

AN EFFECTIVE INTERNAL COMMUNICATION OF SHARING INFORMATION: CASE STUDY IN SALES AND MARKETING DEPARTMENT COMMUNICATE WITH OTHER DEPARTMENTS CONRAD BANGKOK

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1. Literature Review

“Communicate” is defined by Cambridge Dictionary (2011) is sharing information; *“to share information with others by speaking, writing, moving your body or using other signals”*. And communication is the noun of communicate. Oxford Dictionary (2011) “Communication” is defined *“the imparting or exchanging of information by speaking, writing, or using some other medium, means of sending or receiving information, such as telephone lines or computers”*. As these two dictionaries give the definition of “Communicate” and “Communication”, it can imply that “Sharing Information” is one component of communication.

In “Challenges in sharing information effectively: examples from command and control” by Diane H. Sonnenwald (2006), he also explains deeper about “Sharing Information” as well. The goal of sharing information is to provide information to others, either proactively or upon request, such that the information has an impact on another person's (or persons') image of the world, i.e., it changes the person's image of the world, and creates a shared, or mutually compatible working, understanding of the world (Berger and Luckmann 1967) Information Sharing includes providing information, confirming the information has been received, and confirming that the information is jointly understood. It is an essential activity in all collaborative work, and helps to bind groups and communities together (e.g., Davenport & Hall 2002.)

As above definitions and explanation, we understand more about sharing information, but it is too general to study. Hence, to narrow down the definition, “Internal Communication” is found in “What is internal Communication” by Lee Hopkins (2006), he gives the opinion about the definition of Internal Communication, in a business context, is the dialogic process between employees and employer, and employees and employees. Or it can be amplified follow the article “what are internal communications? Definition and Overview” by www.businessstraining.com (2009) stated that Internal communication is the communication that exists within a company, between and among employees. It can take many forms, such as face-to-face casual conversations, formal meetings, phone calls, emails, memorandums, and

internal wikis. In summary, the internal communication is to share information within company or organization by alternative of tools and channels.

The importance of internal communication of sharing information

To study about internal communication of sharing information is necessary not just for only one or specific business but for almost business. This statement is being proved in article “The importance of internal communications” by Workbooks leading supplier of web-based CRM systems (2011), which states that internal communication is indeed necessary in every business. The ability to identify important information, respond accordingly and share the information with the relevant individual or group in an organization is a skill all staff members in a company must possess. And it is also confirmed in article “Internal Communication” by Val Lawson (2011) that internal communication is the powerful tools in organization. The good manage of sharing information and idea within organization is worth to the business. Moreover, in “Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she believes that internal communication is significant in any organization because it is the building block of the organizational culture. The organizational culture is the atmosphere of the organization based on its values, mission information and work processes. When every member of the organization holds the same values, understands the work policies information and procedures in the same way, and is focused on the same mission. The workflow would be more smooth. As all agreement that internal communication of sharing information is important to the business; however, to improve internal communication of sharing information to be more effective is one of an essential key to reach the goal of success as well.

Effective internal communication of sharing information

According to article “HR has A Key Role to play In Internal Communication” by Shahida Kazmi (2011), Kazmi believes that the “effective internal communication deals with the exchange of information within an organization to create a shared understanding that drives the behaviors and actions needed to move the business forward”. Kazmi explains more that the exchange or sharing information is, the information has to be received and acknowledged by all. It means that any responsible departments have to know the sharing information; what their department responsible for. It is also that information has to be detailed, clear and correct by indicating the venue, the period time and all necessary detail as well. Furthermore, in “Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she stated that When organization is communicating effectively with its internal, it develops a cohesive culture where everyone is focused on the same goals, has the same objectives and same understanding. This should lead organization to be successful of effective internal communication of sharing information will let employees make more decisions themselves

since they have the information and knowledge to know the "right" decisions. And Day-to-day conflict can be reduced since a lot of conflict is the result of conflicting ideas and information on what is important to the organization.

Tools to improve internal communication of sharing information

“HR has A Key Role to play In Internal Communication” by Shahida Kazmi (2011), Kazmi gives the example of the channel of effective internal communication which is alternative; including with phone call, email, worksheet, printed, meeting, remarks, comment, letter and etc. According to “Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she also suggest about the tools of effective internal communication of sharing information compound with two-way communication; meeting, event, telephone and one-way communication; email, fax worksheet, and all printed documents.

Advantages and disadvantages of one-way communication

“Internal Communication Toolkit” by Jessica Hume of CIVICUS (2010), she added the idea about advantages and disadvantages of one-way communication in printing the paper for sharing information. These disadvantages are the high cost, time consuming and the ignorance from people. As for advantages, this printed paper is easily read and understand by all concerning. It can be the important and tangible evidence in any legal issues as well.

Advantages of two-way communication

In article “Two Way Communication” by Herb Wexler (2004), mentioned that two-way communication has advantage over one-way communication. He gives the opinion that two-way communication is more effective. The reason is, it makes information flow directly and smoothly because the feedback or response can be made and discussed immediately for the most effective outcome. From point of view, the most effective internal communication of sharing information should be combined with both one-way communication and two-way communications. By using the advantages from these two types of communication, we will have the printed paper that can be tangible evidence for information sharing and use two-way communication to make information sharing is clearer and more correct. Besides, we have to make sure that the information including with all necessary detail before sharing.

Benefits of cross-training

In article “What Are the Benefits of Cross Training Employees?” by Debbie Mcrill (2011), she explains the interesting topic about cross-training and job rotation. She claimed that cross-training and job rotation would make the employee have more knowledge, information and skill in other area apart from their specialties. In line with the article “On-the-job knowledge sharing: how to train employees to share job knowledge” by Thanmoli Peariasamy (2008), Peariasamy states that cross training is one component that help

employees have more understanding, information, and knowledge in other areas of work that will make positive advantage to the overall performance of company and employees themselves.

Positive impacts of internal communication of sharing information

Overall we have to study about this effective internal communication of sharing information because, in article “Turning Customer Service Inside Out! How Poor Internal Customer Service Affects External Customers” by Craig Harrison (2006), he indicates clearly that the effective internal communication including with sharing information within organization, between departments is positively effect to the job’s outcome which is mean products and service. In this article, the writer also purposes his idea of happier employees when they have great internal communication as well. Agreeing with the article “Improve Business Performance with Effective Internal Communications” from SnappComms (2011), which is demonstrate that “Companies with effective internal communications have a 15.7 percents higher market value and deliver 29 percents higher shareholder return”, which can imply “higher market value” equal higher hotel’s performance. And the employee will work better and happier when they have good internal communication environment. It can assume from these all evidences that effective internal communication is positively affect to the job performance that including both in manufacture and industry. To improve internal communication of sharing information to be more effective will definitely make a positive impact to the overall business. And a measurement for this improvement we can measure both from employees and customers. If the improvement is effective, the job satisfaction due to effective of internal communication of sharing information must also be higher. Lastly, the customer satisfaction must be higher, the complaints must me reduce as well.

2. Research Methodology

Research Methodology can be categorized into a variety of methods. However, in general, there are two types of Research Methods that mostly being used; Quantitative Research Method and Qualitative Research Method. Quantitative research generates statistics through the use of large-scale survey research, using methods such as questionnaires or structured interviews. If a market researcher has stopped you on the streets, or you have filled in a questionnaire which has arrived through the post, this falls under the umbrella of quantitative research. This type of research reaches many more people, but the contact with those people is much quicker than it is in qualitative research. (Andrew Sanchez, 2006)

Qualitative research explores attitudes, behavior and experiences through methods such as interviews or focus groups. It attempts to get an in-depth opinion from participants. As it is attitudes, behavior and experiences which are important, fewer people take part in the research, but the contact with these people tends to last a lot longer. Under the umbrella of qualitative research there are many different methodologies. (Andrew Sanchez, 2006) As the

matter of fact, in Sales and Marketing Department, there is a limitation of scale that is not large enough to use Quantitative Research Method. So the researcher selects the Qualitative Research Method to use in project instead. The research question is aiming to find the answer for the improvement of internal communication of sharing information. It is soft issue. It is the study of behavior. Hence, the case study and in-depth interview are two tools that the researcher chooses to use for analysis.

Case Study

One of The Emirates Royal Family, The Current Sheik's brother, who is in the VIP list of Hotel, he has an agenda to come to Thailand for the important seminar. This is his first visit in Conrad Bangkok. The Embassy of United Arab Emirates' secretary contact directly to the Hotel's sales representative who responsible for the embassy and government account one month before his royal highness arrival. The embassy states clearly all information that required including

with type of the room, the needed in-room facilities and decoration, his favor of foods, favor of drinks, favor of aroma, attracted view, his arrival flight and time. They also require for the most formal welcoming from the Hotel's Management Team and Fast track of Check-In which is normally provided for VIP. When it is time for his royal highness arrival, everything does not going smoothly. Due to the fact that his royal highness comes with just the two entourages; very simply and quietly, the first welcoming is very disappointed. No management team in front of the door for formal welcoming, no garland, no welcoming drink.

And it is more disappointed, when his royal highness's entourages have to check-in at the counter normally. Then the situation worse by his royal highness and his entourages have to go up to their suites guided by just the normal bell boy. There is no even one sales representative to accompanying. In his royal highness suite, the decoration and preparing is the same as usual. No extra requirement is prepared. The Sheik's brother is very upset and demand for changing the hotel immediately.

Fortunately, the reservation manager called to Sales Department and acknowledges the sales team about the diabolical situation. One Re-Active sale still works in the office in that very late night. However, she does not responsible for the embassy account. She knows nothing about this royal family arrival. Then she search for the file that kept in the sales who is responsible for this account's folder and find some information about this royal favor. Hence, she calls to the room service asking for the nice chocolate which is his royal highness's favorite. But the room service also does not have any information about this as well, so they cannot prepare that chocolate. The similar situation happens with the florist and housekeeping department. These two departments get the information from the email that send by Sales department but the information that not deep in detail enough, no specific type of flowers, type of pillows and etc. Moreover, the staff who receives the email does not share

the information to others within department as well. So, this sale goes to the nearest luxury department store and buys the nicest chocolate that she can find and one garland. Then she goes to his royal highness suite to apologize about everything with the chocolate and garland. Moreover, she purposes the spa most luxury package to his royal highness while the house keeping rearrange and prepare the room and also purpose no charge of all expense. Luckily enough his royal highness was now reduce his tempered and agree with the proposal. Then everything comes back to normal. However, after his departure, the big complaint was made by the embassy. There is no revenue from this booking in the end.

In-depth interview

The researcher conducted an interview with director of sales and his staffs including with director of sales, sales manager and sales administrative.

Decision Maker Level

Director of Sales, he is the department decision maker, and the department strategy planner agreeing with hotel policy that gave by Director of Business Development.

QUESTION1. The department most concerning problem:

Conrad Bangkok is very standardizing enough because Conrad is under the Hilton brand. As the hotel's main customer is corporate account. The nature of the customer of Conrad is the frequent individual traveler, small group of business and the customer from government section. For the normal customer and walk-in customer, Conrad always gets the high compliment of the warm service and qualified products and facilities. But on the other hands, for the VIP customer and big group, Conrad always gets the complaints instead. As the Director of Sales, he find out by himself that these complaints coming from unsatisfied VIP customer who did not get the proper service that they required. This is because of poor internal communication between staffs. Especially his staffs; sales team, he think that his sales team does not share the right and enough information to others department effectively. The Sales team is the one who interact with the customer directly in the primary stage. All the necessary information from the customer is received by sales team but they are really poor in the process of sharing. They just sent the informal email that not explains enough information to other departments. And group resume that they send to all hotel wide for the information of the big group also does not have enough and specific information as well.

QUESTION 2. The Improvements for the problem: He explains that in his personal, he think that the understanding of other departments working process and product is very necessary for this issue. The current problem is this sales team thinks that sales department is the most important department of the hotel. This sales department is the one that make the revenue for

the hotel; they do not see the importance of other departments as they should be. This is very wrong. He thinks the training like cross-training will help more understanding for sales team. They will understand that every departments of the hotel is equally important. And the internal communication of sharing information is one of a key to make an impressive service to customer. They will understand that the information of requirement that they receive directly from the customer can not be completed by just sales team. The other departments are important parts to complete that requirement as well. They have to share information with specific detail. Moreover, the cross-training will help sales team has more knowledge and information of other departments. When sales department have enough more knowledge and information of other departments, when they have to share information, they will know what is the detail and information that other departments need, how specific they want to know for completing the customer requirement. They will have ability to share the complete and correct information.

Practice level

Assistant Director of Sales (Re-Active), Assistant Director of Sales (Pro-Active), Sales Manager (Pro-Active), Sales Manager (Re-Active) and Sales Administration Manager, they are part of Sales Team who works for Conrad Bangkok more than 1 year.

QUESTION1. The department most concerning problem: (Summary of interview) This sales team all agrees that the department problem is the internal communication; interaction between sales team and other departments. They explain more about this weak internal communication that, the way they share information to other department is not effective. They normally use informal email and telephone to acknowledge or share the information. But the result always turn out to be those department always claim that they never receive any information. And they cannot complete customer request and cannot deliver the satisfied service to the customer. However, there is no evidence, no tangible documents that being use to prove or to track that where is the root of the problem? Who is lack of responsibility? So, the email and telephone might be ineffective enough to be information sharing tools. This might be the department most concerning problem. And this sales team also shares another idea about this ineffective way of sharing information within company. He thinks that due to lack of information and knowledge in other areas apart from sales area making ineffective information sharing. He gives the example, when VIP customer asks for the special flower decoration in their room. The VIP wants red flower. Then sales inform the florist department that the florist has to prepare red flower decorating in this VIP's room. This is information sharing seem effective enough in theory. However, in reality, it is not that effective because in terms of the florist, they want more specific detail. Sales team has to be specific deeper about red flowers. For example, they want red flower with smell or not? How is decorated? Decorate in bed room or not? If the customer does not specify, it is sales responsibility to ask

and purpose. This is seemed irregular and useless information. But for the VIP, the small detail like this is sensitive issue. It is very important to them. They pay large and they also want large. However, the problem is sale does not know this kind of information, sales does not know what to ask customer, whatto specified. A sale has no knowledge about other departments' product and information. They end up with sharing incomplete and incorrect information. So the sharing information that the information is not complete and incorrect is being called ineffective as well. And this is also sales department concerning problem as well.

QUESTION 2. The Improvements for the problem: (Summary of interview)

They think that sales should find other tools for sharing information to other departments. This tool should be effective enough. It is also should be easily understood and seen by everyone. Moreover, it should be tangible tools for proving and tracking the root problem when everything is not going smoothly. They suggest that may be printed document form might be a good selection. Furthermore, they think that the hotel should provide training course that will help them gain more knowledge about hotel's product and information in every area of works not just only own department's knowledge.

Findings and Problem Analysis

From literature review and interviews that mentioned above, it can be clearly seen that the problem was original from ineffective in internal communication of sharing information.

- The information was not shared.
- The sales team use the wrong tool for sharing information
- Each department does not have the information that being required.
- The assigned person is not clear identified.
- The information that being shared is not detailed enough.
- Sales' lack of information and knowledge in other areas accepts from sales Area

The research found out that sales department is the main department that has to responsible for this problem. If they have more effective way of internal communication of sharing information and also have knowledge and information in other areas of work, the problem will not happen. When it comes to the investigation from case study, it is found out that the sale just send an informal email to concerning departments and inform just about the brief detail and information, not specific in detail, because he think that just an email is enough and he also has no clear understanding about other departments. Besides, he does not know that what is detail and information that other departments need and how specific other departments want.

Hence, when it comes to analysis, the main problem of this ineffective internal communication of sharing information can clarify to be two problem statements.

- Ineffective way/tool of information sharing that sales use
- Incomplete information/incorrect due to sales' lack of knowledge in other areas which negatively affect to effective information sharing.

These two problem statement lead to research question *“How to improve internal communication of sharing information to be more effective: Case study in Sales and Marketing Department communicate with other departments”*

Furthermore, the researcher can analysis and find the solution of this research question by using three steps of:

- One-way communication: Action Plan (VIP Special Order or VSO and Group Special Order or GSO)
- Two-way communication: VSO and GSO Meeting (Special Meeting for the concerning department heads and sales team)
- Cross-Training: Training course for sales team to gain more product and information of other departments.

Improvement

From literature review and methodology; case study and interview, one of one-way communication which is printed document could be used to be a tool for effective internal communication of sharing information. Because printed document can easily seen and understood by everybody, easier than email due to the fact that not everybody in hotel that can use computer. Hence, the email is not effective enough. Moreover, printed document is also used to be tangible evidence which is necessary for tracking the root of the problem; what is the original problem from? How? And who has to responsible for the problem that happens?

By this, I develop the action plan which is call “VIP Special Order” (VSO) and “Group Special Order” (GSO); a printed paper that written all information and requirement from customer who is directly communicate to sales team. This paper will apply and use once the hotel has to welcome the “big group” (more than 30 rooms per night) and VIP list (Royal Family, Celebrities, Leaders of Countries Ambassadors and etc.) According to, these people are the main target group of Conrad and sales team expect high revenue from them. They always need special attention with detailed and specific. When sales received the information and requirement from these customers, sales have to share these information to others concerning department. From case study, informal email from sales is ineffective tool of internal communication of sharing information. In fact, for the “big group”, sales used to

send the “Group Resume” via email which is the soft file that fills with the overall information of the group. However, the information is not enough; it is too general, not specific. This is not effective.

Hence, these VSO and GSO will be their effective tool of information sharing. In VSO and GSO forms will have all information that sales need to share to other concerning departments. VSO and GSO are different in some point of information but overall will remain the same. All information is including with

- The name of sale that is responsible for this customer or this group
- The name of the customer for VSO form or the name of the group for GSO form
- The arrival and departure date of VIP customer and group
- The picture of VIP for VSO form or the logo of company for GSO form
- Room type and number of room for VSO form (It has to attached the rooming list for GSO form as well)
- Brief meeting agenda of the group for GSO form
- Customer profile (why this customer is classified to be VIP, customer's behavior, the favor and disfavor) for VSO form
- The company profile of the group for GSO form.
- The table of detail that will specific to each concerning departments' responsibilities. It is very necessary to identify very clear, very detailed and very specific in VSO and GSO form that who have to do the task?

What they have to do? When they have to do? Where they have to do?

For example from case study, sales should write in the VSO form that, the florist department has to prepare garland for the sheik for welcoming and decorate the red rose in his suite but not in the bathroom. And sales have to write to room-service to prepare the chocolate, specific the brand that the sheik favors, sales have to write to housekeeping to prepare all requirement according to the information that shared from sales strictly.

- Fill attention department on top of the form.
- Fill attached files list (menu, rooming list ant etc.) in the bottom of the page would definitely help this form to be more effective.

When all information and requirement was written carefully and detailed in the form, sales will photocopy this form to every concerning department heads.

Then these forms will be delivered to those concerning department heads. They will sign back in the confirmation form that list the number of those VSO of GSO forms.

This process will establish the advantage to the hotel for investigation when the problem occurs. Because the sign will proved that all department heads were already acknowledged

the information and they were already accepted the task and role that they have to complete. Moreover, sales have to send this form via email to acknowledge all staffs in hotels as well.

After sharing this information form to all, if the customer want to change some detail or requirement, it is also sales' responsibility again to communicate this information to all concerning. By this change, sales have to share the information in form of "Amendment" (AMM). In AMM form, sales will write the changed detail. For example, the venue of VIP dinner; this information must share to Food & Beverage department and the concerning outlets. Or when customer wants to change the type of pillow, sales have to write an attention to housekeeping and inform the new type of pillow that the customer requests. In AMM form the principle of the form will remain as GSO and VSO form which are the name of sale that is responsible for this customer or this group, name of the customer or name of the group and the arrival and departure date. Then sales have to fill the information that changed, write the attention specific to the concerning. And follow the process of GSO and VSO by photocopying this form to every concerning department heads (This time, it should use the different color of paper for easy-notice). Then sales will deliver this AMM to concerning department heads. And those concerning departments will sign back in same confirmation form that list the number of those VSO or GSO forms. But this time, will add AMM number in this list. It is again that sales have to send this form via email to acknowledge. According to literature review, it is clearly understand that two-way communication is another important factor. This type of communication will positively affect to the improvement of internal communication of sharing information. Because two-way communication, it is mean the sales (the information sharer) and other concerning departments (the information receiver) can have immediately response, feedback and question which will help information sharing more effective. For Conrad Bangkok, it is recommended to setting small group of meeting which is call "VSO meeting" or "GSO meeting" one or two week before the arrival date of those VIPs or groups. In this meeting sales team should invite all concerning department head to attend. The agenda of the meeting should be the information in those VSO, GSO forms. All department heads and sales team will discuss about deeper detail of information. If which departments have questions, those question should be answered by sales clearly. Then all department heads will share information and order their staffs to complete the tasks later. However, this meeting should not waste too much time. It should be done in a brief time. This kind of meeting would definitely improve internal communication of sharing information to be more effective.

Lastly, in the literature review that mentioned above, the importance and benefit of cross-training can help to solve the problem of ineffective internal communication of sharing information. Sales team always shares incomplete and incorrect information to other departments. After investigation, this is because sales' lack of knowledge and information

about other areas of work. They also lack of product knowledge as well. Hence, the cross-training will definitely educate sales to gain more knowledge and information in other areas of work and hotel's product. Sales will learn the basic information and knowledge of each department's product and service. In the future when sales have to communicate to other departments for sharing information, this information will be complete and correct due to cross-training knowledge. For example, in the case study, the embassy requires the nicest pillow that the hotel has for the Sheikh's brother which is VIP. Sales inform the information to housekeeping that they have to prepare the nicest one. The problem occurs because in Conrad they have a pillow menu (6 types of pillow). And housekeeping cannot decide which type is nicest due to incomplete information. Then the result turns out to be that his royal highness does not satisfy with the pillow that they prepare. However, if those sales that is responsible for this case were trained in cross training course before, they would know that they have to acknowledge the customer that they have 6 types of pillow and they also have to explain the different and the benefit of each pillow to customer as well. Then the customer will choose the specific type of pillow and sales can share this specific information to housekeeping. The housekeeping will also prepare the right type of pillow to the customer. The customer will satisfy with this preparing in the end. This proves that the basic and knowledge that sales have affect to internal communication of sharing information. Cross-training does help in this case.

Nevertheless, the internal program, for example, Fidelio, OnQ, Micros or Del5 might help to improve in this case as well. Now Conrad sales team use Fidelio but other departments use OnQ; the different programs. Beside these two programs are not interface and link to each others. It's unprofitable. To change program seems advantage and help this tool of internal communication of sharing information is more effective. But due to the fact that Conrad is in Hilton Brand and some internal policy, it is too difficult to change the program. This is a limitation for Conrad.

Recommendation for Implement and Measurement

Recommendation for Implement

To implement this improvement to, it has to:

VIP Special Order and Group Special Order form (VSO and GSO form)

- Set the meeting for all department heads
- The agenda for the meeting should be "the agreement for this VSO and GSO form" and "How process of this VSO and GSO form works"
- All department heads have a duty to deliver and communicate this message to their staffs for the same understanding
- Launching this VSO and GSO form, use with targeted customer
- Set the meeting again after launching and using, try to find and fix a defect from this VSO and GSO form.

- Use VSO and GSO form as normal routine for VIP and “big group”

Customer VIP Special Order and Group Special Order Meeting (VSO and GSO Meeting)

- VSO and GSO meeting should set after delivering that VSO and GSO form
- Invite all concerning department heads to the meeting
- The meeting host by sales department
- Agenda in the meeting should be discussing all information that written in VSO and GSO form
- The question and answer should be made in the meeting
- Same understanding in all should be happened

Cross-training course for more knowledge and information in other departments for Sales

- The course should create for Sales Department
- The attendee of the course should be all new staff in Sales Department.
- For the old staffs that never passed this course must registered the course with the new staffs
- Human Resource Department should provide the basic information and knowledge of hotel’s product and service including with hotel’s philosophy, vision, mission, goal and value
- Human Resource Department have to send the attendees of the course to train in every departments of the hotel
- Attendees of the course will spend one-two full days in each departments
- After finish this cross-training, all attendees have to pass the test.
- The questions for the test were made from each department. The test was separated into many parts categorize by departments.
- The attendee who could not pass the test has to attend this cross-training course again

Recommendation for Measurement

Moreover, to measure the performance and result after implementing is also necessary. A good and proper measurement will let the business can examine the result and performance. If the result and performance does not turn out to be as expectation, does not reach the target, it would be the problem that hotel has to find solution again.

For this research question “*How to improve internal communication of sharing information to be more effective: Case study in Sales and Marketing Department communicate with other departments*”

The chosen measurements are

- ES-Score: Every year, Human Resource department will conduct the Employee Satisfaction score survey (ES score survey); the survey that made within staffs in the hotel to measure staffs’ satisfaction in many subjects. For example, Meals, Welfare, Training, Management, Internal Communication and etc. After implementing VSO and GSO form and VSO and GSO

meeting to use in hotel. **The ES-Score in subject of internal communication should higher than before.**

- Test: After implementing cross-training, when it is come to the end of the course, Human Resource will conduct a test that being created by all departments. All employees that already passed the cross-training course **must pass the test**. If any employee does not pass the test, it is essential to re-training.

- Complaint: It is logical enough to imply that when internal communication of sharing information is effective, employees will deliver the satisfied service to customer. Hence, **the complaints from customer must reduce.**

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