible.

A further limitation is that of researcher bias, which is a particular issue in this case study as the researcher is employed in the law firm KIC team which serves as the unit of analysis. Whilst Bryman notes that “complete objectivity is impossible in social research” (2012, pp. 392-393), the issue of bias may be compounded in this study due to the researcher’s existing relationships with the interview participants. Pickard (2013, p. 22) proposes that establishing “confirmability” is one way to limit researcher bias. This can be achieved by ensuring that the results of the study, which are based on the subjective knowledge of the researcher, can be traced back to the raw data such as interview transcripts (Pickard, 2013, p. 22). It has already been stated that

this research will maintain a chain of evidence to increase the validity of the study, and this will also assist in minimising bias.

Chapter 4: Case Study Findings and Discussion

4.1 Introduction

This chapter will describe and analyse the results of the case study outlined in Chapter 3: Research Methods. The objectives of the empirical research were to explore how IMO is perceived in a law firm KIC by both managerial and non-managerial staff, discover what conditions are thought to be necessary to implement IMO and investigate what outcomes may be perceived to arise from implementing IMO in this context. The findings presented in this chapter are structured according to the three thematic areas embodied in the objectives. In the first instance, findings relating to general perceptions of IMO will be discussed including definitions, relevance, and IMO activities. The next section will review the findings on antecedents, at the employee and organisational level, and barriers to IMO. The following section will consider the results on employee and organisational outcomes and the relationship between IMO and MO. Each section will compare and contrast the views of the research participants, primarily using data collected from interviews but also supported by an analysis of relevant company documents. Finally, a summary of the findings will be presented.

The unit of analysis in this study is the Knowledge and Information Centre (KIC) team in the London office of an international law firm. The functions of the team include the provision of various services including research, financial reporting, collection development, systems procurement, current awareness, budget management and training, as well as responsibility for the intranet and internal know-how system. This study aims to further the understanding of IMO in relation to libraries, and therefore focuses principally on the views of employees in the KIC team, taking in both the managerial perspective (seen in the responses of Manager) and the non-managerial perspective (seen in the responses of Assistant and Officer). However, as the literature has suggested that the views of stakeholders are also important (Lings & Greenley, 2005, p. 301), data was also collected from one of the team's internal customers – a business development (BD) manager. The inclusion of this stakeholder also brings in the perspective of an employee who has direct contact with the firm's external clients.

Interview transcripts and follow-up comments from the research participants can be found in Appendix 3. The company documents cannot be provided in full due to organisational confidentiality. However, relevant extracts from the documents have been provided in tables throughout this chapter.

4.2 Findings

4.2.1 General perceptions of IMO

(i) Definitions and relevance

Participants were asked whether they were familiar with the term IMO. Officer, Manager and BD Manager were not familiar with the term. Assistant said “it’s a term that I have heard but only sort of academically rather than in the workplace.” Officer and BD Manager expressed more familiarity with the term “internal marketing”. When asked what they understood by the term, Assistant, Manager and BD Manager gave similar responses which defined IMO as marketing within an organisation. Officer proposed a different definition, explaining it as “the process that would come before [marketing] so working out what service you need to offer and how you should meet it so that you can then position yourself and market yourself”. Participants were then shown a definition of IMO from the marketing literature which defines the concept as “an ongoing marketing focus within a company that is directed at employees” (Lings & Greenley, 2010, p. 321). This led to some further interpretations including “making sure your employees are aware of your marketing strategy” (Assistant) and “internal communications” (BD Manager).

All participants agreed that the concept was relevant to the KIC team. Assistant and Officer both thought the concept was relevant in terms of making sure that people within the organisation had an awareness of the services that the KIC team offer and how these services could help them. Officer and BD Manager both thought the concept was relevant in terms of demonstrating the value of the team to the firm and its employees. Officer also said that the approach “forms a basis of an ongoing

relationship and a dialogue” with customers that could “feed into some kind of new developments”.

The findings suggest that there is a low level of familiarity with the term IMO in the case study organisation and that the term internal marketing (IM) is more widely known. None of the participants were aware of the scholarly definition of IMO as the *implementation* of the internal marketing concept (Gounaris, 2008a, p. 406). The definitions proposed by participants have most resonance with the process-oriented internal customer orientation (ICO) perspectives of Conduit and Mavondo (2001) and Carter and Gray (2007) which focus on employees as customers and suppliers of internal services, as responses were primarily concerned with marketing the KIC team to other employees. However, some elements of Lings’ (2004) approach, which centres on the relationship a company has with its employees, were also present (“making sure your employees are aware of your marketing strategy” and “internal communications”). The findings have parallels with Sen’s (2006) study on librarians’ definitions of MO which found that although the concept was not fully understood, perceptions were aligned with the existing literature. All participants believed that the concept was relevant to the KIC team in terms of raising awareness, demonstrating value and opening up communication with internal clients.

(ii) IMO activities

Role of the KIC team in meeting the wants and needs of employees

The interviewees had varying responses when questioned about the role the team plays in meeting the wants and needs of other employees. Assistant, said that “it’s all down to the needs of the fee-earners” but when asked specifically about her own role said that it was mainly to support the officers in the KIC team. Officer had a wider perception of internal clients identifying fee-earners, professional support lawyers, business development and some other business services teams. Manager had the broadest view of the team’s internal clients, saying this included the whole firm.

Table 1: Perception of employee wants and needs met by the KIC team

Participant	Interview quotes
Assistant	“the resources and the knowledge that they need to deliver good and accurate advice”, “training”, “drop-in sessions”
Officer	“information” for “internal use”, “client use”, “internal strategy” and “advising clients activities and strategy”
Manager	“research”, “they need to be able to access knowledge”, “training”, “collection development”, “current awareness”, “they need to ensure that they’re cost efficient and stay within budget”, “contract management”, “online procurement”, “return on investment analysis”

Perceptions of the wants and needs of internal clients, and the KIC team’s role in meeting these, also varied at different levels within the team. These are summarised in table 1. Assistant saw her own individual role in this as being “because I’ve been asked...It’s filtered down isn’t it rather than up”, but she also expressed that part of the team’s role was to raise awareness of “what is on offer” and to be proactive “so that they [the fee-earners] can then be proactive towards their clients”. Manager said that the team was both “reactive and proactive” in order to “offer the best value to internal clients”. Officer’s response primarily revolved around information needs and highlighted the “really varied range of requirements”. BD Manager said that the KIC team have an “important place” in supporting her role in terms of “research on individuals, relationships that we have, businesses in general” in relation to both existing and potential clients of the firm. She said that the team do this through accessing “the stuff that we don’t have”.

Participants were shown a list of activities from the marketing literature which had been found to contribute to implementing IMO: generating information about the wants and needs of employees, disseminating this information, and responding to it. A summary of responses relating to each of these activities can be seen in table 2. Manager felt that these activities were “very relevant” to the KIC team and that “the more you can understand about your clients’ requirements, the better service you can deliver”. Officer felt that the KIC team undertook all of these activities, but later expressed dissatisfaction with the concept saying “it’s almost weird to break it down like that”. Assistant echoed this saying “I think it’s hard to fit things into these three...I don’t think they’re the best categories.”

Table 2: IMO Activities undertaken by the KIC team

IMO Activity	Activities identified by participants
Generating information	<ul style="list-style-type: none"> • Training • Customer feedback • Customer service • Discussions • PSL meetings • Drop-in sessions • Floor representatives
Disseminating information	<ul style="list-style-type: none"> • Circulating research feedback • Weekly team memo • Team meetings • Reports on external clients
Responding to information	<ul style="list-style-type: none"> • Making changes to research templates • Developing self-service information portals

Generating information

Customer feedback was highlighted as a particularly important part of generating information, Manager said it is “very valuable and something that we should focus on obtaining.” Manager also said that having KIC floor representatives would help to generate more information about the needs of particular groups. Officer felt that information was generated in “a fairly unofficial way” but recognised that the collection of customer feedback was more formal and organised. BD Manager questioned the effectiveness of some of the information generating activities undertaken by the team, such as the drop-in sessions “I know that the teams do sessions up on the floors but I often don’t see that many people talking to the team”.

Disseminating information

Manager was the only KIC team participant to identify information dissemination activities relating to the wants and needs of internal clients. Assistant did not distinguish between disseminating information about the wants and needs of employees and disseminating information more generally saying “we definitely do that...that’s our main role really isn’t it to disseminate information”. BD Manager also focused on the information products produced by the KIC team, “I’m thinking particularly of reports on clients”. Officer said internal clients are not necessarily aware of the distinction between disseminating and responding to information about their wants and needs, saying that “disseminating the information to them is part of just having that discussion.” Both Assistant and Officer felt it was difficult to

distinguish between the activities of disseminating and responding to information. Officer also felt that part of the process involved sharing information outside of the KIC team. This was echoed by Manager who commented that internal clients “don’t want separate information sent to them from all over the business. They want a joined up service that’s just going to deliver them what they require.”

Responding to information

Manager did view responding to information about the wants and needs of clients as a more distinct activity and gave a number of examples of how the team respond to information about the wants and needs of internal clients. Some of these corresponded with BD Manager’s comments who felt that the team responded “very well”. For example, BD Manager said that she asked for a piece of research and “got a report back that was about 250 pages, so then I have to go through all of that and that obviously takes quite a long time...I think if it’s shorter with clear headings and clear links into things I think those ones work very well.” Manager explained how the team respond to feedback received on research “we would review that feedback...and then potentially implement that to make changes for example to research templates that we would produce so if we’ve been told that actually a piece of research was too long or a particular part was of interest then we would take that into account.” Manager also said that internal client feedback on the firm’s financial reporting capabilities, which the KIC team plays a role in, has led to the development of self-service information portals. BD Manager found these tools helpful “because it’s something that we can sort of manipulate how we need to and it’s a practical thing that also we can just get on with without putting requests out and having to wait for...stuff to come back.”

The findings indicate that the KIC team is perceived to have a role in meeting the wants and needs of other employees in the case study organisation. Whilst the responses from non-managers would suggest that only a limited number of the team’s functions (primarily the provision of knowledge and information) directly contribute to meeting these demands, the managerial viewpoint suggested that all of the team’s activities were directed towards meeting these needs.

The findings suggest a tension between IMO activities identified in the literature, and how these activities are perceived in the case study organisation. A number of theorists have proposed clearly defined elements of IMO including generating, disseminating and responding to information (Carter & Gray, 2007; Lings & Greenley, 2005; Ruizalba, et al., 2014). Whilst the views of the manager interviewed were aligned with this theory, the non-managers felt that it was difficult to divide tasks into these set categories.

The findings chime with existing research which found that generating information involved formal written, formal face-to-face and informal face-to-face activities (Carter & Gray, 2007; Lings & Greenley, 2005). The findings also echo Sen's (2006) study of MO which found that libraries had both formal and informal procedures for monitoring customer satisfaction. The respondents in this case study identified formal procedures such as collecting internal client feedback, running drop-in sessions and having dedicated floor representatives, alongside unofficial discussions. Sen's study did not incorporate the views of library customers. Therefore, it is interesting to note the internal client perspective in this study which did not find information generating to be entirely effective.

The findings reveal a difficulty in the case study organisation in distinguishing between information that is disseminated as part of the core work of the team and information that is disseminated about the wants and needs of internal clients. Furthermore, the distinction between disseminating information and responding to information was challenged by the non-manager participants. The findings resonate with the findings of Sen (2006) and Lettice et al's (2014) MO studies which found that intelligence dissemination was given a low priority by librarians and law firms. This is reflected by the case study findings in which only the manager was able to identify specific information dissemination activities. Sen (2006, p. 209) identified responsiveness and inter-functional co-ordination as being "two parallel components from different theories". Whilst the IMO literature does not draw out inter-functional coordination as one of its key elements, it is interesting to note that the respondents of this case study felt this fitted more with information dissemination.

Sen (2006) found that academic libraries had formal plans in place to respond to information about customer needs at specific intervals throughout the year. In contrast, the findings of this case study suggest that responding happens on an ongoing basis, as and when feedback is given and new needs emerge. Furthermore, the findings reveal that an important element of responsiveness in the case study organisation is empowering internal clients to help themselves.

4.2.2 Antecedents and barriers

(i) Employee level antecedents

Employee characteristics

Participants felt that employee characteristics which contributed to the implementation of IMO were both “personality driven” and affected by “people’s manner”. The three most common characteristics highlighted were being proactive, being interested and being empathetic. Being approachable and a good communicator were also mentioned. Assistant thought that being proactive was particularly important because “people will tell you that they want something, but actually they want something else”. Officer also added that being open to change was an important characteristic because “something you did a month ago or six months ago might not always work...things change for other people.” Manager said “There’s an element of marketing in every role and every team”. This statement is supported by the KIC team job descriptions. An analysis of the person specification section of the job descriptions for roles at every level in the KIC team can be seen in table 3. The analysis suggests that the job descriptions contain characteristics that are consistent with those highlighted by the research participants as being necessary for the implementation of IMO with the exception of being open to change.

Table 3: Comparison of employee characteristics which support IMO with KIC team job descriptions

Employee characteristics	Items from person specifications for KIC roles
Being proactive	<ul style="list-style-type: none"> • Initiative • Proactive approach to client service • Ability to take the initiative
Being interested	<ul style="list-style-type: none"> • Business awareness • Commercially aware
Being empathetic	<ul style="list-style-type: none"> • Able to form effective working relationships with colleagues in the Information Centre, Business Development and fee-earners • Client-oriented approach
Being a good communicator	<ul style="list-style-type: none"> • Good communication skills • Excellent communication skills
Being open to change	<ul style="list-style-type: none"> • None identified

Recognition and reward

The non-manager KIC team participants were not aware of any formal reward or recognition for employees who engage in IMO. Assistant felt that “everyone within the team recognises everyone else in the team. I think outside of the team perhaps not so much” and that any recognition was verbal. Officer commented that behaving in a way that supports IMO is “not explicitly rewarded but it’s appreciated I think” and that this would be done by managers pointing out “how and why it’s of benefit”. Officer highlighted that another informal reward for supporting IMO could be “freedom and responsibility” to improve something. She thought that being given this freedom would result in employees having “more of a personal motivation to get engaged in that kind of behaviour because they’ll personally be able to see it through”.

BD Manager commented that “if you do a lot of work behind the scenes, that helps facilitate a lot of other stuff that then would be taken out by partners or used by the board for research...people probably don’t appreciate how they’ve got to where they’ve got to and it’s probably partly down to your team”. She felt that all of the business services teams “do a lot of good work for the firm and we help facilitate the fee-earners in lots of different ways” and that “it’s for the team...for their management to say they’ve done something well.”

Manager did see a link with formal appraisals and said that “I think IMO fits well into the client service part of the competency framework. This is all about demonstrating

an understanding of client service delivery and looking for opportunities to add value, cultivate relationships and improve the level of client service. Understanding the wants and needs of clients is at the core of this.” She explained that appraisals were linked to reward through bonuses awarded to employees who receive “strong performer” or “outstanding performer” rankings.

The findings indicate that there are a number of employee characteristics which are believed to support the implementation of IMO, and that these characteristics are actively sought by the case study organisation as part of the recruitment process. Schlosser and McNaughton (2007b) found that role descriptions which do not facilitate market oriented behaviours can act as a barrier to implementing MO. This could also be relevant to the implementation of IMO.

The responses are consistent with the work of Carter & Gray (2007) who proposed that relational competence is an important antecedent to IMO because it is the interpersonal skills of individual staff that will “help or hinder” the implementation of marketing strategies through their interactions with other staff and customers. The qualities identified by the respondents, in particular being empathetic and being a good communicator, can be seen to help develop good relationships with internal clients. Broady-Preston and Steel (2002b) reported that resistance to change was a barrier to implementing IM in public libraries which corresponds with the findings of this study that openness to change is perceived to be an antecedent to IMO.

Naudé et al (2003) found that reward satisfaction was a key component of organisational satisfaction, which was positively correlated with IMO. The findings of this case study suggest that there is a low level of awareness of formal reward systems which recognise IMO implementation. Instead, informal verbal recognition by managers and increased freedom and responsibility were seen as the main rewards for supporting IMO. Carter and Gray (2007) argue that whilst financial reward is an important factor in employee retention, increased interaction with management, responsibility and decision-making control also have a role to play in employee satisfaction. Lings (1999, p. 256) proposed that “those not in direct contact with the external customer can be motivated towards, and rewarded for the achievement of internal service quality”. It appears that the case study organisation

does reward employees for internal service quality through an appraisal process. However, the effectiveness of this system can be called into question if employees themselves are not aware that they are rewarded for behaving in this way.

(ii) Organisation level antecedents

Managerial support

The non-managers felt that managers in the KIC team were supportive of IMO. Assistant was not clear on *how* managers encourage employees to be proactive saying “I don’t know. I guess they just tell you to” whilst Officer saw managerial support working on “a kind of lead by example level”. Manager said she tried to support IMO through appraisal objectives which are “often based around...raising the profile of the team and also making other people understand the value”. She felt that using appraisal objectives supported the team to spend time on IMO. Manager thought that the difference for managers was that “you take responsibility” for marketing and “to ensure as much as possible, and it doesn’t even have to be you, that within your team you are understanding what your clients need and promoting your services.” Manager also added that part of a manager’s role was to engage in “planning and thinking about ways we can gain a better understanding of the wants and needs of our clients”.

Organisational support

Participants were asked if the firm as a whole encourages employees to behave in a way which supports IMO. Assistant mentioned a presentation which the KIC team had done for heads of business services to raise “awareness of what we actually do” but could not give any other examples. Officer said that “on paper in terms of stated strategy definitely yes. I’d say that in practice it’s very determined by individuals”. She felt that the firm’s strategy was more focused on “our behaviour in terms of dealing with external clients so none of that specifically relates to how business services departments work”. However, she did go on to say that “there’s an expectation that everyone needs to be aware of how the fee-earners are trying to position themselves in relation to their clients and how everyone else has to position themselves to best support that”. Manager mentioned the firm’s Client Service Principles “which are mentioned quite a lot in the competencies” and said that

“actually for business support teams I think that is about stepping into our internal clients’ shoes as opposed...as for them stepping into their external clients’ shoes.” Manager felt this was “something the business is focused on”.

BD Manager had a broader perception of the ways the firm supports IMO both through the firm’s culture (“the partners are very good”, “as a member of staff feel quite well respected”, we’re particularly supported to say what we think”, “people do have time for each other”, “it’s a friendly place to work”) and specific activities including the Managing Partner’s weekly update email to the firm, social events, the quarterly staff awards, the values project and firm support for employees to get involved in charity work. She felt that these activities encouraged people in the firm to look outside of their “bubble” so that they were more aware of the services that were available to help them within the firm.

The findings suggest that managerial support is an important antecedent to IMO in this context. Non-managers recognised that they received support from managers, and managers felt that they were supporting employees through making time, taking responsibility, planning and recognising their team’s achievements. This contrasts with Snell and White’s (2009b) study which found that senior level support for IM was lacking in professional service firms. The importance of “visible managerial support” put forward by Conduit and Mavondo (2001, p. 19) can be seen in Officer’s description of learning from managers who are seen to be actively engaging in IMO. This can be seen to be important for the development of IMO amongst employees as Naudé et al (2003) found that employee perceptions of their managers’ level of MO has a positive association with employees’ levels of IMO.

Awareness of firm support for IMO amongst the KIC team respondents increased with the level of seniority and only Manager gave a specific example. BD Manager, whose role does involve contact with external clients, felt the firm was very supportive of IMO and gave a number of examples. She identified cultural elements, which Gounaris (2008a) found to influence IMO, as well as internal communications (e.g. “Managing Partner’s weekly update email”) and human resource policies (e.g. “firm support for employees to get involved in charity work”) which Conduit and

Mavondo (2001) identified as the only IM processes to have a direct influence on ICO.

(iii) Barriers

Participants identified barriers to IMO in three principle areas – time, employee characteristics and stakeholder engagement. Quotes relating to each area can be found in table 4. The time barrier encompassed both the time available to the KIC team, as well as the time constraints of internal clients such as fee-earners. Officer also felt that if employees are already busy “then marketing yourself and theoretically encouraging more difficult work is not necessarily that appealing.” Employee characteristics which were seen as barriers to IMO included people who “don’t want to go that extra mile”, “clock-watching”, and people who are not good listeners. Manager added that employee attitudes to marketing could also have an impact if “they feel sometimes uncomfortable and feel like it’s more of a salesy role”.

Table 4: Examples of barriers to IMO

Type of barrier	Interview quotes
Time	<ul style="list-style-type: none"> • “their time is short.” (fee-earners) • “yeah, if we had more time we could do more couldn’t we but we...it’s always a constraint.” • “lack of time I think being the main one” • “The biggest one is probably time” • “people being busy.” • “there can in theory be a concern if you’re already working at capacity then marketing yourself and theoretically encouraging more difficult work is not necessarily that appealing in theory”
Employee characteristics	<ul style="list-style-type: none"> • “if within the team people don’t want to, people don’t want to go that extra mile” • “if people are always just sort of clock-watching” • “if people feel like they’re an inconvenience to you” • “people who are maybe quite good at getting a message across but not necessarily so good at kind of listening” • “I think a lot of people actually shy away from marketing and they feel sometimes uncomfortable and feel like it’s more of a salesy role”
Stakeholder engagement	<ul style="list-style-type: none"> • “attitudes towards it is probably the hardest thing to overcome” • “attitudes of fee-earners” • “communication is a barrier” • “how do you get to people, sort of how do you access them,” • “in terms of actually getting someone in front of you to tell them what you can do for them, I think that’s a barrier”

	<ul style="list-style-type: none"> • Lack of “support from stakeholders” • If “group leaders or the PSLs or BD just don’t really get engaged in encouraging people to come and communicating with their fee-earners about it then it’s difficult and it discourages you from doing it again and it limits the effectiveness of it” • “Engagement? So it’s very difficult to market something if people aren’t interested in hearing the message.” • “One of our challenges is to try and convey how valuable this feedback/knowledge is, (to us but more importantly to the clients), in order to encourage clients to provide it.” • “if it’s something new or something that people haven’t used before then people can sometimes be a bit unsure about it, I think they like to see it...if people see something tangible they sort of get it a bit more.” • “you’ve got such a large audience to work for you sort of have to know a little bit about everything but then in that probably don’t have in depth knowledge on enough areas” • “if the brief is not thorough enough or is not specific enough then there’s obviously a limit to what you can do with that.” • “you’ve got a particular partner or group who’s just not interested then they’re a blocker and you probably can’t really get around that and sometimes you just admit defeat and move on to another group” • “I think if it’s just put better into context it might make it just more interesting and therefore the research might be a bit better because you know why you’re doing it”
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Stakeholder engagement was the most frequently mentioned barrier amongst participants. These responses referred directly to engagement as well as stakeholder attitudes, difficulties in gaining access to stakeholders and a lack of interest and support from stakeholders. Manager commented that “one of our challenges is to try and convey how valuable this feedback/knowledge is (to us but more importantly to the clients), in order to encourage clients to provide it”.

BD Manager had a slightly different perception of stakeholder engagement barriers suggesting that one of the difficulties the KIC team face is that “you’ve got such a large audience to work for you sort of have to know a little bit about everything but then in that probably don’t have in depth knowledge on enough areas.” She also said that internal clients did not always give thorough briefs or context to the KIC team and felt that if this was done more consistently “the research might be a bit better because you know why you’re doing it.” A further, related barrier suggested by BD Manager is that internal clients do not give feedback about the outcome of work. Further evidence to support this has been gained from an analysis of research feedback collected by the KIC team between January 2013 and September 2014.

During this period, 41 pieces of feedback were received. The analysis revealed four themes of quality, gratitude, outcome and efficiency. Only 48% of the feedback gave an indication of the outcome of the research. A summary of the analysis can be found in table 5.

Table 5: Analysis of research feedback received January 2013 – September 2014

Feedback Themes	Example indicators	Percentage
Quality	“great”, “helpful”, “brilliant”, “exactly”, “fantastic”, “super”, “spot on”, “invaluable”, “excellent”, “superb”, “valuable” and “on point”	78%
Gratitude	“many thanks”, “thank you very much”	53%
Outcome	“The article was put together successfully”, “The client remarked in the initial meeting that it was very clear that [law firm] knew a lot about the deal and those involved, and had clearly done a lot of research. We were invited to pitch.”, “It will be an important piece of the Brazil Group business plan.”, “We had the interview with [company] this morning and it went very well”, “will be used as part of the documentation for a group strategy meeting”	48%
Efficiency	“quick turnaround”, “swift preparation”	10%

The findings draw a number of comparisons with the literature on barriers to MO and IMO. Schlosser and McNaughton (2007a, 2007b) found that time was a significant barrier to the implementation of MO at the employee level. Employee characteristics such as attitudes towards marketing have been identified as being a barrier to implementing both MO (Harrison & Shaw, 2004; Singh, 2009) and IM (Broady-Preston & Steel, 2002b) in the context of libraries. The stakeholder engagement barrier identified by participants draws parallels with interdepartmental conflict which Conduit and Mavondo (2001) identified as a barrier to both ICO and MO. The findings also resonate with Vickerstaff’s (2000) study which highlighted that tensions between professional and support staff could act as a barrier to MO in law firms. Both the IMO and MO literature could be seen to have focused on managerial perceptions and paid less attention to the perceptions of customers. Therefore, it is interesting to note that the stakeholder participant identified an additional barrier of technical ability in implementing IMO.

4.2.3 Outcomes

(i) Employee outcomes

Both Assistant and Manager identified personal and professional development as an outcome of IMO. Assistant also said it would result in “job security” because “if people don’t see you as relevant, whether you are or not...then why would they keep you around”. Assistant and Officer both mentioned diversity or variety of work as one of the outcomes of IMO and Officer felt that this resulted in greater personal reward. Officer also said that IMO could result in improved workflow because “you’re wasting less time risking doing things that aren’t exactly what people want”, which ultimately leads to greater efficiency and satisfaction for everyone”. BD Manager saw that an internally market oriented KIC team would help her to be more aware of services that could benefit her. However, she also warned that the team could be “a product of your own success and have far too much work to do”.

All participants in the study felt that IMO could result in personal benefits. The findings suggest that IMO can foster an environment in which employees benefit from personal and professional development, a diverse range of work and improved efficiency which ultimately leads to greater satisfaction. Gounaris (2008b) and Ruizalba et al (2014) also identified job satisfaction as an outcome of IMO. Whilst Carter and Gray (2007) linked IMO to increased employee retention, the findings from this study offer a different perspective as the focus is on job security from the employee point of view, rather than managerial efforts to retain staff. The stakeholder response also has resonance with Naudé et al (2003) who found that IMO could lead to employees being overworked.

(ii) Organisational outcomes

All participants felt that IMO would result in positive outcomes for the firm. Assistant said that all employees will “have a better knowledge of anything that they’re working on”, whilst Manager felt IMO could help employees to overcome problems such as information overload because “if they spend a bit longer explaining what it is that their actual aim is then they’re actually going to get a better service”. Efficiency was

seen as one of the benefits of IMO by Officer, Manager and BD Manager in terms of increased return on investment in the KIC team and managing head count. Manager and BD Manager also mentioned cross-departmental working as an important element of efficiency. Increased profit was also identified as an outcome by Officer and Manager. Manager identified a further benefit of IMO for the firm as being an increased awareness amongst senior managers of the value of the KIC team. She felt that this could be directly related to the current trend of law firms outsourcing support departments. She proposed that if senior management did not have an awareness of the KIC function, the firm could make resourcing decisions that risked losing “key value...because they’d lose that knowledge that’s within the team”.

The findings suggest that there are a number of organisational benefits associated with IMO which are similar to those identified by Conduit and Mavondo (2001). Elements of unified strategy (through employees having more knowledge of what they are working on), improved interdepartmental relationships (through cross-departmental working) and higher quality products (in the form of a better KIC service) were present in the responses. Conduit and Mavondo suggested that these factors led to increased organisational performance. In this study, the respondents equated organisational performance with increased profit. The findings also suggest that IMO could affect decisions relating to the outsourcing of the KIC team in the case study organisation. This draws parallels with Sen (2006) and Harrison and Shaw’s (2004) studies of MO in libraries which suggested that the concept could be crucial to the survival of libraries.

(iii) Relationship with market orientation

All participants made a direct link between IMO and the service provided by the firm to its external clients, both in terms of KIC team support for lawyers to provide legal advice and increased knowledge about external clients’ strategies and the industries they operate in. Manager and Officer felt this link was “obvious”. Officer said that “the better our relationships with the fee-earners are and the more tailored our product is to exactly what they want...the better ultimately the client work is for the external clients”. However, Officer felt that the team were not made aware of the explicit wants and needs of external clients: “the wants and needs that get communicated to

us are very much the wants and needs of fee-earners, they're obviously very much determined by the wants and needs of the client but they don't come to us in that form". Officer also commented that some of the work undertaken by the team "for business development and the board" directly feeds in to external marketing. BD Manager felt that IMO improved external marketing because "if you've got good internal marketing there's positive messages coming out from management so staff feel like they know what's going on. I think it makes their messages externally better because they'll come across as more positive people". BD Manager said this knowledge and positivity could also have benefits for cross-selling, recruitment and relationships with non-client organisations.

The findings are aligned with the work of Avlonitis and Giannopoulos (2012) and Ferdous et al (2013), which proposes that IMO is part of an integrated process which includes MO. This is in contrast to Lings and Greenley (2009) who believe that the two concepts are similar but separate. The perception of some respondents that the link between IMO and MO was "obvious" suggests that IMO is already part of the culture of the organisation, and that back-office employees are well aware of the impact of their work on external marketing and external clients. However, the findings also suggest that more could be done to strengthen the relationship between IMO and MO as one participant reflected that the team was not always aware of the actual needs of external clients.

4.3 Summary of findings

The findings indicate that IMO is not a well known term within the case study organisation amongst managers or non-managers although there was a degree of familiarity with the term internal marketing. The definitions proposed by participants are similar to the internal customer orientation perspective (Carter & Gray, 2007; Conduit & Mavondo, 2001) and it was felt that the concept of marketing activities directed at internal clients was relevant to the KIC team. This suggests that there is value in exploring the concept further in the context of library and information services, particularly in services which exist as departments within organisations and serve an internal client base.

There is evidence to suggest that the KIC team has a role to play in meeting the wants and needs of internal clients. However, perceptions of the breadth of this role varied amongst the participants. There was also a difference between the managerial view of IMO activities, which was aligned with the existing theoretical framework of generating, disseminating and responding to information (Carter & Gray, 2007; Lings & Greenley, 2005; Ruizalba, et al., 2014), and the non-managerial view which questioned the distinction between the three activities, particularly disseminating and responding to information. This could suggest that the manager has a greater understanding of IMO as it is defined in the existing literature. However, the results could also point to a different interpretation of IMO activities themselves in the context of a law firm information department. For example it was clear that there was difficulty in distinguishing between the dissemination of information products and the specific dissemination of information about the wants and needs of internal clients. Furthermore, it has emerged that interfunctional coordination is seen as being part of information dissemination, rather than parallel to responsiveness as identified in the literature (Sen, 2006).

The results have also provided insight into how IMO activities are approached in the case study organisation. Information is generated through various activities including training and events, customer feedback, meetings and informal discussions which are similar to the formal, informal, written and face-to-face activities that have been identified in the literature (Carter & Gray, 2007; Lings & Greenley, 2005; Sen, 2006). However, the findings revealed that the stakeholder questioned the effectiveness of information generation activities. Furthermore, there is an indication that the team respond to information on an ongoing basis, rather than at planned intervals as identified by Sen (2006) and that an important element of this is empowering internal clients to help themselves. Schlosser and McNaughton (2007b, p. 307) argue that “a successful market oriented strategy requires the input of multiple stakeholders both internal and external to the organisation”. The evidence gleaned from this study would suggest that it is also important to involve all internal stakeholders when implementing IMO strategies.

The analysis has shown that there are a number of conditions which are perceived to support the implementation of IMO in this context at both the employee and firm

level. A range of employee characteristics – including being proactive, interested, empathetic, a good communicator and open to change – were seen as antecedents to IMO and it has been proposed that these characteristics could be seen as integral to the relational competence antecedent put forward by Carter and Gray (2007). The non-managers and stakeholders had a low level of awareness of formal reward systems which recognise employees who implement IMO, despite the manager reporting the existence of a system which does recognise these behaviours. Whilst the literature argues that rewards can be used to “shape the behaviour of employees” to encourage internal service quality, this study has not revealed whether such rewards are effective. However, given the importance of rewards in motivating employees towards such behaviour, it would be interesting to pursue this further.

Managerial support for IMO was seen as important amongst all participants, supporting Conduit and Mavondo's (2001) findings that this is a crucial antecedent to internal customer orientation. Awareness of organisational support for IMO amongst the KIC team was found to increase with the level of seniority. The BD Manager, whose role involves contact with external clients, had the widest perception of organisational support for IMO involving cultural elements, internal communication and human resource policies, all of which have been identified in the literature as antecedents to IMO (Conduit & Mavondo, 2001; Gounaris, 2008a). The findings suggest that there could be different attitudes to organisational support for IMO amongst managers and non-managers and between internal and external facing employees. The existing literature has not focused on the views of non-managerial or back-office employees (Gounaris, 2008a; Lings & Greenley, 2005). Therefore, this is another area which requires further investigation.

Barriers to IMO were perceived as being a lack of time, employee characteristics such as negative attitudes towards marketing and difficulties in engaging stakeholders to provide feedback, which corresponds with findings in the existing literature (Broady-Preston & Steel, 2002b; Conduit & Mavondo, 2001; Harrison & Shaw, 2004; Schlosser & McNaughton, 2007a, 2007b; Singh, 2009; Vickerstaff, 2000). The BD Manager identified an additional barrier of technical ability, with regards to the KIC team's knowledge of the different practice areas within the firm.

This serves as further evidence to suggest that there is value in investigating the perspectives of stakeholders in studies of IMO.

The data has revealed that there are a range of perceived outcomes arising from the implementation of IMO in this context for both employees and the organisation. Positive employee outcomes identified included personal and professional development, job security, a diverse range of work and improved efficiency leading to increased job satisfaction which Gounaris (2008b) and Ruizalba et al (2014) also found was a benefit of IMO. However, an unmanageable workload, caused by increased awareness of the KIC team's services, was identified as a possible negative outcome which has been similarly demonstrated in the literature (Naudé, et al., 2003). The findings suggest that perceived organisational outcomes are similar to those found in the work of Conduit and Mavondo (2001) and include unified strategy through increased employee awareness, improved interdepartmental relationships, a higher quality KIC service and increased organisational profit. Furthermore, the results indicate that IMO could affect decisions relating to outsourcing; with the perception that a more internally market oriented KIC team would be less likely to be outsourced, as decision makers would be more aware of the value of the team. This has resonance with the work of Sen (2006) and Harrison and Shaw (2004) who proposed that MO was crucial to the survival of libraries. Therefore, it would be interesting to investigate the importance of IMO to the "survival" of information services which exist inside other organisations.

Finally, all participants made a direct link between IMO and MO suggesting that the two concepts are perceived as part of an integrated process akin to the models proposed by Avlonitis and Giannoulouos (2012) and Ferdous et al (2013). Some participants felt that this link was obvious, which may be taken as evidence that IMO is part of the culture of the organisation. However, the findings also suggest that more could be done to strengthen the relationship between internal and external marketing as the KIC team is not always aware of the needs of external clients or the way in which their work contributes to external client needs. This study has not identified whether MO can be viewed as an outcome of IMO in this context and more extensive research is required in order to explore this area in greater depth.

Chapter 5: Conclusion

5.1 Chapter outline

The aim of this study was to gain a deeper understanding of IMO in the context of a law firm Knowledge and Information Centre. The specific objectives were to:

1. Discuss the current thinking on MO and IMO with specific reference to library and information services and law firms;
2. Explore how IMO is perceived in a law firm KIC by both managerial and non-managerial staff;
3. Discover what conditions are thought to be necessary to implement IMO;
4. Investigate what outcomes may be perceived to arise from implementing IMO;
5. Recommend themes for further investigation into IMO in the context of library and information services.

This chapter will draw the study to a close, providing a summary of the findings and conclusions in relation to the first four objectives. The final research objective will be addressed in a separate section which will outline recommendations for further research. Finally, the limitations of the study will be discussed.

5.2 Summary of findings and conclusions

The literature review discussed IMO in relation to library and information services and law firms. In order to consider IMO in its theoretical context, the review first examined the more widely studied concept of MO in order to illuminate areas of potential interest. An examination of the MO literature revealed that different organisational environments lead to different perceptions of MO and that the conditions required to implement MO are not fully understood in all contexts. It also highlighted that MO has been criticised for a predominant focus on external stakeholders (such as customers and competitors), at the expense of employees who play a crucial role in its implementation. Furthermore, it revealed that existing MO research has often focused on managerial attitudes and perceptions. Given these limitations it was suggested that IMO, with its internal, employee level focus,

could be relevant to information departments within organisations, which serve an internal customer base of other employees.

The review of the IMO literature identified that there was limited research into perceptions of IMO in the context of libraries and law firms. It also revealed contrasting perspectives of IMO within the literature itself which were described as the human resources perspective and the more process-oriented internal customer orientation perspective (ICO). It was argued that ICO could be an important concept in internal service environments as relationships with external customers are mediated through relationships with internal customers. The review exposed a need for further investigation into the antecedents and barriers to IMO in libraries. It also called for research in this area to incorporate the views of back-office employees and internal customers in addition to the more widely considered perceptions of client facing employees and managerial staff.

The empirical research explored how IMO is perceived in a law firm KIC by both managerial and non-managerial staff. The results revealed that IMO is not a well known term amongst either group, but that the definitions proposed had most resonance with the ICO perspective. The findings suggested that there would be value in further exploration of IMO in the context of library and information services, particularly those which serve an internal client base.

The results indicated that the KIC team did have a role to play in meeting the wants and needs of internal clients and the managerial view of this role was found to be broader than that of non-managers. It was proposed that managers could be seen to have a greater understanding of IMO. However, it was also suggested that IMO activities (generating, disseminating and responding to information about the wants and needs of employees) may be interpreted differently in the context of a law firm information department. It was found that the KIC team undertook IMO activities which correspond with those described in the literature. However, the findings also illuminated that these activities were not always seen as effective by stakeholders. Therefore, it was suggested that it is important to involve internal stakeholders when implementing IMO strategies.

The empirical research also sought to discover what conditions were thought to be necessary to implement IMO. A number of employee characteristics which acted as antecedents to IMO were identified. However, amongst non-managers, there was a low level of awareness of rewards which support such behaviours. Given the importance of rewards in motivating employees towards such behaviour, it was suggested that this was an area which required further investigation. Managerial support for IMO was found to be important amongst all participants. Conversely, the findings suggest that there could be different attitudes towards higher level organisational support for IMO amongst managers and non-managers, and between internal and external facing employees, revealing another potential area of further study.

Finally, the empirical research investigated what outcomes may be perceived to arise from IMO. It was found that outcomes for employees were both positive, such as increased job satisfaction and negative, such as an unmanageable workload. The findings also suggested that perceived organisational outcomes are similar to those found in the literature and ultimately are seen to result in increased profits. Importantly, the results indicate that IMO could impact on decisions relating to the outsourcing of law firm information departments and this was identified as an area which could benefit from further research. Ultimately, the findings suggested that the concepts of MO and IMO are seen to be part of an integrated process in the context of the case study organisation, suggesting that future research could benefit from considering these concepts in a similarly integrated manner. This study was not able to identify whether IMO is an antecedent to MO in this context and it was suggested that this would require more extensive research.

5.3 Recommendations for further investigation

This study has revealed that there is value in further exploration of IMO in the context of library and information services which exist as departments within organisations and serve an internal client base. Therefore, a number of recommendations for further investigation will now be made.

Comparison of stakeholder and environmental perspectives

The findings of this study indicate that there may be differences in perceptions of IMO between managers and non-managers; internal and external facing employees; and internal suppliers and customers of information. It is recommended that future research into IMO in library and information services is designed in order to compare and contrast the views of these different groups of stakeholders, as this may have implications for successful implementation. In order to achieve more generalisable results, it is recommended that future research be carried across information departments in multiple law firms. For example, such a study could target a sample of the top 200 law firms in the United Kingdom and include the views of managers and non-managers in information-based roles and a wider range of stakeholders including lawyers, business development staff and board members.

The study has also revealed that perceptions of IMO may vary in different organisational environments. Therefore, in order to come to a deeper and more holistic understanding of IMO theory, it is suggested that further research is undertaken to compare perceptions of IMO in different types of library and information services. This may include internal information departments within other organisations, as well as public and academic libraries. There are a vast number of library and information services which would make up the target population for such a research project. It is proposed that members of professional associations such as the Chartered Institute of Library and Information Professionals (CILIP), the British and Irish Association of Law Libraries (BIALL), or the Special Libraries Association (SLA) would provide an appropriate starting point for a sample which includes libraries from a range of sectors.

Whilst it would be ideal to obtain the rich, descriptive data that could be gleaned from a multiple case-study research strategy, it is recognised that such an approach may be very time consuming and challenging in terms of access to organisations. Therefore, it is suggested that a survey may be a more appropriate research strategy, in order to collect data from a wider range of participants in multiple organisations.

Outsourcing of information services

An interesting finding of this study is that IMO may affect decisions relating to the outsourcing of information departments within organisations. Further investigation in this area could help to illuminate whether IMO has a role to play in demonstrating the value of information services to key stakeholders such as senior management. Whilst all employees are affected by outsourcing, it is likely to be managers who have ultimate responsibility for demonstrating the value of an information service to decision-makers. Therefore, it is suggested that a multiple case study approach, which takes law firm information managers as the units of analysis, would generate further insights into the role of IMO in demonstrating value. Qualitative interviews are recommended as the preferred data collection method in a study of this nature as outsourcing may be seen to be an area of contention in the legal information sector. An interview allows the researcher to build a rapport with the research participant, encouraging more candid and honest responses. However, ensuring participant anonymity would be an important consideration in a study of this nature.

A mixed methods longitudinal study could also provide useful insights in this area by monitoring the level of IMO in a sample of law firm information departments over time, whilst tracking developments in attitudes and decisions relating to the partial or complete outsourcing of information services within the parent organisations. The level of IMO may be measured using an existing quantitative scale, whilst attitudes and decisions can be explored through qualitative interviews with senior executives at appropriate intervals.

Relationship with MO

Whilst participants in this study identified that IMO had an impact on the external marketing activities of the organisation, it was too limited to establish whether IMO can be perceived as an antecedent to MO in this context. Further study in this area would provide additional insight into the role of IMO in demonstrating the value of library and information services. A positive correlation between IMO and MO is particularly relevant, as MO has been identified as an indicator of organisational success. A proposed strategy for this research would be to measure the level of IMO at the information department level, and the level of MO at the organisational level in a sample of law firms. This would require a quantitative approach, using

existing scales which have been developed to measure IMO and MO. The results can be analysed to seek positive or negative correlations between the level of IMO of the information department and the level of MO of the law firm. A study of this nature would require a sizeable sample in order to return useful results.

5.4 Limitations

Whilst this study has illuminated a number of interesting findings in relation to the research objectives, it is also essential to acknowledge its limitations. The limitations of the research methods used in this study were discussed in Chapter 3. However, it is important to reiterate that this study considered the views of a very limited number of respondents in a single organisation and therefore the findings cannot be generalised to a wider population. A further caveat of this research is that the participants had a limited knowledge of IMO prior to the interviews. Therefore, the interviews were conducted based on definitions provided by the researcher and the findings must be considered through this lens. Although the research participants provided many useful insights into IMO, the researcher, rather than the participants, defined its parameters, resulting in increased subjectivity.

Whilst it is important to consider these limitations when evaluating the findings, this study has been exploratory in nature, and transferability, rather than generalisation, was its ultimate goal. Above all, it has highlighted the importance of considering a range of perspectives when studying IMO, as well as opening up a discussion about the role of IMO in demonstrating the value of information departments within organisations. Ultimately, it is hoped that this initial study has paved the way for further research into IMO in library and information services.

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Appendix 1: Sample interview guide

Section A: General perceptions

A1. Definitions and relevance

The purpose of this interview is to find out what internal market orientation means to you, and how you think it could be relevant to the work of the Knowledge and Information Centre team.

A1.1 To begin with, are you familiar with the term internal market orientation?

A1.2. What do you understand by the term 'internal market orientation'?

A1.3 I'm going to show you a definition of internal market orientation from the marketing literature: "an ongoing marketing focus within a company that is directed at employees." How do you think this concept may be relevant to the KIC team?

A2. IMO activities

A2.1 Research has found that internal market orientation is made up of a number of activities that focus on the wants and needs of employees. I'm going to show you a list of these activities in a moment. Before I do that, can you tell me about the role that the KIC team plays in meeting the wants and needs of other employees?

Now I'm going to show you a list of activities that contribute to internal market orientation [Generating information about the wants and needs of employees; disseminating this information and responding to this information]. Does the KIC team undertake any of these activities? I will go through each one in turn [ask for examples].

A2.2 Generating information

A2.3 Disseminating information

A2.4 Responding to information

Section B: Antecedents and barriers

B1. Employee level antecedents

B1.1. We have discussed what activities might contribute to internal market orientation. Now I'd like to move on to how individual employees affect internal market orientation. What individual employee actions, behaviours or personal characteristics do you think could help implement internal market orientation?

B1.2. Are employees in the KIC team recognised or rewarded for these actions and behaviours?

B1.3. If yes, how are they recognised or rewarded?

B2. Organisation level antecedents

Moving on to the role of managers in internal market orientation:

B2.1. Do you think that managers in the KIC team encourage the employee actions and behaviours we have just discussed?

B2.2 If yes, how do they do this?

Thinking about the firm as a whole:

B2.3. Does the firm encourage the employee actions and behaviours we have just discussed?

B2.4 If yes, how does it do this?

B3. Barriers

B3.1. We have discussed what factors might encourage internal market orientation. Now I'd like to talk about the possible barriers to internal market orientation. What factors do you think could make internal market orientation difficult to implement in the KIC team? [For example is there anything that may prevent generating, disseminating or responding to information.]

Section C: Outcomes

C1. Employee outcomes

C1.1. Moving on to the outcomes of internal market orientation, do you think internal market orientation could have any benefits for the KIC team or for you personally? If yes, what are they?

C2. Organisational outcomes

C2.1 Do you think internal market orientation could have any benefits for the firm? If yes, what are they?

C3. Relationship with market orientation

C3.1. Do you think internal market orientation relates to the firm's external marketing activities and the wants and needs of external customers?

C3.2. If yes, how does it relate?

Section D: Other**D1. Additional comments**

D1.1. Is there anything you would like to add on this topic which we have not yet covered in the interview?

Appendix 2: Sample information letter and consent form

Information Letter, 5 August 2014

Perceptions of Internal Market Orientation in a Law Firm Knowledge and Information Centre

You are being invited to take part in the above research study. Before you decide whether or not to take part, please take time to read the following information carefully.

I am a postgraduate student at the Department of Information Studies, Aberystwyth University and I will be conducting the study. The overall aim of the research is to gain a deeper understanding of the concept of internal market orientation in the specific context of a law firm Knowledge and Information Centre (KIC). I would like to interview you in order to discuss:

- What you understand by the term 'internal market orientation' and its relevance to the work of the KIC team.
- The activities associated with internal market orientation
- Factors which may help or hinder internal market orientation
- The possible benefits of internal market orientation

You are being invited to participate in one semi-structured interview which should last no longer than 1 hour. With your permission, I would like to audio-record the interview. Please note that you have the right to ask for the recording to be stopped at any time during the interview. Following the interview, the recording will be transcribed. Both the recordings and transcripts will be stored securely. You will be given the opportunity to review a transcript of your interview prior to the completion of the study. I will also share a copy of the final report with you.

To protect your anonymity and the anonymity of [law firm], the following information will be removed from the transcripts and replaced with a code or generic term:

- Your name
- References to [law firm]
- References to other employees at [law firm]
- References to [law firm] clients
- References to any other sensitive information

If you have any questions or concerns about this study, please do not hesitate to contact me. Thank you for taking the time to read this information.

Consent form

Title of project: Perceptions of Internal Market Orientation in a Law Firm Knowledge and Information Centre

Name of student/researcher: Jasmin Hollingum

Project authority: This research project is being undertaken as part of a Master's in Library and Information Studies from Aberystwyth University

- | | Please tick |
|--|--------------------------|
| 1. I confirm that I have read and understand the <i>Information Letter</i> dated 5 August 2014 for the above study. | <input type="checkbox"/> |
| 2. I have had the opportunity to consider this information and ask questions about it and have had these answered satisfactorily. | <input type="checkbox"/> |
| 3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason and without my legal rights being affected. | <input type="checkbox"/> |
| 4. I agree to take part in the above study | <input type="checkbox"/> |
| 5. I agree that the data I provide may be used by Jasmin Hollingum, within the conditions outlines in the <i>Information Letter</i> . | <input type="checkbox"/> |
| 6. I agree to the use of any anonymised direct quotes in the report. | <input type="checkbox"/> |

Name of participant	Signature	Date
Name of researcher	Signature	Date

Appendix 3: Interview transcripts and follow-up comments

Interview transcript: Assistant

Section A: General perceptions

A1. Definitions and relevance

A1.1 Familiarity with the term IMO

Interviewer: The purpose of this interview is to find out what internal market orientation means to you and how you think it could be relevant to the work of the KIC team. So to start with, are you familiar with this term IMO, have you heard it before?

Assistant: No, it's a term that I have heard but only sort of academically rather than in the workplace. I think it...it's not something that I would...not a term I would use in the workplace, but obviously when I was doing my MA it came up in class and things like that.

Interviewer: So you've come across it as part as your education, rather than as part of your work?

Assistant: Yeah, as opposed to my job.

A1.2 Understanding of the term IMO

Interviewer: And following on from that, what do you understand by the term?

Assistant: I interpret it as marketing inside your organisation, so in terms of us marketing to other employees in the firm.

Interviewer: So us as in the KIC team.

Assistant: Yeah as in KIC yeah.

A1.3 Response to theory and relevance to KIC team

Interviewer: It's really helpful to find out what it means to you, I'm just going to show you a definition from the literature which I've been working with. This definition says that internal market orientation is an ongoing marketing focus within a company that is directed at employees. So what do you think about that definition?

Assistant: So, to me, that sounds like...that sounds like sort of making sure your employees are aware of your marketing strategy which I guess would help everybody to be going in the same direction but I would have said that it was more...oh yeah I guess it is employees to other employees, which is what I would have thought.

Interviewer: So do you think it could possibly be something that could have different elements to it, so perhaps what you've said initially but also what you've interpreted from this which is that you said that employees its maybe about making employees aware of the firm's marketing strategy.

Assistant: Yeah.

Interviewer: Thinking about your interpretation and the definition I've just shown you, do you have some initial thoughts on how this might be relevant to the knowledge and information centre team?

Assistant: Um...well we're a department within the organisation aren't we, so it's really important for us to make sure that people inside the organisation know what we do, how we can help them, to make sure that we...to make sure that they think about asking us rather than Google for things that they need, and also we need to sort of proactively market ourselves so that they know the services that they could take advantage of. Does that make sense?

A2. IMO activities

A2.1 Role of the KIC team in meeting the wants and needs of other employees

Interviewer: Yes, that's great. Ok, so I'm going to move on and tell you a little bit more about the concept. Research has found that internal market orientation is made up of a number of different activities that focus on the wants and needs of employees. I'm going to show you a list of these activities in a moment but first, could you tell me about the role that you think the KIC team plays in meeting the wants and needs of other employees in the firm?

Assistant: Um, wow! Um I think...

Interviewer: So maybe you could start with your role specifically in terms of how your role...

Assistant: So other employees as in you and [Information Officer] and then other employees in terms of other business services groups, so I guess it's all down to the needs of the fee-earners who are trying to deliver advice to a client so we need to make sure that they have the resources and the knowledge that they need to deliver good and accurate advice so we need to deliver training on systems, things like our drop-in sessions to make sure that they're aware of what is on offer....so that they make use of everything. Things like I do the industry searches...I have loads of RSS feeds and things like that don't I. So things like that where they need to be aware of what's going on in the industry so that they can...so we're proactive so that they can then be proactive towards their clients to try and make sure that they're up to date on what's going on.

Interviewer: So you talked about the industries...so you would say that having industry knowledge is a need of the fee-earners and you meet that need by monitoring, searching different industries by using things like RSS feeds and you proactively let the fee-earners know about it so that they can then tell their clients about it?

Assistant: Yes, that's what I was trying to say.

Interviewer: And can you think of any other kind of needs that employees might have? So you mentioned also that it wasn't just about people outside the team so you've mentioned fee-earners and business development but you also mentioned people in the team that might have needs that you could meet?

Assistant: In KIC? So I guess my role is really to support you and [Information Officer] isn't it so I'm trying to think what I do, to do that. Well what's your focus really are you talking about things like how we all work together or things like what I do to help you?

Interviewer: I suppose from both angles so it's what you think we need and how your job sort of contributes to that, so it is about working together because it's about how the two things

relate. Do you see that your job is about meeting some of the needs of the Information Officers jobs so that they can then do their jobs?

Assistant: Yeah definitely yeah...I would say it's a support thing. It's hard for me to think of what I do to meet your needs because everything that I do to meet your needs is because I've been asked. It's filtered down isn't it rather than up, do you see what I mean? So I see it as coming down to me rather than the other way around. Does that make sense?

Interviewer: Yes.

Assistant:...and also I guess the industry...the client data that I work on as well is all about making sure that the fee-earners in the industries know how they're performing and things within certain industries. Does that make sense?

Interviewer: Uh huh. Is there anything else you wanted to add on that?

Assistant: What did I write down? Activities associated with internal market orientation. I wrote down training, customer service, and customer feedback, we always ask for feedback don't we so that we know how people are doing...drop-in sessions, proactive research...for example if I come across something in my RSS feeds I will just send it out because it might be of interest. Also I wrote down easy accessibility, so it's things like making sure that our catalogue and stuff like that is easily accessible because that helps meet their needs doesn't it to make sure the resources are available.

A2.3 – A2.4 Generating, disseminating and responding to information

Interviewer: You've pre-empted my next question which is really good! So, the activities which researchers found that are involved in implementing internal market orientation...I'm going to show you a list so you can have a look at them so that is generating information about the wants and needs of employees, disseminating this information and responding to the information. Do you think the KIC team undertake any of these activities or perhaps do you think any of the activities you just mentioned maybe fit into some of those categories?

Assistant: Yeah, I guess um generating information about the wants and needs of employees is sort of um deciding on training and things like that isn't it...uh...

Interviewer: You mentioned customer feedback as well, do you think that fits into any of...

Assistant: Yeah, I guess that's that one [generating information] isn't it because it's information about the wants of employees...customer service maybe?

Interviewer: And what about some of the other...do you think we engage in the KIC team in any of these other...

Assistant: We definitely do this one!

Interviewer: Disseminating information?

Assistant: Yes we definitely do that...that's our main role really isn't it to disseminate information. So actually this is sort of our request...it's sort of an information request coming in isn't it and then that's responding to it...What's the difference between disseminating and responding?

Interviewer: I suppose disseminating would be perhaps making other people in the team aware of what the wants and needs of employees are...so perhaps if you received some

information about what someone in the firm needed it might be whether or if you shared it with someone else in the team or maybe someone else in the firm. And responding to it would be perhaps coming up with a solution to meet those needs or maybe it would be a more instantaneous thing of just making sure that need was met so as opposed to finding out what someone wants and then not doing anything about it.

Assistant: I think it's hard to fit things into these three. I don't know if that's what you want to hear or not!

Interviewer: So you would say perhaps that these three categories in terms of internal market orientation in the KIC team are...do you think they're not, maybe not that relevant? Or maybe not the best categories to use?

Assistant: Yeah, I don't think they're the best categories. I think in terms of sort of say for example yesterday [Associate], told you and [Information Officer] didn't he that he wanted some research on [Country] so you went up to see him and you wrote everything down, you came down you told [Information Manager] and everyone else and now you're going to get back to him with exactly what he wants. Maybe that fits in.

Interviewer: Ok so you'd see that as going through those three processes?

Assistant: Yeah, yeah.

Interviewer: Before I move on do you want to add anything else on those?

Assistant: No I don't think so.

Section B: Antecedents and barriers

B1. Employee level antecedents

B.1.1 Employee actions, behaviours and personal characteristics

Interviewer: So we've talked about the activities that might contribute to internal market orientation and now I'd like to move on to how individual employees might affect internal market orientation. So based on your understanding of what internal market orientation is, what individual employee actions, behaviours or personal characteristics do you think could help to be internally market oriented?

Assistant: I guess the customer service thing has to fall into that, we have to be...you know approachable to other people so that they use our service...

Interviewer: Do you think there's anything in particular that you do that contributes?

Assistant: Um, that contributes to market orientation?

Interviewer: Yeah, in the way that you understand it.

Assistant: I think just trying to pre-empt what people want is a big thing, because especially with requests that we get and this is a big one with CDM stuff is that people will tell you that they want something, but actually they want something else. And that's a research thing as well isn't it you have to pre-empt what they actually want.

Interviewer: So would you say that's a skill?

Assistant: Yeah, I would. I would say it's a skill.

B1.2 – B1.3 Recognition or reward

Interviewer: Ok, and are employees in the KIC team recognised or rewarded for behaving or acting in these ways?

Assistant: I think *within* the KIC team, yes. I think everyone within the team recognises everyone else in the team. I think outside of the team perhaps not so much. I think unless people have had direct contact and received some research or got something useful from the team, I think a lot of emails that we send out probably get deleted. I think it's probably a business services thing in general.

Interviewer: Why do you think that might be?

Assistant: I guess when you're a fee-earner you have to prioritise fee earning over everything else, so I guess some people don't realise how useful we could be for them...people don't realise there are other resources other than the internet and things like that.

Interviewer: And you've said that um within the team, people are recognised and rewarded. How are people recognised and rewarded?

Assistant: I think you just, verbally, if someone, if something's recognised, if you get some good feedback from a fee-earner or whoever research has gone to or BD or whoever...then I think everyone in the team is quick to recognise that it was good or...yeah, especially [Information Manager] isn't she, she's quick to tell you when you did something well.

B2. Organisation level antecedents

B2.1 – B2.2 Managerial encouragement

Interviewer: So [Information Manager] recognises the sort of behaviours that you think that contribute to internal market orientation...so do you think that managers in the KIC team do in general encourage the behaviours or actions we've just discussed?

Assistant: Yeah I think so, I think [Information Manager] and [Head of Information Resources] I think they're both really keen to raise the profile of the team...I think that's why we've changed all the drop-in sessions... but to make to make sure that we get out to people face-to-face a lot more and they're also keen aren't they when we ask for feedback and things like that just to go and see someone rather than do it by email because then you create that personal...relationship which helps when people can put a face to the service then they're more likely to come back.

Interviewer: So face-to-face relationships with other people in the firm are important?

Assistant: Yeah, I think so. And also I think they encourage you to be proactive as well...if you think something's going to be useful to someone they encourage you to just go with it.

Interviewer: I know this is a bit of a difficult question but how do you think they encourage you to be proactive? Is there anything you can think of in particular that they do?

Assistant: I don't know. I guess they just tell you to, rather than encourage.

Interviewer: So would that be, something that's done verbally, or by email?

Assistant: Yeah verbally, always verbally. It's never a formal thing. It's just...“It would be a good idea to do this”.

B2.3 – B2.4 Firm encouragement

Interviewer: Do you think the firm encourages you or other employees in the team to behave in this way?

Assistant: Yeah I think, so I think when we did the presentations to the BD heads, no what was it, business services heads wasn't it...that was probably a really good example of that because it's raising awareness of what we actually do...to sort of get it out there because I think it's not very well known what we actually do.

Interviewer: And do you think there's anything else the firm does?

Assistant: I can't think of anything that the firm as a whole does to encourage *us* – is that what you mean?

Interviewer: Yeah

Assistant: Yeah, I can't think of anything.

B3. Barriers

Interviewer: So we've talked about activities, employee characteristics and now I'm going to move on to barriers. So is there anything you think could make internal market orientation difficult to implement in the KIC team?

Assistant: I think attitudes towards it is probably the hardest thing to overcome...by that I mean that I think a lot of people don't realise that everything isn't on the internet um so..

Interviewer: So the attitudes of...?

Assistant: The attitudes of fee-earners for example...because everything that we do is to try and help them and I think they don't see it as that all the time because it's just another thing on their...you know for them to deal with and their time is short.

Interviewer: So the time of the fee-earners?

Assistant: Yeah exactly, yeah.

Interviewer: And what about your own, the time of the people in the team?

Assistant: Yeah, obviously that is an issue...yeah, if we had more time we could do more couldn't we but we...it's always a constraint. Always.

Interviewer: So you talked about attitudes of fee-earners do you think there's any other attitudes that could affect it so attitudes of people in the team?

Assistant: Yeah I guess if you're not, no specific examples at all...but if within the team people don't want to, people don't want to go that extra mile, extra kilometre, to help people then obviously that's going to look bad on the team if people are always just sort of clock-watching, things like that...if people feel like they're an inconvenience to you then they're not going to come back, or use your service.

Interviewer: Are there any other barriers you can think of?

Assistant: I think communication is a barrier, because how do you get to people, sort of how do you access them, so even when we have the drop-in sessions we try and catch people as they go by, but in terms of actually getting someone in front of you to tell them what you can do for them, I think that's a barrier.

Interviewer: So, which kind of teams or groups in particular is it difficult to communicate with?

Assistant: Uh...I would say fee-earners.

Interviewer: Anything else you'd like to say about barriers?

Assistant: I don't think so. I mean we send out a lot of stuff by email don't we but I think they just delete them when they see KIC come up, because it's not...well they don't see it as directly relevant.

Section C: Outcomes

C1. Employee outcomes

C1.1 Benefits for individuals or their team

Interviewer: So, moving on to the outcomes of internal market orientation do you think internal market orientation could have any benefits for you personally or for the KIC team?

Assistant: I think the main benefit is that people know what you do and they know how useful you can be and that equates to ultimately job security because if people don't see you as relevant, whether you are or not, if the people that need to don't see you as relevant then why would they keep you around?

Interviewer: So would that be one of the main benefits you can see for you personally?

Assistant: I think so and then there's sort of the development as well the more you get to talk to people and the more you market your service I guess the more diverse it becomes because they then engage with you and you hear about different things that you could potentially do to help them. Does that make sense? So yeah I think they're both important.

Interviewer: Ok, so job security and development of the service.

Assistant: Yeah and you personally, professionally.

Interviewer: So development of both KIC services and your own personal professional development...

Assistant: Yeah, I think so. Do you think?

Interviewer: Are you unsure about it, about either of those two?

Assistant: No, I think that's right.

C2. Organisational outcomes

C2.1 Benefits for the firm

Interviewer: Ok, and moving on to benefits to the firm, what do you think some of the benefits of internal market orientation could be to the firm?

Assistant: Yeah, I think...can I talk specifically about us?

Interviewer: Yeah, anything you say that's sensitive I will remove from the final report.

Assistant: Ok, fine. I think um the benefit to the firm is that their, all of their employees will be better, have a better knowledge of anything that they're working on so we do so much research don't we on companies and individuals and industries and all of that helps the people that it goes to.

Interviewer: So who are the people that it goes to?

Assistant: The fee-earners. Or BD, for example if people didn't know that we could research individuals then we would never have been able to research individuals for that party on request. Things like that.

Interviewer: So that example, so the information centre researched individuals for a party, so what was the benefit to the firm?

Assistant: So I think in that instance, at that party they were able to use the information that you'd got to sit people by languages that they spoke, languages that they had in common which meant that ultimately the party was a success and that reflects well on the firm. If people didn't know that we existed, that research would never have been carried out...and then when people are acting for companies they need to know, you know, everything about that company, what they've recently done, things like that and if they don't come to us first, if they don't know that we exist, then we can't give that to them and ultimately it will look bad on them.

Interviewer: So internal market orientation impacts on whether to firm looks good or bad?

Assistant: Yeah because ultimately they're better equipped to talk to their clients and operate in those industries, whatever we've researched, they're better equipped because of it aren't they.

C3. Relationship with market orientation

C3.1 Relationship with external marketing activities and wants and needs of external customers

Interviewer: Moving on to the final section, do you think that internal market orientation relates to the firm's external marketing activities and the wants and needs of um external customers?

Assistant: I think we try to make it that way...for example recently there's been presentations on geographies haven't there and members of KIC have been trying to go to those presentations so that we can then work out what resources we have and how we can then market our service to the fee earners, so that they can market their service in those geographies, to clients in those geographies. So I think that's quite a good example.

Interviewer: And have you, can you think of any other kind of connection between the two?

Assistant: Um...it's hard to think of examples because it's just everything I think.

Interviewer: So when, you say everything...

Assistant: Well we wouldn't do any research would we unless it was relevant, but then I guess it's not marketing exactly.

Interviewer: So it's relevant to...

Assistant: To the fee-earners and what they're trying to achieve.

Interviewer: So, everything the KIC team do is relevant to...

Assistant: It's all about trying to make their lives easier so that they can get hold of as much knowledge and as much relevant knowledge and information as they need so that they can then use that to inform their advice and their dealings with clients.

Section D: Other

D1. Additional comments

Interviewer: Moving on to my final question is there anything else that you would like to add that we haven't covered yet in the interview?

Assistant: I think that was all I wrote down. I don't think so.

Follow-up comments: Assistant (obtained via email)

Assistant: What I was trying to say in my interview but never quite managed to, is that I see internal market orientation as aligning internal marketing practices (i.e. how we market ourselves to people within the firm) with how the firm is marketing itself externally to clients. That way the services that we promote will always support the advice that is ultimately delivered to clients.

Interview transcript: Officer

Section A: General perceptions

A1. Definitions and relevance

A1.1 Familiarity with the term IMO/ A1.2 Understanding of the term IMO

Interviewer: So, the purpose of this interview is to find out what internal market orientation means to you and how you think it could be relevant to the work of the KIC team. So, to start with, are you familiar with this term?

Officer: Not that exact term no, actually.

Interviewer: Is there another similar term which you're familiar with?

Officer: Well, I don't know because when I first was reading what the interview was going to be about I thought that it was basically a snazzier term for marketing, but then when I thought about it I thought it probably actually wasn't, it was probably related but different, but I've not actually, in a work context I don't think I've ever heard the phrase specifically talked about and I've never studied anything that's particularly...I've probably read about it but not taken it in, I'm not sure but yeah I don't feel like I could define it...so like I said initially I thought oh it's just basically marketing but then when I was thinking about it I was thinking it's probably more...I don't know...the process that would come before that so working out what service you need to offer and how you should meet it so that you can then position yourself and market yourself, but I don't know if that's actually right.

Interviewer: So that's how you understand the term based on just seeing the words?

Officer: Yeah.

A1.3 Response to theory and relevance to KIC team

Interviewer: So, I'm going to show you a definition which I've been working with in my research, so it's not necessarily the right definition but I'm just going to show you one that I've been working with so it has been defined as "an ongoing marketing focus within a company that is directed at employees". Have you got any thoughts on that?

Officer: So like internal marketing?

Interviewer: What do you understand by internal marketing?

Officer: So, marketing your, so as thinking of individual department's offering a specific service marketing what services you offer to your colleagues and stakeholders and customers within your organisation rather than to your external clients.

Interviewer: And is the term internal marketing a term you're familiar with?

Officer: More familiar yes.

Interviewer: Based on what we've just discussed, how do you think this concept could be relevant to the KIC team?

Officer: Do you mean theoretically in terms of how it could benefit or do you mean more practically in terms of what does actually go on?

Interviewer: I suppose any broad ways you think because we can get in to the detail as we go through the interview.

Officer: I suppose various ways so it would sorry ok, to make sure I don't waffle what was the exact question again?

Interviewer: So what, how do you think the concept could be relevant to the team?

Officer: Ok it would be relevant to us to make sure that people are aware of the services that we offer so that obviously they can get their needs met in the best way possible if they're aware of what they *can* get...because then they'll be more likely to ask for it and then enquire more about what's available so it sort of creates the more ongoing conversation as well I think if people don't really, if you haven't marketed yourself at all and people don't know really what you do at all you're never going to start that relationship I suppose unless it's pure chance...so it's a way I suppose at base level it helps your customers to get to be aware of what they can get so they can get it and then it creates, sort of forms a basis of an ongoing relationship and a dialogue I guess where they will then hopefully...the marketing... your marketing will result in maybe them giving you some kind of feedback or comments or asking you further questions that will either make you think that there's something else that you could offer or start a conversation that could feed into some kind of new developments.

Interviewer: So it's very much to do with relationships?

Officer: That's just the first thing that springs to mind but I suppose there are other aspects so it can be helpful to just raise your profile as part of various ways of displaying your value to the firm, it wouldn't be obviously the primary way of doing that I guess your actual...your end results and the way you present those is going to be the most important thing but it feeds into that I would say.

A2. IMO activities

A2.1 Role of the KIC team in meeting the wants and needs of other employees

Interviewer: So I'm going to move on to the next section. The research that I've been looking at has found that internal market orientation is made up of a number of activities that focus on the wants and needs of employees and I'm going to show you a list of those activities in a moment. But before I do, could you tell me a bit about the role that the KIC team plays in meeting the wants and needs of other employees?

Officer: Role we play...in terms of what we do and how we do it?

Interviewer: Yes, and what those wants and needs are that the team are meeting as well.

Officer: In terms of the specifics, in terms of people need different types of information?

Interviewer: At any level is fine.

Officer: Well I guess it's a wide variety of wants and needs I suppose it's the biggest defining characteristic of the different needs that people have because there's a wide range of them and...I'm trying to think how best to sum it all up...

Interviewer: What's the first thing that sort of comes into your mind?

Officer: The first thing that comes into my mind is the really varied range of requirements and different deadlines and the different ranges, not just the types of information but the levels of information from quite sort of basic snapshot information to really large projects that require quite a lot of to-ing and fro-ing and ongoing provision of information, one off provision of information, it's sort of yeah..

Interviewer: Do you see the see the wants and needs that the KIC is meeting as information needs?

Officer: Yes.

Interviewer: And they are met by providing different types of information?

Officer: Yes. But in a really varied, well really varied contexts so different people, very different purposes...so some things are for internal use, some things are for client use, some things are to feed into our internal strategy, some things are directly to feed into advising clients activities and strategy, so that's just kind of where my mind goes.

A2.3 – A2.4 Generating, disseminating and responding to information

Interviewer: So now I'm going to show you the list of activities that research has found contribute to internal market orientation. The activities it involves is generating information about the wants and needs of employees, disseminating information about the wants and needs of employees and responding to that information. And looking at that list, does the KIC team undertake any of these activities in relation to the wants and needs of employees?

Officer: I'd say definitely yes on all three counts.

Interviewer: Could you talk me through each one?

Officer: I mean generating information about the wants and needs of employees I suppose I don't know it's difficult to know without slightly more information about how generally the ways in which that's accepted as taking place...

Interviewer: What do you understand by it?

Officer: I think we probably do it in a fairly unofficial way if you like. To my understanding the way we do that would be more in terms of...I think it's mostly to do with discussions that we have amongst ourselves, conversations that we've had, comments that we've received and how we interpret them and how those have made us think about new needs that we perceive. I guess the most, one of the most formal organised ways we go about it is our attempts to try and get feedback for all of the enquiries that we do but even that's a fairly informal low-level process although I know we do it regularly and it's a definite aim it's something that we state that we want to do. But I'd say most of the discussions we have, most of the decisions that we make about how we should respond to the wants and needs that we perceive are probably as much as anything quite chance conversations. So someone will say something in some feedback or maybe not even as part of formally requested feedback but something that will just make us think oh we haven't thought about that before as being something that's specifically helpful to them or specifically unhelpful...and I think often that the information that we end up getting about the wants and needs is more as a result of that kind of thing and then the more chance conversations that we then have as a result of it of how we can address that.

Interviewer: Would you say there's a formal strategy for collecting this sort of information?

Officer: Well there's the specific attempts to obtain feedback, I suppose as a wider department I guess things like the PSL, I mean it depends how much of the department are we talking about are we talking about our team or the whole team, KIC?

Interviewer: The whole team.

Officer: I guess there's lots of other things that feed into that as well although again they're not the primary aim but things like the PSL meetings, the drop-in sessions, the plans to have a representative for each floor, but I wouldn't, I don't know how much of that could be seen as a specific strategy for but I suppose the stated strategy as much as there is one is more from a point of view of making sure that we just deliver the best service possible but it's always just I think it's more that there's always an assumption because that's such an expectation, it's an expectation that we'll try and think about that every second of every day and it's kind of always seen as a given that any opportunity to either think about or find out more about what the wants and needs of our customers are, the basis of that...

Interviewer: So the end goal of what are the wants and needs that's fairly embedded in the team?

Officer: Yeah, I'd say so...Possibly so embedded that you don't actually think about it as a strategy until you actually start thinking about it.

Interviewer: And you're not necessarily thinking about doing each of these activities as distinct things?

Officer: It's almost weird to break it down like that.

Interviewer: Did you want to say anything else specifically on the second two activities?

Officer: Disseminating this information...on that point are you thinking more specifically about disseminating amongst the team so that we can act on it?

Interviewer: That would be one element of it. But perhaps there's also other people outside of the team who you communicate that information to as well?

Officer: Yeah, so again it tends to be quite to my mind fairly unrelated examples that I don't...I wouldn't normally necessarily see as being related under some kind of strategic umbrella but I think that kind of goes back to what I already said before about it feeling very much an embedded kind of, just part of the way we work...but yeah I think there's always a thought process I think amongst individuals in the team especially among, well like [Information Manager] is always very much...she's picking up on what we're saying, what we're learning, what we're picking up, what we're feeding back, and she is always particularly good, and [Head of Information Resources], about joining all the dots and thinking how could you maximise the benefit that that little snippet of information could give you. Could you have a conversation with you know a PSL or someone in business development to make something more of whatever a little snippet of information or yeah...

Interviewer: So it's about taking the information about the wants and needs and then making something of it?

Officer: Yeah, exactly. Rather than having one bit of feedback from person 'A' that might just simply on the face of it tell you that next time you did an almost identical piece of work for them say you would do it slightly differently and more about thinking how that might feed into similar but not directly related pieces of work for other people...yeah and whether it could start a conversation about a more general approach to how you did things more

fundamentally. So trying to turn specifics into general principles as much as possible to try and apply what you've learnt across the board as much as possible.

Interviewer: And do you think that ties into the responding?

Officer: I feel like that's very much the same thing.

Interviewer: So the disseminating and the responding you're not seeing them as distinct activities?

Officer: I think the underlying thought process that's going on is the same, and in terms of external customers or stakeholders or whoever you're trying to then start having a conversation with about whatever point it is that you've learnt about the wants or needs....Yeah disseminating the information to them is part of just having that discussion, always trying to keep the lines of communication open and having those kind of more organic conversations and responding...to my mind that's very much part of responding to it. You don't just...I suppose technically responding to it would just be just a one way conversation restricted to you and say the one person that you first started talking to about the whatever want or need it is that you're discussing. Whereas...if you're trying to do everything that you can to maximise the benefit of that information in terms of what you can do with it and how you can grow based on it then disseminating it and responding to it is very much part of the same thing in terms of how to widen that conversation.

Interviewer: Do you almost see it as maybe a cycle?

Officer: Yeah I think that's the thing rather than just getting a piece of feedback and going "oh right that's helpful next time we do this exact same thing then we'll implement XYZ" and just leaving it there it's more...keeping it in your head, thinking who else it's relevant to, sharing it amongst your team, sharing it amongst other people who you do similar work for who might also benefit from the way that you changed your way of thinking about something, I think it's yeah, definitely a cycle, it's a good way of thinking about it.

Interviewer: I'd just like to go back to which employees does the KIC team meet the wants and needs of?

Officer: Mainly specifically the fee-earners, and PSLs and business development...primarily.

Interviewer: Are there any other...

Officer: Other business services primarily risk being much more so than any of the other teams.

Section B: Antecedents and barriers

B1. Employee level antecedents

B.1.1 Employee actions, behaviours and personal characteristics

Interviewer: We've talked about what activities might contribute to internal market orientation. I'd like to move on to how individual employees might affect internal market orientation. So what individual employee actions, behaviours or personal characteristics do you think could help implement internal market orientation?

Officer: I think team members who are just sort of naturally good communicators, perceptive, interested in what other people have to say are going to be probably the most effective at delivering whatever message it is that you want to get across about what it is that you do and what you are offering and how you can help people...I'm thinking specifically as opposed to people who are maybe quite good at getting a message across but not necessarily so good at kind of listening and having the two-way conversation...because I think it's definitely more about having a constant conversation rather than just deciding what your message is and then just trying to put it out there.

Interviewer: So, how is the message formulated would you say?

Officer: I think that's just from a constant sort of thoughtfulness as an individual about what you do and how it's received by other people and as a team what you do...and just constantly reviewing that...being constantly open to the possibility that something you did a month ago or six months ago might not always work...that things change for other people and that it's not...you know if something that you used to do and used to be spot on isn't any longer it's not a bad thing, it's not a reflection on you it's that needs are changing, requirements are changing and always being open to that...and seeing...always keeping an eye out for what those gaps might be between what you're delivering, what you're able to deliver and what's actually needed and whether what you're able to deliver can...if there's room for growing because obviously there's restrictions you can't necessarily...you can't just produce more resources out of thin air, but how much can you stretch and improve what you have and what you do.

Interviewer: Could you tell me a little bit more about you mentioned gaps so how...can you think of an example of a gap? Or even how would you identify gaps – how do they become apparent?

Officer: I suppose sometimes it's fairly easy in terms of people, especially if it happens a few times, actually ask specifically for X Y and Z information and you're constantly struggling to find X Y or Z...but I think a lot of it, probably more often than that it's more subtle so people...it's possibly not going to be explicitly stated so much. I can't think of any actual concrete examples...but I think often it's to do with things that are slightly less concrete than whether you find X piece of information it's to do with things like how you present it...and it's not always easy to know whether the final product is actually meeting people's requirements on every level. So it might technically be giving them the information that they need but it might be giving it to them for instance in such a way that it's just not very time efficient for them to read through and digest or they need to do something else with it they need to go, they need to put the information you've given them into another product. So if what you've given them isn't the final product they need to do something else with it because it's going into some bigger project or presentation for example so the way that you've given it to them might just make that process for them more difficult but knowing that is not always something that you're going to find out unless you get very specific feedback from people so I think you often pick up on things like that from either quite detailed conversations where you're specifically trying to find out if there's gaps that people wouldn't necessarily come back and tell you or you find out about it from more chance feedback that they choose to give you so they're not necessarily coming back to you to say oh thanks for this but actually it would have been much better if you'd done blah blah blah people are very rarely that explicit...but I'm thinking there was one example for instance where someone had obviously not said anything explicitly when things maybe weren't as helpful as they could have been...but on one occasion where for some reason we'd done something slightly differently she explicitly gave us feedback that it was particularly helpful and why it was particularly helpful and so from that you can think back and realise that all the other previous times when we had done things in a different way there probably had been a gap between what would have been ideal for her and what we had actually done. But it could have gone on indefinitely without anyone ever knowing.

B1.2 – B1.3 Recognition or reward

Interviewer: So, moving on from how individual employees affect internal market orientation, we've talked about some of the characteristics that might be helpful and do you think employees in the KIC team are recognised or rewarded for these actions or ways of behaving?

Officer: Um....I think so as part of a general process so I think yeah I think it's not explicitly I think there's always a sense that it's definitely picked up on when you get a piece of information that you could sort of do something about or do something with it or take it and you pick up on it and you do think about that and you do actually try and take it somewhere...and likewise if you...if there's something that you could pick up on and you don't then someone else will probably ask you to. So I think there's kind of things like that mean there's a sort of not explicitly stated but I think there's an expectation...definitely if someone formulates an idea of something, a new way of doing things....or has a...opens up a dialogue that leads to helpful information that we can build on then there's definitely not explicitly rewarded but it's appreciated I think.

Interviewer: How might the appreciation be...who shows the appreciation and how?

Officer: From a managerial level in terms of saying...I think more just in the sense that it would be pointed out how and why it's of benefit...I mean it's not like anyone gives you a pat on the head and says clever girl but it's that it's always acknowledged when someone does something that is going to benefit the team or the customer or the firm in some way and it's pointed out what the benefit's going to be and I think that's the...there's a sense that that is the reward rather than it being for, certainly not for personal glory...I suppose in another way another kind of reward would be that then you're given mostly...if you've picked up on something that you could run with...to improve something or build on then you're given the freedom and the responsibility to do that if it's seen to be a good idea. So I suppose in a way that might be perceived as a reward that...there's encouragement if anyone spots any potential there's always encouragement for growing it and normally...it's not a kind of environment where someone more senior is going to...steal the idea so people have a more of a personal motivation to get engaged in that kind of behaviour because they'll personally be able to see it through.

Interviewer: Is that something that you personally see as a positive thing in terms of your job to have that freedom and personal satisfaction?

Officer: Yeah, you don't necessarily think about it but I think it would definitely give one more of an incentive to behave in a certain way that if the environment just wasn't like that.

Interviewer: So, when you say environment, are you specifically referring to the environment of the team?

Officer: I think specifically the team...on the basis that most of these discussions from my perspective would be at a team level primarily...most of what I was referring to was thinking about the team rather than the firm. That's not to say that the firm doesn't work like that but more...I was specifically thinking about the team.

B2. Organisation level antecedents

B2.1 – B2.2 Managerial encouragement

Interviewer: Um we've talked a bit about managerial support already but do you think that managers, and you might have covered this already, but do you think managers in the KIC team do encourage the sort of behaviours and actions in employees that lead to internally market oriented behaviours.

Officer: Yeah definitely. I mean in a number of different ways. I mean it's kind of on a...a lot of it is things I've already said that the...as much as there can be there is an incentive to try and do that kind of thing because you can use it to develop yourself professionally and you can get involved in new things and you're creating opportunities for yourself and you're always acknowledged. But as well I think a lot of it is on a kind of lead by example level as well so I think a lot of certainly for me and I think for other people as well a lot of the ways that you end up behaving that are almost after a while become ingrained and you don't really think about it and this kind of I think this goes back to things I was saying earlier about there not being kind of explicit strategy in terms of you do A, B and C it's more just an ingrained behaviour...I think a lot of that is learnt over months or years from watching or from having two managers who are always behaving in that kind of way...they're always trying to maximise opportunities for starting the necessary conversations, acting on them and then...marketing ourselves and positioning ourselves. Changing the way that we work to maximise...what we can offer.

B2.3 – B2.4 Firm encouragement

Interviewer: Previously you talked about how some of the encouragement to behave in an internally market oriented way comes from within the team. Do you think the firm encourages this way of working at all as a whole?

Officer: It's hard...I'd say on paper in terms of stated strategy definitely yes. I'd say that in practice it's very determined by individuals...

Interviewer: When you say on paper, are there specific things on paper that you're thinking of that might dictate this, specific documents maybe?

Officer: Obviously the firm's stated strategy is all to do with our behaviour in terms of dealing with external clients so none of that specifically relates to how business services departments work but obviously there's an expectation that we will...we have to support the way that the rest of the firm works and deals with clients so we have to...it kind of cascades down and there's an expectation that everyone needs to be aware of how the fee-earners are trying to position themselves in relation to their clients and how everyone else has to position themselves to best support that and feed into that...but in terms of stated strategy it's very much client focused rather than looking at the relationship of the supporting role that business services have with fee-earners and I think...I think it varies very much between different departments because it's quite I think seeing the importance of that, the way that cascades down...becomes a bit more of an issue of personal motivation an responsibility...it's not explicitly, I don't think it's explicitly required or rewarded but equally it's noted and appreciated when it does happen but it think it's very much a choice I think it varies a lot.

Interviewer: Do you mean an individual choice?

Officer: Managers obviously have a huge amount of control over that so I'd say the personalities and the approaches of managers accounts for quite a big difference between the way different business services departments approach that...so I don't think on that basis it's very closely linked to the firm's strategy but it kind of depends how much you choose to focus on that.

B3. Barriers

Interviewer: Moving on from what factors might encourage internal market orientation, what do you think some of the barriers to acting in that way are?

Officer: Lots of things... lack of time I think being the main one...although that's not necessarily logical because obviously if you can improve what you do and improve on processes and improve your relationships with people then there might in theory be quite a lot of scope for improving your workflow in general and it's possibly counterproductive. But yeah having the time to be open to having extended conversations, thinking, just letting your brain kind of wander in terms of where you can go with things, having chats with colleagues and just sort of running with a few ideas and kind of thinking about what you might need to do. Actually sort of you know organising sessions or events where those kind of conversations can be facilitated and all the kind of stuff that goes with that you know putting together materials...

Interviewer: What types of events does the KIC...

Officer: So like drop-in sessions and things like that I mean they take up a huge amount of time in advance...but they are undoubtedly very valuable...

Interviewer: And they're an environment for facilitating this sort of behaviour...

Officer: Yeah exactly you know...they have obviously an immediate result...they improve our profile and they raise awareness of a specific service that we're choosing to highlight at that particular event. But they also just facilitate those conversations that then feed into the sort of ongoing cycle of conversation and change and development...but all of it takes a huge amount of time. I think also on the time thing...it's sort of more of a mental barrier...but...I think there's often a sort of, there can in theory be a concern if you're already working at capacity then marketing yourself and theoretically encouraging more difficult work is not necessarily that appealing in theory so I suppose kind of the flip side of the same kind of barrier. And then support from stakeholders, so people whose support we don't necessarily need but it's really helpful in terms of communicating with all the fee-earners so if we are trying to organise something like say a drop-in session and the group leaders or the PSLs or BD just don't really get engaged in encouraging people to come and communicating with their fee-earners about it then it's difficult and it discourages you from doing it again and it limits the effectiveness of it.

Section C: Outcomes

C1. Employee outcomes

C1.1 Benefits for individuals or their team

Interviewer: So moving on from barriers to some of the outcomes of internal market orientation, what benefits do you think, or other outcomes, do you think internal market orientation could have for the KIC team or for you personally?

Officer: Um...I think that...it's interesting because you're normally thinking about the opposite angle you're thinking about how it's going to benefit other people rather than how's it's going to benefit yourself. But it's...I think in terms of the cycle of behaviour that it encourages it brings benefits to the team like increased appreciation of what we do because the more

relevant and helpful and supportive what we do is to the rest of the firm the more obviously our team as a whole is appreciated. And on a sort of really personal level I suppose the more varied and challenging and continually changing the work we do is then the more personally rewarding it is...and the more you're having a dialogue with a range of different people in the firm the more rewarding your job is because you've got those personal relationships that you can build on...rather than sort of getting stuck in a rut of doing you know a certain type of work for a limited range of people and not really expanding outside of that...and...I think...as well to do with workflow...if we're striving to make what we do as relevant and helpful as possible to people then you do start noticing that on a daily basis because you're wasting less time risking doing things that aren't exactly what people want and then having to redo it because people come back with a slightly different question to try and sort of weedle what they wanted out of you or someone else whose working on the same project sort of asks you something from a different angle...because people haven't got that awareness of exactly what you can offer and how the whole process works in terms of discussing their requirements and just going about getting exactly what they need. So you can have more ineffective processes which is not satisfying for anyone.

C2. Organisational outcomes

C2.1 Benefits for the firm

Interviewer: And do you think internal market orientation could have any benefits for the firm?

Officer: Yeah definitely.

Interviewer: What sort of benefits do you think?

Officer: I mean I suppose it could be summed up...I suppose any benefit would fall under the umbrella of you know...as a team we're a finite resource that the firm has. At a given time there's only a certain number of us and there's only a certain number of hours in the day and money that we have to spend on resources and everything. So the more effective our ways are of working with our internal clients, the more, well basically the more return on investment the firm gets on us...just thinking about the bottom line...

Interviewer: So there's a financial...

Officer: Yeah...and obviously...it's kind of...I suppose it's the gift that keeps on giving because they're getting the best out of us but also then the better our relationships with the fee-earners are and the more tailored our product is to exactly what they want...the better ultimately the client work is for the external clients in theory, that certainly should be the end result and that's ultimately what it's feeding into even if it's...

Interviewer: So it's ultimately the client that it...

Officer: Yeah and the well and then I suppose in terms of the work we do for BD and the board on strategy obviously that's not to do with actually the specific quality of work that we do for a client at any particular time but obviously that then builds the firms position in the market it ideally gains us more clients, more money so...yeah.

C3. Relationship with market orientation

C3.1 Relationship with external marketing activities and wants and needs of external customers

Interviewer: Does internal market orientation relate to the firm's external marketing activities and the wants and needs of external customers?

Officer: Um...yes so and basically in the ways that I said...I think that might be quite specific to the way that we work so in terms of the first part of what you just said was about the firm's strategy...

Interviewer: Yes do you think internal market orientation relates to the firm's external marketing activities?

Officer: Yeah definitely so I mean the work that we undertake, I mean some of the work that we undertake for business development and the board specifically directly feeds into marketing, some of it less explicitly but a lot of it will heavily inform that...I don't know I mean that's not necessarily the case for other departments...other similar departments in other firms but certainly in our case it is...

Interviewer: So you're distinguishing between similar information departments in other firms rather than other departments in this firm?

Officer: Yes...but I think that has been affected by our marketing efforts because we're now undertaking a lot more advanced work for business development and a lot more work directly for the board because of various things we've done to increase our profile in the firm and the way that we've worked to expand and improve our offering specifically in those areas so developing new products if you like...styles of working that get repeated because they've been effective because we've worked really well with people who haven't necessarily used us that heavily before.

Interviewer: And what about the wants and needs of external customers?

Officer: I mean obviously it does but I don't think we are ever specifically conscious of how because we're...we certainly very rarely know enough about the fee-earner-client relationship and what those explicit requirements are...I think the focus is always very much, there's probably often not much difference between them but the wants and needs that get communicated to us are very much the wants and needs of fee-earners, they're obviously very much determined by the wants and needs of the client but they don't come to us in that form. But I think there's always an acknowledgement that that is the case and that ultimately you're serving the client.

Section D: Other

D1. Additional comments

Interviewer: Is there anything else that you would like to add on this topic that we haven't covered?

Officer: I don't think so.

Interview transcript: Manager

Section A: General perceptions

A1. Definitions and relevance

A1.1 Familiarity with the term IMO

Interviewer: So the purpose of this interview is to find out what internal market orientation means to you and how you think it could be relevant to the work of the KIC team. So to start with is internal market orientation a term that you're familiar with.

Manager: No.

A1.2 Understanding of the term IMO

Interviewer: And just looking at the words what do you understand by the term, not knowing anything about it?

Manager: Um, well I would have thought that it's to do with marketing yourself especially in relation to the KIC team, marketing yourselves internally within the business...so raising awareness and making people aware of your services and what you offer really.

A1.3 Response to theory and relevance to KIC team

Interviewer: So I'm now going to show you a definition that I've been working with just to get your views on that. Some researchers have found that internal market orientation is "an ongoing marketing focus within a company that is directed at employees". So have you got any thoughts on that definition in relation to the KIC team?

Manager: I think that makes sense in terms of what my understanding of the term would be and the conversations we've had previously. So, our internal clients, so directed at employees for us specifically would be our clients within the business.

A2. IMO activities

A2.1 Role of the KIC team in meeting the wants and needs of other employees

Interviewer: So research has found that internal market orientation is made up of a number of different activities that focus on the wants and needs of employees. I'm going to show you a list of those activities in a moment but before I do that could you tell me a bit about the role that the KIC team plays in meeting the wants and needs of other employees.

Manager: From a marketing perspective or just how we play the role regardless of marketing?

Interviewer: Yeah, regardless.

Manager: So, the KIC team operate in a very reactive and a proactive way I would say so meeting the demands of our clients that are requested but also trying to raise awareness of the services within the firm so that we can offer the best value to those clients. So if people aren't aware of the services then they're not going to ask for them and then they're not going to benefit from them and then our external clients in turn will not benefit from that knowledge and expertise that we can help deliver.

Interviewer: And who are your clients in the firm?

Manager: Everybody. Business services, fee-earners, business development, the whole firm.

Interviewer: And could you give me some examples of what those wants and needs are that the team meet?

Manager: You mean the requirements of the firm of us?

Interviewer: Yes

Manager: Ok, so research is obviously the biggest one. They need to be able to access knowledge via different platforms so intranet, knowledge systems. Training, so we need to also make sure that we're as time efficient as possible and make people as self-sufficient as possible so that they don't come to us for requests that they could fulfil themselves. They require hard copy materials, so there's the collection development role, making sure that the materials are up to date and then there's the current awareness hard copy of journals and things like that and ad hoc requests for current awareness materials so via articles or news tracks. They need to ensure that they're cost efficient and stay within budget which would be part of our role as well...and we need to ensure for them that they have access to all of the resources that they need, and that involves contract management, online procurement and return on investment analysis.

Interviewer: And at the start when I was asking you that question you said in terms of people's specific wants and needs or in terms of marketing. And when you were talking about marketing what sort of things were you thinking about?

Manager: The things that we do to market ourselves?

Interviewer: Yeah

Manager: Ok so probably the biggest and most time consuming one is drop-in sessions, but I think there's also an element of marketing in the communication that you send out so emails, we don't do it consistently always, that are sent out from the team as opposed to an individual, so then you've got that brand recognition almost of the team. The branding of analysis so we've got the banner that we use on the research and things like that so that all helps towards marketing the team and who's produced that work because it can get handed from one person that you've done it for to a whole group of people. The news tracks have our department name on so they know where that comes from and can contact the relevant people if they need to make changes to or also strengthens the knowledge of the person that's delivering that information. What else....nothing I can think of straight away.

A2.3 – A2.4 Generating, disseminating and responding to information

Interviewer: So, now I'm going to show you what activities theorists think contribute to internal market orientation, so the first one is generating information about the wants and needs of employees, the second is disseminating this information and the third is responding to this information. Does the KIC team undertake any of these activities and are they relevant in terms of your understanding of internal market orientation?

Manager: I think they're very relevant. I think the more you can understand about your clients' requirements, the better service you can deliver. Feedback is always, something I haven't mentioned yet, but is something that's very valuable and something that we should focus on obtaining to get a greater understanding. So as you know we do it through the

research feedback that we obtain, and that's why there's objectives set this year around perhaps doing a regular communication to our key clients to try and better engage with them. There's also been discussions about potentially sitting within the practice areas, with our clients as opposed to being physically sat on our own, with business services. And again that would hopefully generate, build a stronger relationship but also generate more knowledge about what the needs are of those particular groups.

Interviewer: So you would very much see those activities as feeding into this generating information category?

Manager: Yes I would hope so.

Interviewer: Ok as well as being activities in their own right as well.

Manager: Yes.

Interviewer: And in terms of disseminating information, how does that happen within the team?

Manager: So there's feedback from the research which we record and circulate to, well really it's the COO and the head of services...

Interviewer: We can go out of the team as well...

Manager: So it's, when you've collated that information that you know about so we get feedback from research and then that is disseminated in that way I guess so across the team it's fed back and to the COO so they know the feedback that we've obtained. We have weekly note that we would use to share information that would be relevant across the team and team meetings where people would share valuable knowledge from clients.

Interviewer: And in terms of responding to the information, what do you think about that and how that works in the team?

Manager: So responding to the information that we've collated from clients?

Interviewer: I suppose responding to the wants and needs.

Manager: So, using research feedback as an example, we would review that feedback that we received and then potentially implement that to make changes for example to research templates that we would produce so if we've been told that actually a certain piece of research was too long or a particular part was of interest then we would take that into account when doing the next part. I'm trying to think if there's any other...so...maybe with current awareness if we got feedback on that then we would take that into consideration when structuring future searches. Very research focused, I'm trying to think of other examples....Intranet - so if there's particular feedback about a way some particular information that's interesting then we would potentially look at how other pages are structured and change those accordingly.

Interviewer: And how would you find out about what people's needs are particularly for the intranet?

Manager: Yeah that's interesting...I think with intranet feedback you generally get feedback when you're in the early stages of building something so each intranet project if you like has its own set of requirements and has its own clients associated with that, that have different requirements across the business and different ways of looking at things so I guess that if you're working on one for example the [Country] page and they actually say oh this particular

element would be useful for us then we would then look at the other geographies pages and say actually would that then apply to those pages as well.

Interviewer: Before I move on is there anything else you want to say on those three things?

Manager: Just that I think that probably time is always a big factor in this. I feel like we're constantly juggling with trying to complete all of the work that comes in, manage the workload, and actually getting out there and trying to understand what it is that's required and spending enough time on it really.

Interviewer: So do you think there's a balance in the team between doing the work and finding out what people want?

Manager: Yeah absolutely and I think that's why I try and use appraisal objectives to tackle this because otherwise you're just day to day working on everything and you don't actually get the time to spend on this which is actually very valuable information.

Section B: Antecedents and barriers

B1. Employee level antecedents

B.1.1 Employee actions, behaviours and personal characteristics

Interviewer: We've talked about the activities that might contribute to internal market orientation and now I'd like to move on to how individual employees affect internal market orientation. So what individual employee actions, behaviours or personal characteristics do you think could help to implement internal market orientation?

Manager: I think it's probably an obvious one but having an interest in it. There's an element of marketing in every role and every team and I think some people are more interested in doing it than others and I think it is personality driven as well I think if you like working with people and understanding them and you've got a general interest in that then that's useful in terms of marketing. I think a lot of people actually shy away from marketing and they feel sometimes uncomfortable and feel like it's more of a salesy role. But I do think it has a part to play in everybody's role.

B1.2 – B1.3 Recognition or reward

Interviewer: And are employees in the KIC team recognised or rewarded for these types of behaviours that we're talking about?

Manager: Yes, I would say so. I think it is quite often, although I've never actually thought about this too much, quite often it does reflect in appraisals because if you look at the competencies in appraisals and the levels between performing well and strong performer, it is actually going above and beyond what your day-to-day role is and usually if you're being very proactive, and I think marketing you need a lot of proactivity to work on that area, then that is something that would come through at that time.

Interviewer: And is there anything in particular in the competency frameworks that you think encourage, or are focused on marketing?

Manager: I'd have to have a look at them again...I'm sure there are.

Interviewer: Maybe that's something we can follow up on?

Manager: Yeah, I think it would be interesting to look at them and see if they are marketing focused. Because they do talk a lot about proactively doing certain things and I'm sure they are marketing focused but I haven't looked at them for a while so I wouldn't be able to say.

Interviewer: What's the link between appraisals and reward?

Manager: There's different ratings that you would get in your appraisal sections, and I think Client Service, I was just thinking about the competencies, is probably where the marketing element would come in, I'd have to look, and the ratings are development required, performing well, strong performer and outstanding performer, and usually, although it depends on market conditions, if you get strong performer or outstanding performer in your appraisal overall then that's related to a bonus. And it depends on how much the bonus is depending on what the pot is for that particular year but anything over and above performing well is bonus related.

B2. Organisation level antecedents

B2.1 – B2.2 Managerial encouragement

Interviewer: Moving on to the role of managers in the role of internal market orientation, as a manager in the KIC team, do you encourage the employee behaviours we've just discussed?

Manager: I hope I do!

Interviewer: And how do you go about doing this?

Manager: I think it is just...well one I already mentioned is appraisal objectives, so most of them are often based around...raising the profile of the team and also making other people understand the value but also get the value from the team and the resources that they have access to. So that's something that's sort of constantly, like we said before, striking the balance between doing that when we're very busy it's difficult to allocate time to doing these things but at the same time it's something that's important. So as you know I implemented the research feedback method and I'm looking, I actually had a meeting this morning with someone from business development, to start looking at having a member of the team up on the floors so that they can develop relationships on the floors and give training and just raise the profile of the department generally so that's happening at the moment and I hope to start that in September.

B2.3 – B2.4 Firm encouragement

Interviewer: Thinking about the firm as a whole, there may be some overlap with what you've already said, but does the firm as a whole encourage employees to behave in this way?

Manager: Well they have their client service principles which are mentioned quite a lot in the competencies about, well a lot of it is around proactivity and stepping into the client's shoes and offering the best client service and actually for business support teams I think that is about stepping into our internal clients' shoes as opposed...as for them stepping into their external clients' shoes. So I think it is something the business is focused on.

Interviewer: And in practice, how much do you think this affects how individual members of staff go about their work? Do you think it has an impact in real terms?

Manager: What the firm's feeling of it is?

Interviewer: Yeah

Manager: Um...I think it would vary across the teams. I think for our team because we are very closely linked to the strategy of the firm, and all the research that's linked to that s well, then it does have an effect...

Interviewer: So in the KIC team you think it does, but not necessarily across the board?

Manager: Yeah...It would be interesting to know how that affects their level of engagement really...I don't know...you know for teams like IT, I'm not sure how much of an effect it would have in their team...

Interviewer: Is that because you think they're not as aligned to the firm's strategy in the same way that perhaps the KIC team is?

Manager: Yeah, I do but when you start thinking about it they in the same way have to have internal marketing and they promote the products that they have so the [System] training that they've just had and things like that. So it probably is but it's just that you don't think about the other teams as much as your own.

B3. Barriers

Interviewer: We've talked about what factors might encourage internal market orientation and you've already mentioned a few things that you think might make it more difficult to implement...but what factors in particular do you think could make internal market orientation difficult to implement in the KIC team?

Manager: I think the biggest one is probably time, you'll probably hear that one a lot. Engagement? So it's very difficult to market something if people aren't interested in hearing the message. But I think here actually people are so for example my meeting this morning with business development they were really keen to have a member of the KIC team up there, they can see the benefits of it. Whereas if I was trying to do that to somebody who just wasn't interested it would be much more difficult to try and even get you guys up there so I think you do have to have a reputation within the business otherwise they don't see the value in you being up there and being more engaged in the practice areas.

Interviewer: And in terms of engagement and it being a barrier if people aren't engaged, do you have any strategies that you use to try and get to the point where someone is engaged?

Manager: I think finding out what they are interested in. A little bit like your first point here generating information about the wants and the needs of the employees. Understanding the wants and the needs of employees or those key stakeholders that you want to market to, so for example if it's a business development person and they don't happen to have a strong research focus, are they interested in client financials and that sort of analysis because we're also involved in that so perhaps you would then use that as a hook "oh did you know we've got this portal where you can look up these financials" sort of just building your reputation with them in whatever way is most relevant and then perhaps you can broaden it out and say what about this system or this particular area that we work on.

Interviewer: And is that something you have to do a lot or do you find that in general people are more engaged?

Manager: I find that the clients here, more so now than ever, are very engaged. They understand more now about what we can deliver and the value of that information and recognise who they go to for that information. But I think it's a never-ending job, there's

always something you need to carry on promoting, both with existing staff and new services and new joiners particularly.

Section C: Outcomes

C1. Employee outcomes

C1.1 Benefits for individuals or their team

Interviewer: Moving on to the outcomes of internal market orientation, do you think internal market orientation could have any benefits for the KIC team or for you personally?

M Yes!

Interviewer: What do you think those could be?

Manager: I think the outcome of it is delivering the best possible client service because the more you understand about the requirements the more relevant information you're going to deliver and one of the big challenges if you like of the clients probably is overload of information. And I think that clients of any sort of information, that would probably be one of their number one problems or challenges is just having too much information. And we can help with that, and deliver more relevant information, less information, whatever it is, but in order to do that we need to understand what their requirements are. If they spend a little bit longer explaining what it is that their actual aim is then they're actually going to get a better service.

Interviewer: And what about for you as an employee, as an individual, do you think there's any benefits for you of a team working in an internally market oriented way?

Manager: Yeah absolutely. There's just constant development both personally and professionally isn't there for the more feedback you have, the more you can adapt things and improve things and the more improvement that you have obviously the better for the business and for yourself.

C2. Organisational outcomes

C2.1 Benefits for the firm

Interviewer: And do you think internal market orientation could have any benefits for the firm?

Manager: Yes...

Interviewer: What are they?

Manager: I think I feel like I might repeat myself a bit...Again it's about...so it's more time efficient, you're getting more relevant information, the more people understand the better they're going to work, the more efficient they are going to be. I can't think of anything else I can say that would add to that at the moment.

Interviewer: What do you think the time efficiency and relevant information ultimately lead to in terms of...

Manager: Cost savings, obviously in terms of head count...

Interviewer: What benefit does the firm have in terms of cost savings?

Manager: Be more profitable. I think it's working across the teams as well because that drives efficiencies. Because if every individual team has got their own agenda then that isn't time efficient or anything so it's working to – and it's something actually that our team does a lot – sort of integrating yourself throughout the business to deliver the best client service not only as a team, but as a support function, and that predominantly happens within the client and data management team as an example of that so you're drawing on the knowledge and expertise across business services to deliver the best client service.

Interviewer: So would you see that as being part of being internally market oriented, working across different departments and different teams?

Manager: Yeah absolutely, because the requirements of the clients and their wants and needs, they don't want separate information sent to them from all over the business. They want a joined up service that's just going to deliver them what they require.

C3. Relationship with market orientation

C3.1 Relationship with external marketing activities and wants and needs of external customers

Interviewer: Do you think that internal market orientation has a relationship with the external marketing activities of the firm and the wants and needs of external customers?

Manager: Hmm...I'm trying to think of the link really. So our understanding of external clients drives our internal, the way we structure ourselves internally and what we do there...Say it again...

Interviewer: So, do you think internal market orientation relates to the firm's external marketing activities?

Manager: Can't think of anything at the moment...

Interviewer: And the second part was do you think that relates to the wants and needs of external customers or clients? So I suppose does meeting the wants and needs of employees internally have an impact on meeting the wants and needs of external clients?

Manager: I suppose the obvious part to that although it may be too obvious is we need to deliver the best possible service to our external clients in order to do that, our clients need to understand those needs and we need to understand our clients' needs so we would need to for example for our team, law-wise they need to have access to all of the legal materials that they require, hard copy, online, so that they can offer the best possible legal advice. That's a given. And then on top of that they need to understand their clients' business so they need to understand their strategy, where they're positioned in the market, understand the market that they're positioned in, and we would assist our internal clients with that knowledge. I can't think of how that would...I don't know what else...

Section D: Other

D1. Additional comments

Interviewer: Is there anything else you'd like to add on this topic which we haven't covered so far?

Manager: So as well as what we've discussed about adding value and delivering a high level of client service across the business, there's also the added factor which has been in my mind since I became manager and having gone through recessions in the past of making sure, or the key objective of making sure that people in the business really understand what you do. So I would hate it if there were people in the firm that were said for example oh they have X number of people in that team and I don't actually know what they do other than process books or the typical, physical things that you can see from a knowledge and information centre service and not really understanding the wider role of business development, helping with client development and strategy, and delivering the value added services across the business including current awareness and things like that. So it's almost a risk element if you like and keeping that objective in the back of your mind of trying to reach out to as many people in the business as you can so that they understand what your role is.

Interviewer: What are the risks if people don't know what the team does?

Manager: I think it's a risk if there's people in senior management and key decision makers really that don't understand the value because they can then make decisions without potentially having the full set of information and understanding the true value of what your team delivers so there's a lot of trends recently of firms outsourcing teams and I feel that that could lose key value for the firm really because they'd lose that knowledge that's within the team. And headcount is always something that is looked at, firms are obviously trying to be as profitable and it's a very competitive market and headcount is a cost and so are services that we use, so resources that we use for providing information. So things like that need to be constantly under review and we need to make sure that we're getting the return on investment for those services.

Interviewer: So do you think that internal market orientation could directly relate to almost the existence of the KIC team?

Manager: Yes I think any team and any resource, because if you don't see the value of it why do you need it?

Interviewer: And just to follow up, you said that you'd only really had to think about this since you'd been a manager and could you talk a bit about that sort of transition into the new responsibilities you have as a manager that makes this more important?

Manager: So I think obviously the difference in that role is that you take that responsibility. So you have a number of different elements to your role but I feel that that is one element to any manager's role is a marketing one and to ensure as much as possible, and it doesn't even have to be you, that within your team that you are understanding what your clients need and promoting your services. Both the services that you offer but also the resources that come under your control as well and that's certainly something that became part of my role in both of those ways when I became manager. So for the actual resources it would be a case of analysing statistics and as much as possible negotiating costs and things like that to ensure the business is getting the best value from those resources.

Interviewer: And do you think that managers have more responsibility for marketing activities than other employees in the firm?

Manager: Yes, either doing them or managing them or ensuring they are part of the team's strategy or objectives for that year. Yes I do.

Follow-up comments: Manager (obtained via email)

Manager: The following quote was from one of the slides at the Broadening your commercial skills training that I attended (thought it might be useful): The quote is by someone called [David Maister](#)

"For professional service firms, a primary means of achieving a competitive advantage is to have a better understanding of the wants and needs of clients than does the competition....The questions "What do our clients want, and how are their needs changing?" must be continually addressed through a structured programme of information gathering, analysis, and action built into the daily operations of the firm."

I have a few further comments/thoughts that occurred to me while reading through the transcript of our conversation both generally and in relation to a couple of the questions you asked:

Page 2, (after your question "And at the start when I was asking you that question you said in terms of people's specific wants and needs or in terms of marketing. And when you were talking about marketing what sort of things were you thinking about?") I would also add the KIC brochure and intranet page to the list of materials we use to market ourselves. Now you have started hot desking you could obviously use this as an example too.

Another example of using client feedback, (in addition to research etc.): We also use our understanding and feedback from clients to amend and improve financial reporting capabilities in the Client and Data Management team. This has led to the recent release of more up-to-date portals being released to key individuals, such as BD and industry leaders, to allow them to access information themselves after a few clicks.

Page 4 – discussing competencies

Thinking back on this I think IMO fits well into the client service part of the competency framework. This is all about demonstrating an understanding of client service delivery and looking for opportunities to add value, cultivate relationships and improve the level of client service. Understanding the wants and needs of clients is at the core of this.

I know you already have it but I've attached the hot desking email I sent round as it contains some of the objectives but the main one is gaining a better understanding of the requirements of the business / our clients.

Our clients have to better understand the wants and needs of their clients to gain a competitive advantage so it feeds through to Business Services requiring a better understanding those needs to deliver the best possible client service to all.

Once the information is gathered/generated it is used to improve our service and the delivery of information through a variety of means, (e.g. Intranet, client data, research etc.). One of our challenges is to try and convey how valuable this feedback/knowledge is, (to us but more importantly to the clients), in order to encourage clients to provide it.

Managers have a part to play in shaping the priorities of the team. I think an important part of this is understanding what our external clients want; (as previously discussed - their legal advisors to have a better understanding of their business and advise accordingly); in order to deliver the most valuable service possible to our clients. This includes planning and thinking about ways we can gain a better understanding of the wants and needs of our clients and obtaining maximum value from existing resources and subscriptions, (by doing things such as obtaining feedback, delivering training, attending meetings, delivering presentations, holding drop-in sessions, hot desking etc.).

Our clients want their lawyers to really understand their business. Knowledge and Information of the clients business, industry and external environment, (geographical, political, economic), is at the core of what we deliver. We therefore need to ensure that our clients know about the tools and resources available to them to better understand their clients.

Interview transcript: Business Development Manager

Section A: General perceptions

A1. Definitions and relevance

A1.1 Familiarity with the term IMO

Interviewer: The purpose of this interview is to find out what internal market orientation means to you and how you think it could be relevant to your relationship with the knowledge and information centre team. To begin with are you familiar with the term internal market orientation?

Business Development Manager: Not overly to be honest. I've sort of got my own views of what I think it means.

A1.2 Understanding of the term IMO

Interviewer: And what do you understand by this term?

Business Development Manager: It's more the orientation bit that that throws me because I would naturally think of internal marketing and therefore marketing to your colleagues and raising your profile within your organisation.

Interviewer: And do you have any views on what the orientation part means?

Business Development Manager: Not really to be honest.

A1.3 Response to theory and relevance to KIC team

Interviewer: So I'm going to show you a definition of internal market orientation that I've been working with from the literature, so some researchers have defined it as "an ongoing marketing focus within a company that is directed at employees". So does that make sense?

Business Development Manager: Yeah so sort of marketing yourself internally and also internal communications.

Interviewer: Do you think this concept is relevant to your relationship with the knowledge and information centre team?

Business Development Manager: I think it's relevant to all teams really, but yeah I do think with knowledge and information because I think it's also a sort of marketing of your team and people knowing the value of your team and what you can do.

A2. IMO activities

A2.1 Role of the KIC team in meeting the wants and needs of other employees

Interviewer: Again from the research it's been found that internal market orientation is made up of a number of different activities and I'm going to show you a list of those activities in a moment. The activities are all focused on the wants and needs of employees. Could you tell me about the role that the KIC team plays in meeting your wants and needs as an employee of the firm?

Business Development Manager: Yeah I mean I think that working in business development obviously we are doing a lot of work with either existing clients or potential clients for the firm and I think the knowledge team really help sort of support that in terms of research on individuals, relationships that we have, businesses in general so if it's a business that we're not that familiar with, working with the knowledge team to find out more about them, look at the strategy, sort of access the stuff that we don't have. So, I think in terms of helping me in business development doing my role, I think knowledge team have an important place in that if we're looking externally.

A2.3 – A2.4 Generating, disseminating and responding to information

Interviewer: I'm now going to show you that list of activities. Research has found that internal market orientation is made up of three activities: generating information about the wants and needs of employees, disseminating this information and responding to this information. Are you aware of the KIC team undertaking any of these activities in relation to your needs that we've just talked about? So we can go through each one in turn or talk about them generally, however you prefer.

Business Development Manager: So when you say generating information about the wants and needs of employees, is that if we were to ask you to do something or is that you doing something and then bringing it to people?

Interviewer: Partly that, but it would be more the information centre finding out about what you want and need from the team.

Business Development Manager: I think the team does do that, I'm not sure how well the employees necessarily respond to it. For example I know that the teams do sessions up on the floors but I often don't see that many people talking to the team when they're up on the floors so I think that there's probably, the team, your team you know make aware of the services that you have as a response to probably people saying we need you to do this sort of stuff looking at the needs of the business and responding to it but I sometimes wonder whether people use it enough.

Interviewer: So you think these activities are taking place but not necessarily sure how effective they are actually in practice?

Business Development Manager: Yes.

Interviewer: And are there other types of, ways of working which you think would be more effective than perhaps these activities listed?

Business Development Manager: I find just from my experience with working with people in the organisation is if it's something new or something that people haven't used before then people can sometimes be a bit unsure about it, I think they like to see it. So if you were to say we think that we can provide you reports on clients on businesses or on a sector or geography or something I think people probably think that's good but I think if they were to see something then they'd be like "ok I can see how that is useful to me and I can break it down and use it in this way", only because we have to do the same sort of thing when we come up with ideas to get buy-in for them, if people see something tangible they sort of get it a bit more.

Interviewer: So there's perhaps a lack of tangibility in terms of these items?

Business Development Manager: Yeah.

Interviewer: So we've talked a bit about generating information. Do you feel that the KIC team disseminate information about what you want either between themselves in their team or to other stakeholders in the firm?

Business Development Manager: Yeah, I think they do and generally do it well. I suppose the only thing is that because you're a relatively small team and work for really a very large amount of people in theory I think there's probably not the individual level of expertise in certain groups. So, if you're particularly trying to find out information about a sector or a practice if you look at say the BD teams we work with particular groups so therefore just because we've done it for a long time we become quite immersed in those groups and sort of know quite a lot about them. But I think because you've got such a large audience to work for you sort of have to know a little bit about everything but then in that probably don't have in depth knowledge on enough areas so sometimes when you get stuff back you might need to...and it's probably an education piece from our end as well to be more precise with briefs cos you know you work for 600 people or something so that's quite difficult.

Interviewer: So you think it's kind of in terms of disseminating the information it's a two-way thing?

Business Development Manager: Yeah I think it is because I think you can only work to a brief that you've been given and I think if the brief is not thorough enough or is not specific enough then there's obviously a limit to what you can do with that.

Interviewer: And in what ways do the information centre team disseminate information to you?

Business Development Manager: I mean obviously we get the reports back, I'm thinking particularly of reports on clients. I think the one's we're doing for pitching activity are generally very, very good. The ones that are broken down by people and strategy overview and then other law firms those reports I think they're generally done very well. I think sometimes, and again this may go back to the briefing in, sometimes I've had reports if we're looking for....I asked for one a couple of years ago now about breaches, people breaching regulatory bodies, and I got a report back that was about 250 pages, so then I have to go through all of that and that obviously takes quite a long time...I think if it's shorter with clear headings and clear links into things I think those ones work very well.

Interviewer: And in terms of responsiveness to what you want, how would you say the KIC team do that?

Business Development Manager: I think they do that very well.

Interviewer: Are there any other ways they respond to what you need?

Business Development Manager: Just from my experience the main thing I use is the reports but I think it is moving sort of on because I think when we have BD heads meetings and [Head of Information Resources] comes along to them and looking at new things that are being done on SharePoint with say the industry data and stuff like that I think things like that are really useful because they're sort of tools that we can use. Because I think sometimes we get, sometimes we get quite obscure requests and then sometimes when we're trying to do something we need quite specific information so having something like the industry data that's quite new that we can chop and change and play with that is really good because it's something that we can sort of manipulate how we need to and it's a practical thing that also we can just get on with without sort of putting requests out and having to wait for you know... whilst the team is very quick obviously they're very busy, to wait for stuff to come back, so I think having a practical element to certain things, particularly around financial stuff I think,

because it's that that you often need quickly and...you know in a set way that might not always be the same way.

Interviewer: So it's on one hand actual, for example reports, but at the same time the team can provide you with tools to enable you to just get on and help yourself?

Business Development Manager: Yeah, I think that particularly with stuff that's internal. I think external research I think that works well. If it's trying to get internal stuff which is particularly, which we particularly have to just do more and more and I know it's industry related at the moment...so I think if there's things like that that we can just sort of get on with, I personally find that quite helpful.

Interviewer: Is there anything else you wanted to say about any of these things before I move on?

Business Development Manager: No.

Section B: Antecedents and barriers

B1. Employee level antecedents

B.1.1 Employee actions, behaviours and personal characteristics

Interviewer: Now I'd like to move on to how individual employees affect internal market orientation. What individual employee actions, behaviours or personal characteristics do you think could help implement internal market orientation?

Business Development Manager: I think it's just people's manner really. I think you know it's being approachable and friendly and I think it's also being a bit empathetic because I think it sort of understanding where the other person may be coming from when they're making their requests, particularly if they sometimes sound a bit odd. So I think it's understanding why the request is coming in and what it's for and just being proactive to you know work through that.

Interviewer: Do you think employees in the KIC team display these sorts of behaviours?

Business Development Manager: Yeah, generally I think very well.

B1.2 – B1.3 Recognition or reward

Interviewer: My next question is are, and you may not know specifically for the KIC team so you can answer in general, are employees in the KIC team or perhaps employees in the firm, recognised or rewarded for behaving in these ways?

Business Development Manager: I suppose I probably can't individually comment on the KIC team, but my view would be probably not. I think, I suppose, less so than BD but in a slightly similar way, if you do a lot of work behind the scenes, that helps facilitate a lot of other stuff that then would be taken out by partners or used by the board for research or whatever it may be, and people probably don't appreciate how they've got to where they've got to and it's probably partly down to your team.

Interviewer: So there's a lack of awareness?

Business Development Manager: Yeah and to be honest an element to that and I say this to associates all the time because I mentor them is to blow your own trumpet because no one else will do it for you. I always say to the associates if you've been to an event or if you've

been chipping away at a client for a while and you've got something however small it is off them then tell people because it will be recognised when people know and I think when people are busy and you're just sort of toiling away on stuff that people just don't say when they've done good things.

Interviewer: So that's something that's in the firm as a whole rather than maybe just limited to this team?

Business Development Manager: I think it's a natural human characteristic to be honest. I think particularly within the business services teams to be honest I think we do a lot of good work for the firm and we help facilitate the fee-earners in lots of different ways across all the different business services and I think it's for the team to sort of say when they've done something well. Well for their management to say they've done something well.

B2. Organisation level antecedents

B2.1 – B2.2 Managerial encouragement

Interviewer: Again, a question which you may not be able to comment on specifically so feel free to talk about it more generally if that works better, do you think that managers in the KIC team encourage the behaviours that we've just talked about?

Business Development Manager: I mean within the KIC team I probably don't know to be honest because I'm not really sure what the dynamics are exactly of the team. In other teams, I think they probably do in some but less so in others I think it would depend on the team and who the managers are. I'd like to think that they do because I think that staff should be credited where credit's due and I think it's a manager's role to support their team ...and sort of help them progress and help them get any recognition that they deserve. So I'd like to think so but it would probably depend on the team and the individuals within it.

Interviewer: Are you a manager?

Business Development Manager: Yes.

Interviewer: As a manager, is that something you would do to support your team to behave in this way.

Business Development Manager: Yeah I always try to do that and I think if a member of my team has helped me with something and it's me delivering the message to the partner I would always make a point of saying [Business Development Assistant's] done this or [Business Development Executive's] done this or something because I think it's important for their internal profile and for them to sort of develop relationships with partners. And likewise, I mean [Head of Business Development] would do it with as well.

Interviewer: So it's happening at different levels within your team.

Business Development Manager: Yeah.

B2.3 – B2.4 Firm encouragement

Interviewer: Moving on to the firm as a whole, do you think the firm encourages employees to act in this way?

Business Development Manager: Yeah I do think it does actually. I mean I've been here for three years now and it is probably the nicest place I've worked and I think it is...I think

generally the partners are very good...and I think as a member of staff feel quite well respected through the various things that are put on for us throughout the year so the social events but I think having the MP update where people can sort of publicise things I think having things like the quarterly awards, I think having the values project sort of saying what we're all here for, I feel like there's quite good communication around that and I feel that we're sort of quite supported to...I feel like in BD we're particularly supported to say what we think, you know have an opinion, have a view and I think generally it's quite well respected and I think the firm supports ideas that you have or you know if you want to get involved with something outside of work like on the charity side or whatever it may be I feel the firm's generally really quite supportive of that so it sort of encourages a nice workplace. And whilst people are busy I generally find that you know people do have time for each other and they are nice and it's a friendly place to work I think and a lot of that obviously comes through the people.

Interviewer: And do you think all of these things you've just mentioned really help employees to support each other to meet each other's needs?

Business Development Manager: Yeah I do and I think...the one thing that's not just [the firm] it's just a thing is that when people are really busy which most people are a lot of the time, it's looking outside of your little bubble and looking at the other areas so I think BD for example work with the KIC team when we need certain things but I bet that there is other things that you do or could do that we don't really know about because we're too busy to think about it and you're probably too busy working on for lots of other people, and likewise with the other groups. I think it's the same with the fee-earners they think in their practice area but it's encouraging them to think outside so I always think there's more that could be done in like an ideal world.

B3. Barriers

Interviewer: I'm going to move on to talk about some of the barriers that might prevent internal market orientation. What factors do you think could make internal market orientation difficult to implement either in the KIC team or more generally?

Business Development Manager: I think that probably just goes back to what I said about people being busy. And I think people do just get bogged down in stuff and then don't sort of look up for air and you know are not really aware of what's going on. I think it can be, whilst I generally think the people here are very good, it can be people, if you know you've got a really good idea but you've got a particular partner or group who's just not interested then they're a blocker and you probably can't really get around that and sometimes you just admit defeat and move on to another group. I think it's generally sort of having a forum to do it which I think people generally do here but it's just fitting in with people being busy and having other things to get on with.

Section C: Outcomes

C1. Employee outcomes

C1.1 Benefits for individuals or their team

Interviewer: Moving on to the outcomes of internal market orientation, do you think that an internally market oriented KIC team could have any benefits for you?

Business Development Manager: Yeah, probably because there's probably stuff that you do that we don't know about which if we did know about or took the time to know more could

probably provide a lot more benefit to us and likewise I'm sure with other parts of the firm. You can also be a product of your own success and have far too much work to do.

Interviewer: What impact do you think it could have on the way you work and maybe things like how productive you are or how well you're able to serve your internal clients?

Business Development Manager: I think everyone's probably guilty and I definitely am of sometimes doing things in a rush and thinking oh I really should have asked knowledge to help with this and now I'm going to have to do it really quite quickly and therefore maybe not putting it into context and I think...you could probably provide more support and more help if you knew more about why we are asking stuff, what it was going to be used for, because it may make you look at things in a slightly different way and pull information together in a slightly different way.

Interviewer: So if you're able to provide a bit more information to the team about what you want as well as the team finding out from you then that results in better work?

Business Development Manager: Yeah. And I think it would probably make it more, well I don't know it might not, but it might make it more interesting for you if you sort of know the purpose of what you're working towards. I think it's always nice to understand your work in a context so then if you know we're researching a client and we can say we're pitching for this work and we've got this relationship here, that's one thing or it could be like could you research technology firms in Japan or something and you could be like yeah obviously we can do that but why are we doing that? And I think if it's just put better into context it might make it just more interesting and therefore the research might be a bit better because you know why you're doing it.

C2. Organisational outcomes

C2.1 Benefits for the firm

Interviewer: Looking at the firm as a whole, do you think an internally market oriented KIC team could have any benefits for the whole firm rather than just looking at you and your team?

Business Development Manager: Yeah definitely because when your team is up on the floors, and I may be wrong, maybe you have loads of people coming to talk to you, but when I see people on the second floor there's often not that many people there, and I think it's down from everyone so trainees all the way up thinking that there is benefit in the team and what you can pull together and that can really help them. So I definitely don't think it's just BD. I don't really know how it would link in with all the other business services but I think the business services function here is good and I think we all sort of work together which is probably on a say more BD led project because we would often need to pull in financials about something, research on something, and various other things but I think definitely to the firm as a whole just knowing what they can, the information that you either can provide for them through your research or the tools that you have that people can use that they would find useful.

C3. Relationship with market orientation

C3.1 Relationship with external marketing activities and wants and needs of external customers

Interviewer: Now looking externally, do you think internal market orientation relates to the firm's external marketing activities?

Business Development Manager: Yeah, I do because I think if you've got good internal communication, so good internal marketing, a) you have happier staff because you know if something gets published in *The Lawyer* before the staff know about it, which has happened, people are not that happy about it because they feel like they're just not being told. So I think good internal marketing makes for a happier firm and I think then if there's good internal marketing it helps people market better external because they know what's going on you know there are lots of people that don't know who their key clients are or they know what they do in their group but they could not tell you at all what any of the other groups do or even just how many offices we have or the Law Firm of the Year thing and I think if there's all the new offices that are popping up all over the place I think if you've got good internal marketing there's positive messages coming out from management to the staff so staff feel like they know what's going on. I think it makes their messages externally better because they'll come across as more positive people. You can read in sort of legal gossip things where firms are not happy places to work and that's probably because they've never been told anything and they feel like they're just dumped on and have to do loads of work. I think if you've got good internal comms and good internal marketing, you've got a happy bunch of people then they'll do well for the firm because they like it and they want to stay and they want to do well there. So I think it all sort of feeds down really.

Interviewer: Do you think that internal market orientation relates to, or can have a role in meeting the wants and needs of external clients of the firm?

Business Development Manager: Yeah, because I think it just goes back to knowledge, I think it's just knowing stuff and therefore you then take that out to external stakeholders so I think if you've got good internal communication and good internal marketing, you're more willing and more able to talk to clients about other things, about other parts of the firm. I think it'll help with cross-selling, it'll help with recruitment and stuff because you know you go and meet your friends and say I hate everyone at work, I hate it and I hate everyone there then you know they're probably not going to want to work here but if you go out and say oh you know I've got a really good bunch of people, I do really interesting work there's a job coming up. So I think it's not just clients it could be recruitment, it could be working with other organisations. You know we could have friends that work at some of the [Companies] that we do a lot of work with you know in association with and I think if you've got good internal comms and you've got you know a good feel for people then they're more likely to help form those relationships with the firm as well. So yeah, I think it all plays quite an important part.

Interviewer: And just going back slightly to the role of the KIC team, do you think, in terms of having good internal communications, happier staff and knowledge about clients, does the work that the KIC team do for you in terms of the reports and tools we talked about, feed in to this process?

Business Development Manager: Yeah, I think it does because I think it's playing an important role in the process of helping to grow the business because you know if you don't know the client or the client's industry or the next big thing in that sector you're not going to do well with developing that relationship so I think if you provide really good help with that it helps us in the BD team to pull together stuff for the partners to then take out. Then that goes well the partners are happy, we're happy, then you're happy so I think it's probably a good thing about sharing information though actually because I suppose when you do research for us, say if it's on a pitch, we take that, put that together for a meeting, they go out. I mean I certainly don't and I can pretty much guarantee that the rest of the BD team probably don't tell you if it's gone well or not. So therefore we don't have that...yeah so that's our fault actually so then we don't come back and say that went really well just so you know they've come in as a client or we've used it for a pitch, the pitch has gone in we'll find out next week. So...yeah we don't do that actually so we should do that because then it helps

you know that what you've done has fed into something good or likewise no we didn't win it but you know, we'll try again next time or something. So yeah...you should make us do that actually!

Interviewer: So ultimately, what do you think, if all these things are happening, what are the overall benefits to the business?

Business Development Manager: I think it's just making the business more productive and efficient. And I think the efficiency point as well is to make sure we're not doing stuff in isolation. So...which we as a BD team are guilty of and really try to be better at you know because you know we sit in A, B and C and you know you work in your A, B and C and more and more with the industry groups those lines are blurring but I think you know if we're getting on with a project we may be asking you to help with something but that information could be very relevant to some of the other parts of the firm as well so I think it's making sure that it's being shared which is again something that we should make sure we're doing with a wider group of people if it's appropriate. If it's very niche on trademark firms in China or something it's probably just for us but if it's a sector thing or a geography thing that could easily have much more benefit to a wider audience which helps make everyone more efficient.

Section D: Other

D1. Additional comments

Interviewer: Is there anything else you'd like to add which we haven't covered yet?

Business Development Manager: No, not really.