What electronic Customer Relationship Management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their Customer Relationship Management (CRM)?

A dissertation submitted in partial fulfilment of the requirements for the degree of Bachelor of Science (Honours) in Computing

By Michael Dunwoody-Kneafsey

Department of Computing & Information Systems
Cardiff School of Management

Cardiff Metropolitan University

April 2016
Declaration

I hereby declare that this dissertation entitled “What electronic Customer Relationship Management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their Customer Relationship Management (CRM)?” is entirely my own work, and it has never been submitted nor is it currently being submitted for any other degree.

Candidate: Michael Dunwoody-Kneafsey

Signature:

Date:

Supervisor: Stuart McNeil

Signature:

Date:
Acknowledgements

I would like to acknowledge my parents, Tamsin and Mark, and my brother and sisters, Daniel, Demi, Morgana and Clarissa, for their support during this process.

I would also like to say thank you to Stuart McNeil, for your guidance and assistance throughout this project.

I would also like to thank Amy Dyer and my close friends, for their support and distractions throughout this dissertation.

I would like to acknowledge Grosvenor Casino for all of their cooperation and assistance throughout this process.
Abstract

With the increasing popularity of the online market, whether it is in retail, hospitality or gaming, every industry has had to adapt to accommodate this change. With this, the way that companies interact with their customers has also advanced, with 24 hour a day interaction available. The internet is accessible in most parts of the world, meaning the available target audience for companies to take advantage of, is so big that it cannot be ignored.

Due to this change, companies have had to alter their CRM model to accommodate e-business. ECRM was introduced to enhance the way a company approaches its online market through their Customer Relational Management.

Online gambling has increased in popularity, in some respects causing casinos and other gambling establishments to have to improve their approach to attracting and retaining customers, which is done through an effective CRM model.

This study aims to uncover whether Grosvenor Casinos’ venue in Cardiff, are doing everything they can to ensure that customers are satisfied with the business, allowing loyalty to grow and a long term relationship to form, rather than losing customers to local rival businesses and online markets.

Evaluation of the methods currently used by the casino and their effectiveness when promoting a strong CRM model uncovers where the company are falling short with their CRM. This will evaluate the satisfactory ratings of customers and how they interact with the company’s e-business department, both in-store and online. Alternative methods that Grosvenor Casino Cardiff could utilise to strengthening their CRM are to invest more time with the e-business departments, involved with social media. Social media is so influential when interacting with customers and has proven to produce ever increasing results.
# Table of Contents

What electronic Customer Relationship Management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their Customer Relationship Management (CRM)? .......................................................... i

Abstract ............................................................................................................................................ iv

Table of Contents .......................................................................................................................... v

Table of Figures .................................................................................................................................. vii

1.0 Introduction .............................................................................................................................. 1
   1.1 Introduction .......................................................................................................................... 1
   1.2 Aims ..................................................................................................................................... 3
   1.3 Objectives ........................................................................................................................... 3

2.0 Literature Review ...................................................................................................................... 4
   2.1 Introduction .......................................................................................................................... 4
   2.2 What is CRM? ...................................................................................................................... 5
   2.3 What is ECRM? .................................................................................................................... 6
   2.4 The Casino’s Customer Relational Management (CRM) ....................................................... 7
   2.5 Case Study: Gambling in Las Vegas by Louis Theroux ....................................................... 11
   2.6 Online Gambling .................................................................................................................. 13
   2.7 Summary of the Literature Review ...................................................................................... 15

3.0 Methodology (Research) .......................................................................................................... 18
   3.1 Introduction .......................................................................................................................... 18
   3.2.0 Primary Research ............................................................................................................ 18
   3.3.0 Secondary Research ........................................................................................................ 21
   3.4 Research Methods ............................................................................................................... 22
   3.5 Issue of Bias ......................................................................................................................... 24
   3.6 Summary .............................................................................................................................. 25

4.0 Findings and Discussion .......................................................................................................... 26
   4.1.0 Data Capture .................................................................................................................... 26
   4.2.0 Data Analysis ................................................................................................................... 27

5.0 Conclusion ................................................................................................................................. 37

5.0 References ............................................................................................................................... 39
   5.1 Citations, Quotes & Annotations .......................................................................................... 39

6.0 Appendix .................................................................................................................................. 47
   6.1 Ethics forms ........................................................................................................................... 47
   6.2 Participant consent form ....................................................................................................... 47
   6.3 Participant information sheet ............................................................................................... 56
   6.4 Letter to an organization ....................................................................................................... 59
   6.5 Questionnaires ..................................................................................................................... 61
   6.6 Semi structured interviews ................................................................................................. 63
   6.7 Questionnaire Matrix ........................................................................................................... 63
**Table of Figures**

Figure 1: Gantt Chart ................................................................. 2
Figure 2: The Customer Relational Management wheel is an image from E-business and e-commerce management: Strategy, implementation and practice. 5th edn (Chaffey, 2011)) ... 5
Figure 3: The Size of the online gaming market from 2003 to 2015 (in billion U.S. dollars) is a graph from http://www.statista.com/statistics/270728/market-volume-of-online-gaming-worldwide (Statista, 2015) ................................................................. 13
Figure 4: Questionnaire Matrix ..................................................... 20
Figure 5: The Research Onion is an image from Research Methods for Business Students (Saunders, Lewis, and Thornhill, 2011) ................................................................. 23
Figure 6: How long have you been a member of Grosvenor Casinos? ........................................ 27
Figure 7: How often do you visit Grosvenor Casino Cardiff a month? ........................................ 28
Figure 8: How well do you think Grosvenor Casino Cardiff value your custom? ......................... 29
Figure 9: Have you ever been rewarded by the company? ......................................................... 30
Figure 10: Do you follow Grosvenor Casino Cardiff on social media? ..................................... 31
Figure 11: Have you ever been tempted to Grosvenor Casinos Cardiff from an offer or deal you’ve seen posted? ................................................................. 32
Figure 12: Have any of the following influenced you into attending the Casino? ..................... 33
1.0 Introduction

1.1 Introduction

Grosvenor Casinos is a gambling company, with 60 venues, 58 in the United Kingdom and two venues in Belgium. The biggest casino in Wales is the Grosvenor Casino based in Cardiff Bay (THE RANK GROUP PLC, 2015). With massive interest in gambling coming from the online market, clubs like Grosvenor Casinos Cardiff must ensure they are ahead of the game, when ensuring their customer’s business is secured and not lost to other companies online. This paper will investigate the methods used by Grosvenor Casinos Cardiff, how effective they are, while suggesting alternative methods to be used, to strengthen this relationship with the customer.

Customer Relational Management has been a business practice that’s hit marketing circles over the past decade or two, changing the way businesses interact with their Customers, in order to expand on customer bases, generating growth by increasing custom. Large Customer bases have become an incredibly important asset for businesses, in order to grow and increase Customer lifetime value.

With the use of mass data collection on customers through methods including registrations, subscriptions and loyalty cards, companies are able to communicate with them on a larger scale. By doing this, companies are able to post and advertise services, products, deals and promotions, to specific customer bases, promoting their business to customers on a personal level. Resulting in this, creating or strengthening the relationship between the customer and the company, promoting trust and loyalty between the two parties. Customer Relational Management (CRM) is crucial when sustaining these relationships, as trust is easily broken, meaning the companies using CRM must ensure this doesn’t happen, while a long term relationship gets established between the two.

CRMs are being used in most industries, whether it’s retail, hospitality or in travel, Customer Relational Management is an important driving factor for successfully maintaining relations with customers. The gaming industry, prior to the use of CRM, casinos host a gold mine of customer data, all of which is collated when the customer registers at the casino, with all of their data, with the customers approval, being published onto the company’s national database, also allowing the customer to enter any of the company’s clubs around the country.

The research project that this paper is associated with, is aiming to identify the current electronic Customer Relational Management methods (ECRM) that Grosvenor Casino Cardiff are using, followed by the aim of working with the current methods, to recommend the company unused methods, with the aim to ultimately strengthen their current customer relations and to create new relations with new customers. This will be done by investigating how the customers feel they are treated by the company, along with how they interact with the company, both in-store and out of store, specifically online, through the medium of questionnaires. The investigation will also include interviews with a handful of appropriate members of staff of the company,
regarding the strategic approach and turnover of the ECRM for the company, ensuring the collection of data from a reliable source.

Time is an important factor to consider when embarking on a task as big as this, meaning it needs to be managed appropriately, especially considering other assignments that need to be completed parallel to this. The total amount of time given for this research project is an 8 month period, beginning on 28th September 2015 and ending on 22nd April 2016. All tasks within this research project will be plotted out and have specific time fields allocated to them, presented in a Gantt chart, each with an appropriate amount of time for each. It is essential that each task is completed by the determined deadline date, as shown in Figure 10, because if they are incomplete by these dates, it could cause knockback effects for other tasks in the project, as well as other assignments.
1.2 Aims

The aim of this research project is to identify the Customer Relational Management (CRM) methods currently being utilised in Grosvenor Casinos’ Cardiff store and to analyse these methods, identifying what they are doing right and what their downfalls are.

1.3 Objectives

- To identify Grosvenor Casinos Cardiff’s current Customer Relational Management methods and techniques through interviews involving questions regarding the company’s Customer Relational Management methods, with members of staff that work in the relevant departments.
- To question Customers of Grosvenor Casino Cardiff and find out how they interact with the casino and their Electronic Customer Relational Management, through a questionnaire.
- To evaluate how effective the current methods are and how they could be improved, which will be done through analysing the data, collected through the questionnaires for the Customers of Grosvenor Casinos Cardiff and comparing the data with that of how new Customer Relational Management methods/techniques could affect that.
- To identify alternative Electronic Customer Relational Management methods that the company could utilise to benefit their Customers and therefore the business; which would be done through secondary research of sources, including web pages, teaching material and relevant books.
2.0 Literature Review

2.1 Introduction

Basic Customer Relational Management has been around for years, with most people experiencing this at a young age. Most familiarly would be at a local shop, where employees would know their customers on a personal level, knowing the customer’s parents, brothers, sisters, mother and father, knowing their occupations to their favourite drinks. They pay attention to customers, making their relationships stronger, securing their custom for the future and thus developing a long term relationship. This has been practiced in similar shops around the country, in an attempt to retain business from bigger competitors with the likes of Tesco, Morrisons and Aldi (Ring, 2016).

Customer Relational Management (CRM) has been adopted by most industries in the modern business era, especially those who are Customer-based businesses, such as supermarket giants Tesco, with their Tesco Club cards and airliners with their frequent flier miles (Mortimer, 2015). They have done this in an attempt to increase their customer base in the store’s location.

2014 was the first year where the finance world saw more money being spent online, rather than in stores (Alba, Greenberg, 2015). This highlights the importance of businesses focusing more attention, time and money on the internet, making it worthwhile to invest in e-business. As of 2014, there are more than 3 billion people around the world that have access to the internet (Davidson, 2015); supporting the view that it is the biggest sales and advertising platform available, due to the scale of the accessible audience. An audience this big is too much for any company to ignore. Electronic Customer Relational Management (ECRM) is the bridge of the traditional CRM to the internet. This is done through the mediums of social media; mainly Facebook and Twitter, as well other popular vendor websites; including Amazon, Gumtree and eBay. It is not only retailers that have had to adapt to the dominance of the internet, other industries have had to climb on-board, in particular the gambling industry.

A casino’s CRM has become an important part of the industry, as ensuring that the company sustain a long term relationship with customers that benefit the business is key. These customers are known as ‘high-rollers’. These customers are essentially VIPs in the gambling world and are prioritised over social and casual customers, due to the amount of business they bring.

With the masses of people using the internet, casinos have to expand their business to the online market. By doing so, it has meant they have had to compete with the likes of Bet365, Ladbrokes, Coral and William Hill, all of whom offer casino games, like Blackjack, Roulette and Poker, alongside their sports betting, making it difficult to stand out from the crowd. The internet has made it easier for the customer, with them being able to play the same gambling games that they could at a casino, in the comfort of their own home, on the bus to work or in the park. This begs the question, why choose a gambling venue over a gambling website.
2.2 What is CRM?

Customer Relational Management (CRM) is an incredibly important marketing strategy that is implemented by companies with the aim to become customer oriented. Companies do this to increase their customer base, strengthening their revenue and boosting their market value.

![Figure 2: The Customer Relational Management wheel is an image from E-business and e-commerce management: Strategy, implementation and practice. 5th edn (Chaffey, 2011)](image)

This wheel, shown in Figure 2, presents that the business must first select their customer, meaning they have to decide who their audience is, the value of their audience and how to reach them. This is the starting process where the business must determine how a customer is approached. The next stage is acquiring the customer, which is done by targeting the right customers with the right methods; high service quality and using the right channels of advertisement. The next stage is to retain the customer. Retaining the customer is incredibly important, as it is where the relationship between the customer and business, once established, strengthens. This is done by understanding the customer’s needs, which in turn will make the customer feel valued. By doing this, the Customer will feel that the company appreciates them and their custom, increasing the likelihood of them returning to the business. The final stage is customer extension, which is done by up-selling and cross-selling of products, with the aim that they will return to the business with additional customers, through giving good reviews to friends, family and others who may be interested.

Customer Relational Management has been around in concept for many years, with it being naturally implemented in your typical town hairdressers, local shops; anywhere where the staff members learn who their customers truly are and their specific wants and needs; what they like, dislike and the products/services that they tend to purchase. By getting to know a customer on this level, it creates a relationship between the two parties, customer and employee, highlighting Hsieh’s (2009) view that employees are the key to a successful CRM, as it makes the customer feel like they are close to the business and that they appreciate them enough to get to know them. This is generally the case in smaller cities and towns, as a local community can be close and therefore people tend to know one another. This concept has then been
implemented into larger businesses, with companies like Tesco, who introduced their Tesco Club Card in 1995. Tesco were one of the first household companies to pioneer their way into the new age of data collection on this scale and data mining, via loyalty card subscriptions and uses (Mortimer, 2015). By using methods including loyalty subscriptions and online account registrations, big companies are able to collect large amounts of data on customers and use data mining techniques, operated by skilled data analysts. They are able to determine what the customer comes in for and what products they may be interested in, by reading trends in data, thus, allowing the company to upsell particular products, brands or services, while strengthening the relationship with the Customer.

2.3 What is ECRM?

Electronic Customer Relational Management (ECRM) is here not to change traditional marketing concepts, but instead to enhance it, strengthening a business’ CRM making it more effective and successful (Scullin et al., 2004). ECRM is the bridge between the internet and the traditional methods of Customer Relational Management (CRM). The internet is a new platform that allows companies to communicate with customers, making them feel more appreciated and in-touch by the company (Goldstein, 2001), strengthening their relationship, with the aim of securing their custom.

ECRM strategies are used by companies for the purpose of making their customer base grow, by reaching out to larger audiences via the internet (Sophonthummapharn, 2009). By exposing the business to more people over the internet as one that cares about their customers and their needs, it could potentially cause an increase in customer traffic and therefore business. Electronic methods are implemented to boost the relationships between customers and the company through electronic methods. By doing this, in theory it will secure their business, with the idea that they would recommend their services, products or facilities, to others; thus causing the customer base to grow repeatedly (Vella and Caruana, 2012).

The most commonly used electronic method used by companies is emailing systems, which are used to directly send a chosen group of people emails regarding offers currently running or promotion of products or services (Milović, 2012). Not only does the gambling industry utilise this method, but any industry that implements a CRM are using this. Despite this, there types of emails are generally regarded as spam and are therefore either not read and deleted or banished to a Spam Folder, ultimately with the same fate (NCC, 2016).

It is not uncommon for companies to use third party companies to operate their ECRM models, along with their data warehouses. In 2003, William Hill employed a company called RedEye to implement their ECRM structure, which meant that their customers would receive event-triggered-emails. These emails would be sent when a customer, for example loses a bet on their account, deposits money into their account or signs up to the gambling company (Red Eye InternationalLtd, 2016). This company
has access to the masses of data collected by William Hill in order to set up and manage their system. Data hosting companies are set up with strict guidelines and rules that they must abide by, ensuring full security of customer data. They have to ensure that all data is kept in as secure locations as possible, with appropriately strengthened encryption to minimise the risk of data breaches. These companies must abide by The Data Protection Act 1998 which states that data must be only used for the reason it was collected for, meaning that if a company, for example was to sell the data on, they would be breaching this act and would be liable for six-figure fines, as well as prosecution (HM Government, 1998).

With companies hosting masses of information regarding customers in data warehouses, they are able to use analytical software through using supercomputers, operated by data analysts (MorganSlideshows, 2016). By doing this, they are able to sift through information to find trends of customer activity, enabling them to predict business forecasts, regarding the customer’s spending habits. This method is essentially using past customer information to see what they will want to buy on their next visit, allowing the company to upsell and promote products at will.

2.4 The Casino’s Customer Relational Management (CRM)

Casinos in general are very different when compared with other companies regarding customer data collection. With other businesses, the customer is given the option whether they want their personal data to be collected prior to the collection. This means the company collecting the data must ensure that the customer is aware of all of the data being collected on them and what the data is being used for, ensuring the business is abiding by the Data Protection Act 1998, by having their consent (HM Government, 1998).

Whereas casinos have been collecting personal information on their customers, by law, since casinos opened to Britain, as most casinos require its customers to register, with a valid driver’s licence or passport to verify their age, due to it being illegal to enter a casino under the age of 18 (Gambling Commission, 2016). Upon registration, customers have to provide personal information, as a private club, they are responsible for everything that goes on inside. This means the police cannot walk into a casino without permission. The private information that the customer has to provide is their first name, family name, home address, valid contact details, date of birth, occupation and photo ID, which is generally taken at the reception desk via webcam.

The occupation is an important piece of information for the casino. When a customer spends above the Casino’s set threshold, the casino begins asking questions regarding how the gambler gets their money. The threshold is a set amount of money a customer spends in one visit, or multiple visits in a four week period, generally set at around £1,200 (2000 euros) (Gambling Commission, 2016).

This is done in order to prevent a serious crime that is often linked with casinos; money laundering, which was highlighted by a recent case in Bangladesh. A hacking group had reportedly stolen an estimated $100 million from the bank, Bangladesh
Bank. It is reported that the money was divided up and laundered in three casinos around Bangladesh (Rahman, 2016). In the United Kingdom, once money acquired in this fashion has gone through a casino, the money has technically become legal money and is no longer deemed criminal money.

Due to the masses of historic data, collected by casinos, it has meant that casinos have fallen into the ideal situation where they already have an abundance of customer data. The data collected by a casino is incredibly detailed. Due to legal reasons stated by the Gambling Commission, all information on a customer must be collected when customers register. The basic information that a casino has on each member includes:

- User ID
- First Name
- Family Name
- Address
- Email Address
- Contact Details
- Date of Birth
- Date of Registration
- Registration Photo ID
- Dates Visited

More information gets collected during the customer’s lifetime with the casino. The additional information that gets collected includes:

- Membership Status
- Communication Status
- Average Bet Placed
- Win/Loss Statistics
- Promotional Redemption Data

Grosvenor Casino also hold their own loyalty card known as the ‘Play Points Card’, which is given to customers when they register and is used whenever they enter the casino, as they must swipe their card on their way through the gates. The customer can also use their Play Points Card, when buying food and drinks, as each purchase in the casino is recorded on their customer card, as well as on any of the Roulette, Blackjack, Three Card Poker, slot machines or any of the Poker Tables, including cash or tournament tables. All action on the customer’s card is recorded, allowing all money spent by a customer to be collected as ‘points’ that can be redeemed for food and drinks at the bar or restaurant. All of this information is accessible from any machine in the casino that can read the card; at reception, at the bar or at any of the tables. This allows staff to have information on the customer quickly, for example, to learn the customer’s name, making them know that the employees care, thus strengthening their relationship between the two.

**Membership Status:** The membership status of a customer is determined on how much the customer spends. This takes into consideration their average bet per spin,
time spent at the table and visit frequency. In Grosvenor Casinos, they use a grading system that means customers are one of three levels of membership; Black, Gold and Blue, with each having its own privileges.

**Communication Status;** The communication status is determined on how often the customer interacts with the casino, online or in person. This status dictates whether or not the customer is worth investing time and money in, in the form of customer retention, as they do not want to waste money trying to influence a customer into coming to the casino who has only been once in their 3 years of membership.

**Average bet placed and win/loss statistics;** The Average bet place and win/loss statistics are all recorded on the customer’s play points card, to ensure that the casino know how much money is being spent and by whom. By recording this data, the casino is then able to record and match this with their monetary data at the end of the night. As well as providing the casino with the option to promote their membership status to a higher tier, if they are eligible.

**Promotional redemption data;** The promotional redemption data is data that is collected on the customer when they have used their card to redeem meals or drinks using their ‘Play Points’ or through redeemable vouchers that are issued from the casino via staff or postal services.

Kale (2012) published; a casino’s CRM aims to achieve one or more of the seven objectives, listed below:

1. Customisation
2. Coding
3. Routing
4. Target Advertising
5. Sharing Customer information across the enterprise
6. Improving cost management
7. Increasing profitability

**Customisation;** Casinos use customisation when approaching customers of high value, known as VIP members. Big casinos in Las Vegas are leaders in the gambling world and have perfected the art of customisation. High-rollers in Las Vegas tend to be the subject of the customisation, which can include complementary penthouses, VIP gambling rooms to themselves, meals prepared by celebrity chefs, limousine services, personal hosts, theatre tickets and for some extremely high-rollers, some casinos can go as far as complimentary cruises and private jet flights (HRS, 2013).

**Coding;** This is how the company rates the customer on level of membership. Grosvenor Casino uses three tiers, Black, Gold and Blue membership cards. **Black card membership** means that the Customer is a VIP, meaning that the customer is highly valued by the business, due to the custom they bring. Black cardholder’s privileges allow them to dine in the casino’s venues and drink from the bar, whatever they wish, all complimentary.
Gold card membership means that the Customer is valued highly by the business, meaning they qualify for the Gold cardholder’s privileges, meaning their Play Point collection is at a doubled rate.

Blue card membership means that the Customer has the default membership, with all point collection rates set as standard.

Routing; This objective is generally used in larger casinos that have a higher call-in rate regarding information on the casino by customers. Routing refers to the prioritisation of customers who are calling in; for example if two Customers are calling in, one is a VIP and the other is a regular customer, the VIP would be answered first, with the regular customer on hold.

Target Advertising; This objective is used by all companies wishing to upsell products to a specific audience, a casino is no different. Grosvenor Casinos tend to try and influence people with offers and promotions regarding events that could be going on in the casino, whether it is one of the daily poker tournaments or a weekly roulette tournament. As well as gambling audiences, the casino have also been trying to entice customers in who are interested in watching sporting events, including the Rugby World Cup, offering free meals for guessing who would win a match, Premier League football games being played on a Sunday by offering free food during half time and being one of a handful of places in Cardiff to display the Ultimate Fighting Championships (UFC).

Sharing Customer information across the enterprise; This is the sharing of data of customers to all clubs in the ownership group, which in Grosvenor Casino’s case, is Rank Group plc. This allows members nationwide, to enter the Cardiff venue. It also allows employees in any club to gain access to basic information regarding the customer, including their name, in order to make the customer feel welcome in any club.

An example of this not being implemented is by British Telecom, who when you contact them via any channel of communication, whether it is email, telephone or internet chat, you must repeatedly confirm personal information to be able to receive any information regarding your account or any products and services you may have associated with them. This causes a problem for the staff and customers of BT, but also makes the customer feel undervalued and untrusted (NCC, 2016).

Improving cost management; A good CRM model should be able to sort customers so that incentives and promotions are not wasted on customers who will not use them (Kale, 2012). In this sense, if hypothetically speaking, Mr Jones registered with the casino in 2013 and this is his fifth visit since registering, the casino would feel as though they would not be spending their money wisely, when advertising to the type of customer category that Mr Jones falls under. Whereas if Mr Smith, also a member since 2013 who has been at least once a fortnight since registering, would qualify to be eligible for advertisement, as he is more likely to redeem the offers than Mr Jones.
Increasing profitability; Effective CRM models improves productivity levels, workplace environments, and customer retention, thus increasing revenues and cutting costs (Rembrandt, 2002). A study conducted by the Gartner Group found there was a direct positive correlation between how long a business’ Customer Relational Management model has been implemented for and the profits of a business (Close et al., 2001).

Much like most industries, the gambling industry has had to adjust to the ever changing world, with the internet being no exception. The internet is accessible around most of the world, with 87.9% of America, 73.5% of Europe and 73.3% of Australia, providing this service (World Stats, 2015). Gambling establishments have been quick to capitalise on this. Particularly, British firms, William Hill and Paddy Power, who are also leading the way in the online gambling market (Reuters, 2016). The Australians are known as the biggest gamblers in the world, online gambling firms, including William Hill, Paddy Power and Ladbrokes have all invested in licences to operate in this country, with it being accountable for 46% of Paddy Power’s operating profits in 2015 (WIRE, 2015). This supports the reasoning for gaming companies to invest more in ECRM, with more people using the internet, in this case for gambling, it would be lost business and therefore lost revenue, if they chose to ignore this market. With people able to gamble wherever they have internet connection, it only makes it easier for gaming companies to operate.

Due to the use of cookies, companies are able to utilise search history to manipulate the adverts that a user sees. For example, if you are browsing amazon for Frisbees and you change to another web browser window, YouTube for example, soon enough you will start to see advertisements showing Frisbees for sale on Amazon. This is done through cookies.

Cookies are used by companies to track user’s movements around a webpage, recording it and using it to be able to target advertise users with specific products and websites. This is another form of Electronic Customer Relational Management. By doing this, companies are able to promote their products and services through advertisement windows, by using other companies (Sit and Fu, 2001). With gambling, however, it is a grey area when it comes to promotion, as gambling is an addiction for many people all around the world, with the idea that you can make money fast, it is a very enticing offer to a lot of people. The gambling adverts that you see in videos by the likes of 888 Casino, Bet365, Paddy Power and William Hill, have been criticised in the media, with complaints from parents, politicians and other professionals, calling for the advertisement of this kind to be banned, in particular on television, as they feel their children are vulnerable to the exposure of gambling addiction (Martin, 2014).

2.5 Case Study: Gambling in Las Vegas by Louis Theroux

This case study is the documentary created by Louis Theroux, highlighting the CRM methods carried out by larger casinos in Las Vegas. These casinos act as role
models to other casinos around the world, as the case study will show, they are pioneering the way for Casino CRM.

Award-winning documentary maker, Louis Theroux, travels to the world famous destination for gambling, Las Vegas, filming; Louis Theroux: Gambling in Las Vegas (Manchester Evening News, 2013). Las Vegas is home to some of the largest casinos in the world. Theroux books in to stay the Hilton’s Las Vegas hotel during the filmmaking, which houses a casino on site. The room, which tends to be provided to VIP members, consists of a wall-sized television, gold tapped baths under a ceiling mirror, with a grand piano on the mezzanine floor (Gibson, 2015).

During the documentary, Louis Theroux spends time with various customers of the casino, learning their story and shows them as they go about their business, with some spending up to four times the average yearly wage in one night (Dubecki, 2008).

Richard (host)

Upon arriving at the casino, Theroux is greeted by the casino’s ‘Super Host’ who prides himself on his ability to adhere to his client’s every need (Manchester Evening News, 2013). Casinos around the world employ hosts to look after the casino’s guests, from the time they arrive until the minute they depart. It is their job to make the guest feel welcome and valued throughout their stay, as well as trying to influence them into the club (Cabb, 2007).

John and Tim

Theroux also gets introduced to two High-Rollers, John and Tim, two gambling friends who have been attending the casino for years (Dubecki, 2008). They attend the club due to Richard’s efforts of getting them in, meaning Richard has created business from customers who may not have otherwise attended the club (Cabb, 2007).

Martha

Louis Theroux also gets introduced by the host, Richard, to a retired doctor, Martha, who has been coming to the casino every day for the last 10 years. Martha says she has enjoyed every minute of it, while accumulating a total spend of $4 million spent over this time (Dubecki, 2008).

Martha is a highly valued customer for the casino. When her husband passed away, the casino organised and threw a memorial service in his honour, paying for everything, showing their gratitude to her custom and to celebrate her husband’s life (Gibson, 2015). "It was the most beautiful thing you ever saw in your life. It didn't cost me one penny," she reflects (Manchester Evening News, 2013).

When reflecting on the casino and the money she has spent over the years, she simply replies, "They treat me so nicely, that I would not want to go anywhere else," despite having spent at least $1,000 a day on slot machines (Manchester Evening News, 2013), highlighting the fact that the casino has mastered their CRM.
Alan

Theroux also meets a businessman, Alan, known as the Toronto ‘mattress king’, who arrives from Canada on a private jet, provided for by the host, Richard, with the casino’s approval. Alan is housed in a $25,000 a night suite, one of the biggest in North America, all provided for by the casino (Manchester Evening News, 2013). This shows that the casino is willing to invest thousands of dollars into their customers, in order to get ‘High-Rollers’ into the club and cater for their every need.

The Casino

Jimmy, who runs the casino at night, says: "You want people to win. That way, they'll come back. If they never win, they would never come back. We want them to win" (Manchester Evening News, 2013).

It can be said that the Las Vegas casinos are proving their worth at promoting the core belief that a strong CRM promotes a strong business, while keeping customer retention high and in turn, strengthening the loyalty bond between the customer and casino.

2.6 Online Gambling

With the growing use of the internet, more people are turning to the internet for their gambling needs. With online sports betting becoming more popular, with the gaming market having tripled in market size between 2005 and 2015, from $13.4 billion growing to $41.4 billion in 10 years (Statista, 2015), as shown in Figure 3.

With one of the casino’s most played games, Poker, grossing £329 million online in the UK alone in 2013 (Statista, 2016), it would be a large market for any gambling company to miss out on, if they chose not invest in the online market.
Online gambling is highly addictive for many gamblers, as it allows them to eliminate the physical factor of being in the casino. With online casinos being accessible over the internet in most places, via mobile phones and other computer devices, gamblers are now able to play whenever they want, wherever they want.

Online gaming, compared with in-store casino gambling, does not have licencing stating when the gambling has to stop for the day. Grosvenor Casinos have their licencing set so that they are not able to gamble between 7am and 12am, in their venues. This time period is used by the casino to carry out cleaning of the venue, machines, tables and chips, as well as for the money taken over that day to be sorted, counted and recorded; adhering to the Gambling Commission’s licencing laws for Grosvenor. However their online gambling is not licenced to pause during this time, therefore Grosvenor Casino’s online casino continues to operate (Grosvenor Casinos, 2016). Due to online gaming being accessible 24 hours a day with the games being operated remotely, casinos like Grosvenor Casinos would need to invest in this market. Without an online gambling site, any gambling company would lose customers to other sites who do allow gaming at home, work or anywhere with an internet signal, over a business that does not (Doyle, 2016). A loss of customers means a loss of money and therefore damages the business.

The online gaming industry, also known as iGaming, is a heavily regulated industry, with strict laws being set by the Gambling Commission. The Gambling Commission regulate all forms of gambling, remote (online) gaming, poker, casinos, bingo, competitions, as well as complaints and licencing. With online gaming, the Gambling Commission must approve of payment processes, including withdrawals and deposits and how the website is protected (Gambling Commission, 2016).

Online gambling is quick and easy to do. Online gambling accounts are set up by customers with the requirement of having their bank account linked to the profile. By doing this, the customer is able to transfer funds between accounts in seconds, with no restrictions, making online betting even more consuming (Doyle, 2016). This makes it increasingly hard for the casinos, like Grosvenor Casinos, to increase their number of customers entering their venues every day.

Inside casino venues, they offer food, whether it is bar food or restaurant food, alcoholic drinks, as well as soft drinks and hot drinks, but all of which is accessible at home, therefore the original view of customers will stay in the casino as they are able to drink and eat in the venue, is now becoming out-dated, as this is all available with online gambling, from the comfort of your own home (Heitner, 2014).

Grosvenor Casinos have embraced the online market, by launching their online casino in November, 2013 with Evolution Gaming (Phil, 2013). Grosvenor Casinos' online casino has helped to strengthen the customer base up to 1,700,000 members as of 30th June 2015, accumulating 8,700,000 visits annually (RANK GROUP PLC, 2015). Grosvenor Casinos, must try its utmost to keep ahead of its competitors when creating the loyal relationship between customer and casino. They are trying to do this by offering customer deals, some of which try to influence the customer to attend venues. The casino currently offers a £40 online bonus to play with, if they have visited a Grosvenor Casino venue, on top of this, they also provide a £20 Welcome Bonus for signing up, which is accompanied by a £10 Welcome Bonus and a complimentary drink, if they choose to visit a venue (Grosvenor Casinos, 2016). Techniques like these
are used by the casino to strengthen the link between the customer and casino, essentially investing in the customer for their future business.

The one major advantage that a casino has over its internet counterpart is the physical element of gambling. This is the atmosphere of a casino, face-time and interaction with a game dealer and the company of other players. This highlights that an employee with the correct Customer Relational Management training, can be the most important factor when implementing an effective CRM model (Hsieh, 2009).

2.7 Summary of the Literature Review

This Literature Review has identified that Customer Relational Management consists of four main objectives; select, acquire, retaining and extending. Select the customer by identifying who the audience is, the value audience and how to reach them. Acquiring the customer; targeting the right customer the right way, to influence them to become customers. Retaining the customer, which is the strengthening of the relationship between the customer and business, once established. Customer extension, which is done by up-selling and cross-selling of products, services and deals, with the goal of the customer return with friends or family, after recommending the business.

CRM is not a new concept, as it has been around for many years, through simply knowing your customer. This has been an old concept mastered, generally, by shop owners in smaller towns, as less people make it easier for the company to get to know its customers. Tesco introduced the Club Card in 1995, collecting data on customers and analysing the way they shop, predicting trends, predicting what the customer would buy on their next visit, allowing them to recommend particular products. This makes the customer feel known and appreciated, therefore creating loyalty and a relationship with the customer, whilst upselling products. Grosvenor Casinos currently utilise a card point system, much like the Club Card, called the Play Points Card. This card records and obtains information regarding the customers, viewable via the casino’s tills, reception computers, gambling tables and poker room, whilst harvesting masses of data on customers, ready to be manipulated by the company.

Electronic Customer Relational Management (ECRM) is not replacing CRM, but is instead enhancing it. The internet allows businesses to reach out to larger audiences. Data collection is done through multiple methods, including online registration and sign up forms. Grosvenor Casinos online gambling site, is partnered with their in-store information, allowing them to receive promotions and offers for both in-store and online deals, to try to promote both domains of the company. The data collected is then stored in data warehouses, which can be owned by the company or via third party companies. Data warehouses are mass storage facilities used by companies to store records, whether that is financial accounts, delivery data or customer data. Customer data is then analysed by software, conducted via supercomputers by trained analysts, allowing the discovery of trends in the data, thus allowing the prediction of activity forecasts. All of which has to be conducted in an
appropriate manner, with appropriate laws being considered, The Data Protection Act 1998, being one of them.

Casinos have been collecting in-depth customer data for years, prior to ECRM methods utilising this data. Casinos were host to a goldmine of customer data, ideal for analysis and manipulation. Kale (2012) wrote, the aim of a casino’s CRM model is to achieve one or more of seven objects, of which include;

1. Customisation  
2. Coding  
3. Routing  
4. Target Advertising  
5. Sharing Customer information across the enterprise  
6. Improving cost management  
7. Increasing profitability

All seven objectives, identify how a casino operates with their customers, how they categorise and manage customers, as well as business strategies utilised by the company and their policies.

Louis Theroux’s documentary, Gambling in Las Vegas, supports the system highlighted by Kale, displaying how super casinos in Las Vegas have mastered this system, attracting ‘high-rollers’ from all around the world to come and visit the world famous gambling destination. The documentary introduces the casino’s host, Richard, whose job is to become friends with high-roller customers, making them feel welcome and appreciated, as well as organising extras for the customers paid by the company. This level of treatment is not generally used within the UK, as this level of business has not been reached, as this level of gambling is generally associated with Las Vegas.

The documentary also shows how the casino treats its valued customers. This is highlighted with Martha, the retired doctor, who had her husband’s memorial service hosted by the casino, at the casino, without her having to pay a penny.

Gambling companies have taken to the online market and have succeeded tremendously, with the likes of William Hill, Bet365 and Ladbrokes all pioneering online gambling. Online bookies have also expanded their market from sports betting to casino games online, meaning casino companies like Grosvenor Casinos could potentially lose custom to these companies.

In the UK alone, online Poker games grossed £329 million in 2013, supporting the idea that the online gambling market is an incredibly rich market. Online gambling is accessible from anywhere via the internet and is governed by different rules, set by the Online Gambling Commission, meaning unlike UK casinos, they do not have to stop gambling between 7am and 12am, maximising their gambling profits, allowing people to gamble from home. Much like casino gambling, online gambling has to be heavily regulated, with everything needing to be approved by Online Gambling Commission.

Unlike Casinos, online gambling does not regulate how much a customer can spend, preventing them from spending more than they can handle, putting themselves and people close to them in danger. Instead, customers of online gambling are allowed to withdraw as much money as they wish, in seconds, with online betting companies requiring its customers to link a bank account. Whereas casinos have inspectors and
managers who monitor customers, advising customers to not spend more than they can afford. All employees of a casino must be trained to identify if a customer is going beyond their limits and customers who may have a problem gambling.

Grosvenor Casinos heavily promote their in-store gaming, online and vice versa, with the aim of influencing customers to attend venues, as well as play online. This gives the customers a feel of which they play with and what the company is like in person.

Casinos using ECRM methods must ensure that they are constantly in contact with their customers. Keeping contact between business and customers strengthens the bond, meaning the customer becomes more comfortable when interacting with the business.
3.0 Methodology (Research)
3.1 Introduction

Research is not just a process of gathering information; instead it is about answering unanswered questions or creating questions that do not currently exist (Goddard and Melville, 2004), highlighting the importance of research. This is that research broadens ones intelligence by removing ignorance and arrogance that comes when one believes they know a topic inside and out.

This section of the document details the research methods that have been applied throughout the research stage of the project, both primary and secondary, with the aim to collect and analyse data. The purpose of researching using primary and secondary methods is to ensure that correct procedures are carried out when engaging in the research process, while collecting relevant data from past and present. The purpose of research is to obtain data that is used to support an opinion, thesis or idea as evidence, in some cases finding information disproving the point. Thorough research is done to ensure the investigator avoids any bias that may arise, to avoid corrupting the validity of the research project.

3.2.0 Primary Research

Primary research by definition is new research, meaning it has been carried out by the researcher, obtaining information first hand. This research is done by using methods including interviews, questionnaires, surveys and focus groups (FSA, 2015). This is typically considered original information. It is essential to have primary research, as this means that the study being conducted is using updated information, allowing the study to be relevant to the time of publication, rather than years before through secondary research (study.com, 2003). Updated data is essential in business, with the market constantly changing with trends, it is essential to keep updated (Farrell, 2016); the internet has meant e-business changes quickly.

The primary research stage of a project is the stage where you are taking control of the study. You are asking the questions, finding the answers to the exact require, from knowledgeable or experienced personnel (Thels4profitTeam, 2009). By having this control, it makes the data collected as appropriate to the study as possible.

3.2.1 Primary Research - Interviews

Interviews are a reliable form of data research that allows the researcher to converse face to face with a professional surrounding the field of study, while quizzing the professional with properly structured questions. For interviews, unstructured questions tend to be used as they are open ended, meaning the interviewee can talk for as long as they wish for an answer, rather than a sentence or two. This form of
data collection is qualitative research, meaning it is of a high quality due to the methods the data has been collected and the source of the data being collected from.

It is a reliable source of research if the data subject is a professional in the field of study, as they are able to speak openly with complete flexibility with answers (Opdenakker, 2008), allowing the answers to be provided in the upmost confidence and purity.

Interviews are a strong tool to use, as the questions are dictated by the researcher, controlling the way the interviewee will answer, whilst allowing them to answer openly. This is helpful as it means the interviewee may provide the researcher with a goldmine of information relevant for the study, allowing the researcher to conduct their studies to a high degree (Bampton et al., 2008).

Conducting interviews also means that the interviewee will always be predetermined, whereas with questionnaires, anyone could be answering, whether they have complete experience or zero experience.

The interview questions used for the primary research of this project were created through the use of an interview and questionnaire matrix, which aided in the creation of appropriate semi-structured questions for the interview.

3.2.2 Primary Research - Questionnaire

Questionnaires are an ideal data collection method when aiming to collect a large data set, with a variety of data regarding the research topic. Questionnaires are considered a quantitative research method, meaning it produces a large amount of data that can be manipulated by analysts to identify trends in data. Questionnaires tend be created in one of three ways; structured questions, unstructured questions or semi-structured questions (ETA and CDC, 2008), all of which result in different responses for the same questions.

Structured questionnaires tend to be used for closed questions, questions that are used to obtain quantitative data to be analysed for trends or patterns within the data (sheffield.ac.uk and The University of Sheffield, 2014). The questions tend to be well worded in the way that it only allows the data subject to answer the questions to the point.

Unstructured questionnaires are based upon open questions, which allow the data subject complete flexibility when answering. This means data subjects are able to speak freely, rather than to how the researcher would otherwise dictate (Timpany, 2011). This allows the data subject to answer questions using their own words, with the possibility of answering with more effective answers, compared with those from closed questions.
Semi-structured questionnaires are essentially a mixed combination of structured and unstructured questions. The use of both questions is dependent on the data required by the researcher and the topic of study.

A questionnaire is a strong tool in any researcher’s arsenal when trying to collect useful data for any specific reason. Questionnaires are important to use as they allow the researcher to achieve the views and opinions of a large amount of people, with the target audience being specified for the study. With structured questionnaires especially, the researcher has complete control of the outcome of the answers, as they are able to guide the answers to how they require, rather than having them open to discussion when using unstructured questions.

The questionnaire used for the primary research of this project, was created through the use of a questionnaire matrix, as shown in Figure 4, which aided in the creation of appropriate semi-structured questions, supported by the Research Onion (Saunders, Lewis, and Thornhill, 2011).

<table>
<thead>
<tr>
<th>Questionnaire/ Interview</th>
<th>Literature Review</th>
<th>Questionnaire Questions</th>
<th>Interview Questions</th>
<th>Yes</th>
<th>No</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire Question</td>
<td>Membership length</td>
<td>How long have you been a member of Grosvenor Casinos?</td>
<td></td>
<td></td>
<td></td>
<td>This question is to determine the length the customer has been a member.</td>
</tr>
<tr>
<td>Questionnaire Question</td>
<td>Visit date</td>
<td>How often do you visit Grosvenor Casino Cardiff a month?</td>
<td></td>
<td></td>
<td></td>
<td>To determine the customers visit frequency.</td>
</tr>
<tr>
<td>Questionnaire Question</td>
<td>Customer rating</td>
<td>How would you rate Grosvenor Casino Cardiff?</td>
<td></td>
<td></td>
<td></td>
<td>This is to evaluate if satisfied the customers are with the company.</td>
</tr>
<tr>
<td>Questionnaire Question</td>
<td>Customer rewarding</td>
<td>Have you ever been rewarded by the company?</td>
<td></td>
<td></td>
<td></td>
<td>To determine whether the customer has been rewarded by the company, Translated with the satisfaction, to evaluate if this is the remaining behind it.</td>
</tr>
<tr>
<td>Questionnaire Question</td>
<td>Social media exposure</td>
<td>Do you follow Grosvenor Casino Cardiff on social media (Facebook/Twitter)?</td>
<td>Discuss the importance of Social Media for creating new customers and retaining old ones.</td>
<td></td>
<td></td>
<td>To determine the extent of social media exposure.</td>
</tr>
<tr>
<td>Questionnaire Question</td>
<td>Social media interaction</td>
<td>Have you ever been tempted to Grosvenor Casino Cardiff from an offer or deal you’ve been posted online?</td>
<td></td>
<td></td>
<td></td>
<td>The effectiveness of this exposure of social media pages.</td>
</tr>
<tr>
<td>Questionnaire Question</td>
<td>Social media influence</td>
<td>Have any of the following influenced you into attending the Casino?</td>
<td>Discuss how introducing ECRM platforms like Social Media has affected the company.</td>
<td></td>
<td></td>
<td>Influencing factors surrounding visiting the casino, whether social media has affected this.</td>
</tr>
<tr>
<td>Interview Question</td>
<td>ECRM Methods</td>
<td>What ECRM methods currently being used by Grosvenor Casino.</td>
<td></td>
<td></td>
<td></td>
<td>To outline the methods utilised by Grosvenor Casino.</td>
</tr>
<tr>
<td>Interview Question</td>
<td>CRM and ECRM benefits and costs</td>
<td>Discuss the comparison between ECRM and non-Electronic CRM methods</td>
<td></td>
<td></td>
<td></td>
<td>Comparing the methods used, both electronic and traditional, allowing them to be analysed.</td>
</tr>
<tr>
<td>Interview Question</td>
<td>ECRM Issues</td>
<td>Discuss the issues faced when using ECRM to interact with customers?</td>
<td></td>
<td></td>
<td></td>
<td>The social media interaction through ECRM methods and their effectiveness.</td>
</tr>
</tbody>
</table>

Figure 4: Questionnaire Matrix
3.3.0 Secondary Research

Secondary research by definition is the collection and summary of pre-existing research, already done by researchers, regarding a topic of study. It is the process of consulting previously published literature, articles and reports regarding the studied topic (Sims, 2016). It is essentially the interpretations of another author’s research, supporting or disproving the information that the researcher’s primary research has found, positive or negative to the study (study.com, 2003). Secondary research is used to support the data collected through the primary research methods and is generally available to anyone, as the majority of secondary research can be collected via the internet (Farrell, 2016).

Secondary research more often than not provides the researcher with a strong base for the development of the primary research. Despite this, it has to be said that secondary research comes with its disadvantages; this being that the information could be out-dated, potentially rendering the information irrelevant to the study (TheIs4profitTeam, 2009), particularly when studying something as fast changing as the internet, e-business and its associated trends.

3.3.1 Secondary Research Literature Review

The literature review, by definition is a report containing appropriate, previously published literature to help describe, summarise and evaluate a selected area of study, whilst providing a theoretical base of research to aid the researcher to achieve a set object. By constructing a literature review, the researcher should have provided their study with a strong set of secondary research, allowing them to present themselves and their audience with a compilation of already published information regarding the topic (researchgate, 2010). It is a section of a research thesis that contains general and specialised literature.

The literature review is an important section of any thesis, as it helps to justify the question proposed by the author, with relevant research conducted by previous researchers. A poorly written literature review can cause knock back effects for a research paper, whereas a well written literature review supports the research paper throughout the entire paper. A poorly written literature review may not contain strong enough references, or simply not enough references (Bell, 2014), subsequently causing the researcher’s paper to appear weak and not adequately support the question proposed by the author.

The literature review for this paper begins by stating the question proposed by the author, “What electronic Customer Relationship Management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their Customer Relationship Management (CRM)?”

The literature review then goes on to break the question down into sections, starting off with the basis of the question; the Customer Relational Management
This section explains what a CRM is and how it is important to any business using it.

The literature review then goes on to explain what Electronic Customer Relational Management (ECRM) is, how it is important and how it is changing the way businesses operate. This section also explains how businesses have incorporated this strategy on mass scales through the uses of supercomputers and data analysis software.

The literature review then goes on to show how the company in question’s (Grosvenor Casinos Cardiff) CRM works and the ECRM strategies that they are currently using. This allows the author to adequately display the processes that the company are currently using, allowing the researcher to outline what is being done and what is not being done. This enables the author to identify alternative methods that the company could incorporate into their system to boost their in-house business and e-business.

By doing this, it allows the researcher to discover knowledge that already exists and is already published on the related research topic, allowing the author to elaborate on this, support the previously published knowledge and apply this knowledge to the research topic at hand (researchgate, 2010). By doing this, it gives the researcher the opportunity to educate themselves and in the future, others on the research topic, with potentially updated information, corrected information or by supporting previously published knowledge. This allows the audience to be able to discover read papers through references from the author, all whilst justifying the relevance of the proposed study. This allows the author to critically evaluate the topic of research, enabling them to form a supported conclusion of the research topic (Cottrell, 2011), with the possibility of allowing the author to produce recommendations to those who may need it.

3.4 Research Methods

Research methods can generally be divided into two main categories: Quantitative research methods and Qualitative research methods (UoB, 2016).

Quantitative research methods allow the researcher to obtain information quickly, with a variety of answers being acquired, allowing the researcher to collate collections of data for analysis (FHI, 2006). This is generally done through data collection methods including questionnaires and surveys. These can obtain information from a minimum of 50 data subjects to an infinite amount, depending on range the researcher is aiming to achieve. The data is then manipulated by the researcher to identify trends within the data (Bricki, 2007), with the aim of proving the thesis correct.

Qualitative research methods allow the researcher to obtain information from professionals in the field of study, meaning the quality of data is to a higher standard, making it relevant to the study (Labaree, 2009). This is generally done through methods including interviews and focus groups with professionals who can contribute to the study with their knowledge on the subject.
For this research, the inductive approach will be taken, as the aim for this project is to uncover unused CRM techniques by Grosvenor Casino Cardiff, thus creating a new theory of how to strengthen their CRM, rather than the deductive research method, which is aimed at testing a theory, rather than creating a new one (Stenbacka, 2001), which has been derived by the use of the Research Onion, as shown in Figure 5.

With the findings of the qualitative and quantitative research methods received, the triangulation of the data from the cases study, questionnaires and the interview, can be carried out. The triangulation of the data aims to verify the resources used, causing the findings to be deemed relevant and valid to the study.

**Figure 5: The Research Onion is an image from Research Methods for Business Students (Saunders, Lewis, and Thornhill, 2011)**
3.5 Issue of Bias

With primary research, there could be an argument of bias with the interviews, as the questions being dictated for. This means the questions are constructed for the data subject to answer in a certain way, whether the question is open ended or close ended (KnowThis, 2014), their answers are being guided in a particular way that suits the researcher. This could be an argument for bias as the answer the research wants is being sought after, rather than it being concluded, despite it being tailored to be relevant to the study.

It is a similar case with the secondary research, as the secondary research is conducted by the researcher with the aim of looking for literature that is appropriate to the topic of study (FluidSurveys, 2013). This means they are looking for the exact information they want to find, which could be grounds for the argument of bias.

Some Quantitative research methods can also be accused of bias. When a questionnaire or survey is sent out, the field of data subjects must be fair, which must include members of all sections of society. This is generally overlooked when obtaining information through questionnaires and surveys, as they tend to be given to the ideal data subjects, rather than a random cluster of people. For example, if a questionnaire regarding internet broadband speed is handed out to people living in Cardiff Bay to obtain an overall opinion of Cardiff’s quality of internet, the information obtained is biased. This is because the information received is only from a section of the city which has received investment from the government, as well as having access fibre optic cable installed, whereas if the information was only collected in Ely, a community in North East of Cardiff, where the community have received a considerably less amount of investment, where copper wire is still in use. This would mean the information collected from the two areas would be different, as their situation is very different (FluidSurveys, 2013). This means that when a questionnaire is being conducted, location has to be considered, as well as other factors including age demographics and gender. By considering and applying these to the participant field, the argument of bias can be eliminated.
3.6 Summary

The research is essential to any thesis paper, as strong and related research promotes a strong paper, justifying and supporting the researcher’s question.

Primary research is essential when writing a research paper, as primary research is up-to-date information related to the question. Recent information is valuable when used to support the researcher’s thesis.

The two primary research methods, interview and questionnaires, are both strong methods of data collection. Interviews are qualitative research methods which collect valuable information from knowledgeable professionals. When information is being provided via open ended questions, it allows there to be a great opportunity of collecting useful and related information. The setback with interviews is it would be difficult to get inroads into big companies to organise these interviews, especially if you do not have contacts prior to the study, as large companies or professionals may not want to give up their spare time to be interviewed.

Questionnaires are quantitative research methods that work on the basis of being either structured, semi-structured or unstructured in the way that questions are written. When seeking large amounts of data, structured questions are ideal, as it gives the data subject the choice of answers, rather than allowing them to answer exactly how they wish. This makes it easier when analysing the data, as it makes it easier to compare chosen answers rather than comparing written answers. Questionnaires, however, can be biased depending on the study. Various influential factors must be considered when distributing the questionnaires, including the location, age demographics and gender, to allow the study to be concluded as fair.

Secondary research is the study of previously published literature by other researchers regarding the field of study. Secondary research is reliable, as it has been preapproved by professionals, meaning that it can be suitable source of reference. Literature reviews are useful as they allow the researcher to support their primary research findings with previously published literature as support. Secondary research may however, contain out-dated information. Therefore the date of data collection from other researchers is an important factor, as out-dated information is more or less unusable in an ever changing field, such as the one being studied.
4.0 Findings and Discussion

4.1.0 Data Capture

For the primary research for this question, qualitative research in the medium of an interview, is going to be conducted with a member of staff of the Grosvenor Casino and her parent company, Rank Group plc. The member of staff is Jonathan Bryant, New Sales Manager and Marketing Manager at Grosvenor Casino and Rank Group plc. On top of this, quantitative research will be carried out in the medium of questionnaires, which will be handed out to customers of Grosvenor Casino Cardiff.

4.1.1 Questionnaire

The primary research for this research project will include questionnaires, a quantitative research method that involves a set of structured questions regarding the research topic. These structured questionnaires will consist of seven pre-approved questions that will probe to find whether or not the casino is achieving its aim of a successful ECRM that they have set out to achieve.

These questionnaires aim to uncover areas that the Grosvenor Casino Cardiff team are strong at, when it comes to strengthening their relationship with the casino, as well potentially revealing where the company are falling short, thus providing in the end results, areas where the Grosvenor Casino Cardiff team can work on through recommendations, based upon justified findings, to aid in their CRM process.

The questionnaires are aiming to retrieve 50 responses from customers, all of which will then be analysed. This allows there to be a fair number of responses, in order to gather a greater understanding of how the customer feels and interacts with the company.

4.1.2 Interviews

To support the quantitative research obtained by the questionnaires, quantitative research will also be carried out, through the medium of an interview. The interview will consist of two questions confirming the interviewee’s identity and position in the company. Accompanied by five questions; each with two to three containing questions with the aim of probing into further detail of the company and their ECRM methodology.

The interview will be conducted in Grosvenor Casino Cardiff, with the interview being recorded via a recording device, with the interviewee’s written and spoken consent beforehand.

The interviewee is an appropriate member of staff, who works in an appropriate department. The interview will be conducted with Jonathan Bryant, the New Sales Manager and Marketing Manager of the Cardiff store for Grosvenor Casino (Interview 1, Line 7).

The interviewee has also agreed for the interview to be transcribed and referenced to for the benefit of the study (Interview 1, Line 2).
4.2.0 Data Analysis

The following section of the document acts as a report of the data that has been captured via the primary research methods; questionnaires and interview. Thematic analysis will be carried out, meaning the data is aiming to provide common trends within the questionnaires and the interviewee’s data. Upon finding any trends, they will be published in their respective sections.

4.2.1 Questionnaire (Results and findings)

The questionnaire for this research was constructed with the aim of obtaining a greater understanding of how the customer feels about the casino and the effectiveness of their current CRM and ECRM techniques used.

The first question of the questionnaire, titled “How long have you been a member of Grosvenor Casinos?” is aimed at discovering how long the data subject has been a member of the casino. This data, along with data provided in further questions will provide information regarding how the casino interacts with new customers.

The questionnaire found that 34% (17 of 50) of data subjects have been a member of Grosvenor Casino for less than a year, the highest of the study. 20% (10 of 50) data subjects have been members between one and two years. 22% (11 of 50) of data subjects have been members between two and three years, with 24% (12 of 50) of data subjects have been members of the casino for more than three years.

With the remaining options coming close together; two and three years (24%), one and two years (22%) and less than a year (20%), respectively, indicating a variety of members contained in the questionnaire process, as shown in Figure 6.

![How long have you been a member of Grosvenor Casinos?](image)

Figure 6: How long have you been a member of Grosvenor Casinos?
The second question of the questionnaire, titled “How often do you visit Grosvenor Casino Cardiff a month?” is used to find how often the members attend the casino, along with further data, to investigate if there are any influential reasons for this, other than to win money.

The questionnaire found that 28% (18 of 50) of data subjects visit the casino between two and five times a month. With a total of 32% of applicants visiting the casino at least six times a month, as shown in Figure 7. It is fair to assume these customers are regular customers, visiting at least once a week.

Figure 7: How often do you visit Grosvenor Casino Cardiff a month?
The third question of the questionnaire, titled “How well do you think Grosvenor Casino Cardiff value your custom?” is aimed to uncover how the customer feels, whether they are appreciated by the company or not. The data from this provides the impression that the majority of the customers feel they are appreciated by the company, with 56% (28 of 50) of data subjects selecting the option ‘They appreciate me’. This also means that 44% customers who ‘I don’t know’ if they company appreciate them (42% chose this) and 2% of customers (one customer chose this) think that the company do not appreciate them at all, as shown in Figure 8.

![Figure 8: How well do you think Grosvenor Casino Cardiff value your custom?](image-url)
The fourth question of the questionnaire, titled “Have you ever been rewarded by the company?” which is asked to find how many of the data subjects have been rewarded by the company, in the form of complimentary drinks, complimentary food, or any other way.

This question resulted in 66% of customers stating that they have been rewarded; suggesting a direct collation with how they feel the company appreciates their custom. With the remaining 34% (17 customers), it is fair to suggest they may not feel appreciated, as they have not been rewarded by the company, which may be down to their visit frequency, as shown in question one, as shown in Figure 9.

![Figure 9: Have you ever been rewarded by the company?](image-url)
The fifth question of the questionnaire, titled “Do you follow Grosvenor Casino Cardiff on social media?”, which is asked to identify, of the 50 data subjects, how many of them are aware and are following the company’s social media pages, as shown in Figure 10.

This question resulted in 48% of customers stating they follow Grosvenor Casino Cardiff on social media, with 38% of customers admitting they do not, with 14% of customers not realising Grosvenor Casinos Cardiff are on social media. This suggests that 14% of the customers are unaware of the promotions, deals and offers, tournaments and events running in the casino, which would advertised via social media, theoretically meaning the company are missing out on, essentially 14% increased custom.

![Figure 10: Do you follow Grosvenor Casino Cardiff on social media?](image)
The sixth question of the questionnaire, titled “Have you ever been tempted to Grosvenor Casino Cardiff from an offer or deal you have seen posted online?” as shown in Figure 11.

This question resulted in 60% of customers responding with the answer ‘Yes’ and 40% with the answer ‘No’. It would be fair to assume that 48% of the 60% of people who selected ‘Yes’ as their answer, were exposed to posts via social media, with the remaining 12% of the 60%, influenced by the company’s online gambling website, which occasionally advertises the Cardiff club.
The seventh question of the questionnaire, titled “Have any of the following influenced you into attending the Casino?” as shown in Figure 12.

This question is used to identify the influential reasoning for customers attending the club, on top of the chance of winning big. The highest chosen option was promotions and deals, chosen by 50% of data subjects. In second place was ‘Social Media posts’, coincidentally with 48% of customers selecting this option. This supports the previous statement created in question six, that all 24 customers who interact with the social media account, are influenced into the club. Third place belongs to ‘Advertisement online’, with 34% of customers selecting this. ‘None of the above’ in fourth place with 24%, suggesting that just under one quarter of customers were not influenced by any on the stated reasons to enter the club, indicating they may only be in the club to try and win big. Finally, with only one respondent selecting ‘Advertisement over the radio’, which is concerning, as the casino does not advertise over any radio stations in the area.

![Have any of the following influenced you into attending the Casino?](image)

Figure 12: Have any of the following influenced you into attending the Casino?

After analysing the data provided by the questionnaire, it is fair to suggest that anyone who does follow the social media accounts of Grosvenor Casino Cardiff, have been influenced by their advertisements to enter the club. By combining the two most influential factors evidenced by question seven, the casino should invest more time into advertising promotions and deals via their social media profiles, as this has a proven record of retrieving positive results, based upon these findings.
4.2.2 Interview (Results and findings)

The interview, with Jonathon Bryant, the New Sales Manager and Marketing Manager at Grosvenor Casino in Cardiff, has been in this role for three and a half years. The first question, regarding the importance of using Social Media in retaining and creating customers and what methods used, Jon replied,

“Facebook has become a massive tool in the organisation, just because obviously it’s a free platform, occasionally, two or three times a week we’ll boost a post. We’re able to offer the casino facilities, events that we’re doing, on a social media platform, it helps us to attract a captive audience” (Interview 1, Line 14 - 18)

Jon then goes on to mention, with Facebook, he can post about events, say boxing, he can alter demographics, geographical, age group, sex, to how he wishes, targeting his audience further (Interview 1, Line 21). Jon then mentions how he is able to advertise to parties from other cities, coming over to Cardiff, promoting the club, simply with Facebook posts (Interview 1, Line 34 - 37).

When asked, ‘how effective is Social Media at retaining customers’, Jon admitted it is hard at the moment with what they are doing, as it is difficult to track, unless they utilities methods used by other Grosvenor Casinos (Interview 1, Line 40 – 41), including redeeming online vouchers in-store using codes, CASINO1, GCASINO, etc. When asked if any of these offers are going to be introduced in the Cardiff club, Jon stated they will be. They are currently running an online competition where there are five pairs of tickets for the Judgement Day rugby games going on in Cardiff’s Millennium Stadium, along with two Burger, Beer and Bets vouchers (a promotion for a £8.50 burger, £3.50 pint of beer and £5 bet, all for price of £8.75). So these offers are going to be utilised more in the future, allowing the casino to then track the online influence more so (Interview 1, Line 112 – 126).

When comparing ECRM and CRM methods, Jon states how when the casino post out letters to customers, with offers, vouchers, etc, it tends to not get looked at twice and thrown away, assuming it is junk mail without even looking inside (Interview 1, Line 60 – 62). This is not the case with Social Media, as it is promoted by interest via friends, or the page customers have liked.

Jon was then asked, what is the most commonly used ECRM method currently being used in the Casino, to which he replied with Facebook and Twitter, more so Facebook. He says if you see a post on Facebook and ‘like’ it or ‘share’ it, it is then exposed to all of your friends, as well as the people it has already been posted to, it is a snowballing effect from there, creating mass exposure (Interview 1, Line 68 – 71).

When asked if ECRM methods like Social Media have become a focus for CRM within the company, Jon replied stating that the company have created a whole new department to manage this side of the company. Meaning the company sees the potential in Social Media and e-business to invest its time and money in this department (Interview 1, Line 76 - 85).

Jon, when asked if social media has affected attendance numbers in the casino, he admitted again, it is hard to record, much like retaining customers. Despite this, since the introduction of the Social Media side of the company, attendance numbers are up in clubs across the country (Interview 1, Line 114 - 118).
When asked if the Social Media profiles used by the company make it easier for the company to interact with customers compared with traditional CRM methods, Jon, with no hesitation proudly stated, yes. The reason being previously, the company would rely on call backs from mail they would send to customers, costing the company around £20 for every 100-110 customers posted to (Interview 1, Line 142 - 146). Whereas with social media, Facebook allows a company to boost a post for £25, to thousands more people. For the Anthony Joshua fight in April, the company boosted a post and it was exposed to a further 68,000 people online, Jon simply replied, “68,000 more people for £25, no brainer.” (Interview 1, Line 88 - 103).

Jon, when asked the question whether ECRM methods being used have had any issues, when trying to interact with customers, he simply explained how any possible issues used have been avoided. Anything Jon posts online, has to be approved by Grosvenor Casinos' head office, Rank Group plc. The department in head office regulates what is posted and what is written, as well as advising individual clubs, especially when promoting events, mainly due to licencing issues. Jon admits that the only problem he has had with customers is his spelling, which as it is his only problem, he is happy; it is fixable (Interview 1, Line 218 - 228). Jon admits he is had people approach him on the casino floor saying they have been talking to him over Facebook and Twitter, making them comfortable when coming to the casino, allowing the casino to become a friendly place for customers to come, they feel welcomed (Interview 1, Line 241 - 243), creating loyalty and strengthening relationships.

Throughout this interview, Jon also admitted that the company also manipulates the visit data, collected when a customer enters the club. When a customer signs up to a club, lots of personal details are collected, allowing the company to build a strong profile for each customer. This data has allowed the company to promote particular events, not only sport events, but religious events, national events, including the Diwali light festival, Chinese New Year, etc. This data manipulation has allowed the company to target specific customers with specific audiences (Interview 1, Line 256 - 260).

After analysing the data collected via the interview with Jonathon Bryant, it is fair to say that Grosvenor Casinos and Rank Group plc. have invested tremendous time and money into e-business, particularly social media. The company sees the potential that social media has when strengthening their CRM, as well as the results it is having up and down the country, with attendance numbers increasing and satisfaction improving. Facebook has allowed companies to promote their clients to their 1.59 billion members worldwide (Facebook, 2016). For the price of £25, companies are able to boost posts out to thousands more people, increasing exposure massively. If the customer does not choose to come to the casino from seeing a post online, they know something is going on. The repeated messages may eventually cause the Facebook user to eventually want to try out the casino, to see what the posts are for.

This interview has supported the view that social media is an incredible tool for e-business when trying to promote business, services and products, as the audience that uses social media is in the billions (Facebook, 2016), any company that does not utilise this, is essentially fooling themselves, losing themselves customers and therefore business.

There are plenty of ECRM methods being used by Grosvenor Casinos, despite other clubs in the company using online redemption codes, the Cardiff store currently do not use this, which could be costing them business, as well as be providing a false sense of success, because as of this point, the effect of social media on the Cardiff
venue has not been recorded, meaning they do not know how far they have come or how far they have to go in succeeding online.
5.0 Conclusion

With the world’s technology advancing every year and the internet becoming a part of everyone’s life, it is essential that business changes to accommodate this. The gambling industry is no different. Gambling, like many other things, is accessible online, meaning the gambling venues must provide customers with reasons to attend the club, rather than play online. This is done by the use of an effective CRM model, accompanied with appropriate ECRM methods. Used appropriately, CRMs are key to a successful business, online and in-store.

With the introduction of Grosvenor Casino’s online gambling website in late 2013, Grosvenor have been aiming to conquer the online market, as well as the local market. Cardiff is home to three casinos, Grosvenor Casino, Rainbow Casino and Les Croupiers, so keeping customers from leaving for rival companies is an on-going battle. The key to a successful Customer Relational Management model is achieving the four objectives; selecting, acquiring, retaining and extending customers.

With 32% of customers who participated in the questionnaire visiting the casino more than 6 times in a month, this indicates the casino are succeeding in retaining customers, which is highlighted with 66% of the questionnaire participants having been members for more than a year.

On top of this, 66% of the customers who participated in this research have also been rewarded by the company, which can include complementary food or drinks. This supports a good CRM model because rewarding customers strengthens the bond between customer and company, with 56% of participants feeling that the company appreciates them. This enforces loyalty between customer and company, potentially securing their business in the future by promoting a long term relationship, acquiring and retaining customers in the process.

ECRM, however, requires a company to go above and beyond when trying to acquire an online audience. There are many big known names in the online gambling world, with the likes of Ladbrokes, William Hill and Bet365 now supplying casino games, alongside their sports betting. Therefore, a company like Grosvenor Casino must use their unique factor of having venues in cities around the UK, to their advantage when obtaining customers.

The Cardiff venue is promoted online via social media pages, Facebook and Twitter. It was found that 48% of customers participating in this study follow the social media pages, with 14% of members not knowing about the social media pages. If the 14% of lost followers can be capitalised on, the exposure of the casino can be heightened. The casino’s Facebook page is currently interacting with up to 68,000 customers at a time, with its current followers. This means with a 14% increase in followers, the exposure rate could exceed the six-figure mark, promoting the casino further afield or more in-depth in the area, promoting business through customer extension. This is evidential as 50% of customers have been influenced by social media posts, which alongside the 48% of participants who follow the social media profile, supports the conclusion that the social media postings are influential, even to customers who do not follow the social media pages.

The New Sales Manager and Marketing Manager at Grosvenor Casino Cardiff highlighted the success of the online methods being introduced for the venue. This is
supported by the fact that Grosvenor’s parent group, Rank Group plc, has employed a department to manage the surge in activity that has accompanied the social media and iGaming introduction in late 2013. This department deals with the posts put out by individual clubs around the United Kingdom.

It would be fair to suggest that the social media exposure of the company is the most effective when it comes to acquiring customers. This is supported by Jonathan Bryant, the New Sales Manager and Marketing Manager of Grosvenor Casino Cardiff, who disclosed that since the introduction of social media profiles to the company, venue attendance numbers are up all around the country. This suggests that the key to a successful CRM for casinos is strongly run social media profiles.

E-business has shown to be a key factor in acquiring and retaining customers, which in turn, will extend to further customers, through relationships formed through the casino to the customer. This is supported by the exposure that Facebook has allowed the Cardiff social media pages to obtain, with posts reaching out to 68,000 active users. Partnered with the online gambling site, the social media pages are able to promote their iGaming facilities, as well their in-store gambling facilities.

It would be fair to suggest that the company must continue investing in their e-business departments, as this has shown to provide results in the form of online custom and in-store custom. The two together allow the customer to feel at home with the casino, transferring funds confidentially, with a company they are used to using in-store and interacting with staff, which is made easier through the transparency of customer data throughout the company, as staff members are able to learn about customers using their Play Points Card.

The exposure of the casino given via Facebook posts being boosted is untouchable, when compared with traditional, non-electronic methods. With the price of posts being boosted being £25 and posts reaching the amount of members it does, it cannot be ignored.
5.0 References

5.1 Citations, Quotes & Annotations


(Alba and Greenberg, 2015)


(BBC, 1960)


(Bampton et al., 2008)


(Bell, 2014)


(Bricki, 2007)


(Cabb, 2007)


(Chaffey, 2011, p. 451)


(Chaffey, 2011)

(Chandra and Strickland, 2004)


(Close et al., 2001)


(Cottrell, 2011)


(Davidson, 2015)


(Doyle, 2016)


(Dubecki, 2008)


(ETA and CDC, 2008)


(FHI, 2006)

FSA (2015) Primary and secondary research - market research and consumer protection - food standards agency. Available at:

(FSA, 2015)


(Facebook, 2016)


(Farrell, 2016)


(FluidSurveys, 2013)


(FluidSurveys, 2013)


(Gambling Commission, 2016)


(Gibson, 2015)


(Goddard and Melville, 2004)


(Goldstein, 2001)


(Manchester Evening News, 2013)


(Martin, 2014)


(Milović, 2012)


(MorganSlideshows, 2016)


(Mortimer, 2015)


(NCC, 2016)


(Opdenakker, 2008)


(Phil, 2013)


(Rahman, 2016)

(Red Eye InternationalLtd, 2016)


(Rembrandt, 2002)


(Reuters, 2016)


(Ring, 2016)


(Roberts, 2013)


(Sims, 2016)


(Sit and Fu, 2001)


(Sophonthummapharn, 2009)


(Statista, 2015)

Statista (2016) *Gross online gambling yields in the United Kingdom (UK) in 2009 and 2013, by segment (in million GBP)*. Available at:

(Statista, 2016)


(Stelzner, 2014)


(Stenbacka, 2001)


(Sue Scullin, Fjermestad, and Romano, 2004)


(THE RANK GROUP PLC, 2015)


(Thls4profitTeam, 2009)


(Timpany, 2011)


(UoB, 2016)


(Vella and Caruana, 2012)

(WATSON and KALE, 2003)


(WIRE, 2015)


(Williams, 2005)


(World Stats, 2015)


(researchgate, 2010)


(sheffield.ac.uk and The University of Sheffield, 2014)


(study.com, 2003)
6.0 Appendix
6.1 Ethics forms

Ethics Clearance Number: 2015D0391

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document Ethics application guidance notes will help you complete this form. It is available from the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

PLEASE NOTE:
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

PART ONE

<table>
<thead>
<tr>
<th>Name of applicant:</th>
<th>Michael Dunwoody-Kneafsey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Stuart McNeil</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>CSM</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>ST20045884</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>BSc Computing (Hons)</td>
</tr>
<tr>
<td>Project Title:</td>
<td>What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>7th February</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Funding Body (if applicable):</td>
<td>N/A</td>
</tr>
<tr>
<td>Other researcher(s) working on the project:</td>
<td>None</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>No</td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Will the study involve taking samples of human origin from participants?</td>
<td>No</td>
</tr>
<tr>
<td>Does your project fall entirely within one of the following categories:</td>
<td></td>
</tr>
<tr>
<td>Paper based, involving only documents in the public domain</td>
<td>No</td>
</tr>
<tr>
<td>Laboratory based, not involving human participants or human tissue samples</td>
<td>No</td>
</tr>
<tr>
<td>Practice based not involving human participants (e.g., curatorial, practice audit)</td>
<td>No</td>
</tr>
<tr>
<td>Compulsory projects in professional practice (e.g., Initial Teacher Education)</td>
<td>No</td>
</tr>
<tr>
<td>A project for which external approval has been obtained (e.g., NHS)</td>
<td>No</td>
</tr>
</tbody>
</table>

If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required. If you have answered NO to all of these questions, you must complete Part 2 of this form.

In no more than 150 words, give a non-technical summary of the project:

This research will investigate the current CRM methods that the Grosvenor Casinos Ltd are using to manage their customer relations, and to establish where these could be improved using current e-business strategies, with a particular focus on e-CRM.

The aim will be to analyse the current and contemporary practices and strategies to create recommendations for Grosvenor Casino Ltd, and ultimately strengthen the customer to business relationship.

The research throughout this investigation aims to uncover how Grosvenor can increase a better retention with their customer base.

DECLARATION:
I confirm that this project conforms with the Cardiff Met Research Governance Framework

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disseminate any material produced as a result of this project without the prior approval of my supervisor.

Signature of the applicant: [Signature]  Date: 3rd December 2015

FOR STUDENT PROJECTS ONLY

Name of supervisor: Stuart McNeil  Date: 3rd December 2015

Signature of supervisor: [Signature]
PART TWO

A RESEARCH DESIGN

A1 Will you be using an approved protocol in your project? No

A2 If yes, please state the name and code of the approved protocol to be used
Not Applicable

A3 Describe the research design to be used in your project
This dissertation paper will involve both qualitative and quantitative research in order to collect data. Through mixed-method research, it will allow all of the information to be evaluated, resulting in a supported conclusion regarding where Grosvenor Casinos may be going wrong with their customer relational management; providing the company with alternative methods to use to strengthen current relationships or potentially create new ones.

The research strategy that will be used within this research project will be the; Mono method (Saunders, 2006).
The research philosophy for this research project is; Interpretive (Saunders, 2006)
The research methods going to be used in this research project will be; Inductive (Saunders, 2006)

Interview –

---

1 An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here
The sample size of the interview will be 1. The participants consist of: Jonathan Bryant, Sales Manager, Grosvenor Casino Cardiff

The interviews will be conducted in Grosvenor Casino’s Cardiff venue on Monday 8th February 2016.

The interviews are expected to run for 10-15 minutes for each interview.

The interviewee will be informed prior to the interview, regarding the questions and the time length, along with the consent form, ensuring all parties involved are happy with the situation.

**Questionnaires**

A questionnaire containing questions intending to determine how the customers of the casino have felt that they’ve been treated, will be constructed. With prior relationships with customers of Grosvenor Casinos, having been an employee of Grosvenor Casinos Cardiff for over 6 months (as of December 2015) making it beneficial for me and my research project.

The questionnaire will be distributed to 50+ Grosvenor Casino members to gain quantitative information on how they feel the company treats them for their continuous loyalty to the company, with prior approval from the Casino manager, Vincent Dale (ref to document in your appendix).

Piloting of the research questions for the interviews and questionnaire. Please review the research questioning matrix. The questionnaires and interviews will be used to collect primary data and will be developed from the analysis of current literature within the given domain.

All of the data collected through primary research methods, will then be scripted and textually analysis and collated using excel.

The interviews conducted will be stored and analysed once completed, only being used for the purpose of this research project. Doing this will ensure that the anonymity of the interviewees is maintained.

All data collected will remain confidential at all times, with the data all being stored in a secure location, held on a storage device with password protection, ensuring the protection of all data collected.

| A4 Will the project involve deceptive or covert research? | No |
| A5 If yes, give a rationale for the use of deceptive or covert research | Not Applicable |
| A6 Will the project have security sensitive implications? | No |
| A7 If yes, please explain what they are and the measures that are proposed to address them | Not Applicable |
**B PREVIOUS EXPERIENCE**

B1 What previous experience of research involving human participants relevant to this project do you have?

None

**B2 Student project only**

What previous experience of research involving human participants relevant to this project does your supervisor have?

Stuart McNeil has 10-15 years of experience of research involving human resources participants at undergraduate and postgraduate levels.

**C POTENTIAL RISKS**

C1 What potential risks do you foresee?

1. Arranging interviews could cause a problem, as the interviewees may not feel like their time is being well spent and will therefore either not provide the time needed for the research to be of full use, or even worse, cancel the interview.

2. There’s a risk that not enough of the desired information is collected by the deadline assigned; as extending the deadline could cause a ricochet effect to the project, causing more time related problems.

3. There may be a risk that some customers, despite having a relationship that some interviewees may not feel comfortable providing true information, with the idea that it may get them into trouble with the company.

C2 How will you deal with the potential risks?

1. To ensure that the interviewee doesn’t feel like their time is going to be wasted, prior planning must be done, with complete transparency between the interviewer and the interviewee, ensuring the interviewee knows what to expect, so it’s not to cause any inconvenience. Using a consent form will ensure full confidence and agreement from the interviewee.

2. All research deadlines can be met by sticking to the Gantt chart that’s been constructed, taking into consideration all deadlines for other assignments. Every effort will be taken to ensure that no deadlines are missed both with the dissertation research, but also for other corresponding modules.

3. Consent for the interviews will be provided by participants signing a consent form, confirming to the interviewee that their identities will be kept secret throughout. Interview times will be arranged at a time and place convenient for the interviewees. The customer questionnaires will state terms of participation and ensure confidentiality at the top of the form. If participants wish not to contribute then they simply will not fill the form in and reply.

Completion of the questionnaire is taken as consent and will be stated at the beginning.

The questionnaire and interviews will not contain any questions that reveal the identity of the contributor and will insure contributor’s anonymity throughout. This will be stated in the participant consent form for the interviews and the beginning of the questionnaires.
If participants feel uncomfortable during any part of the research gathering process withdrawal from the process can be immediate.

Audio recordings of the interviews will be transcribed and the participant will be referred to as a pseudonym. All data will be held on a secure password protected external hard drive and paper copies will be kept in a locked cupboard. Access to the data will be restricted to the contributor and supervisor. Questionnaires will have no trace back to the contributor.

When submitting your application you **MUST** attach a copy of the following:
- All information sheets
- Consent/assent form(s)

An exemplar information sheet and participant consent form are available from the Research section of the Cardiff Met website.
6.2 Participant consent form

Cardiff Metropolitan University Ethics Reference Number:

Participant name or Study ID Number: ST20045884

Title of Project: What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?

Name of Researcher: Michael Dunwoody-Kneafsey

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

3. I agree to take part in the above study.

4. I agree to the interview being audio recorded

5. I agree to the use of anonymised quotes in publications

_______________________________________   ___________________
Signature of Participant Date
Name of person taking consent  Date

Signature of person taking consent
PARTICIPANT CONSENT FORM

Cardiff Metropolitan University Ethics Reference Number:

Participant name or Study ID Number: ST20045884

Title of Project: What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?

Name of Researcher: Michael Dunwoody-Kneafsey

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

3. I agree to take part in the above study.

4. I agree to the interview being audio recorded

5. I agree to the use of anonymised quotes in publications

Signature of Participant: [Signature]

Date: 15/4/2016

Name of person taking consent: [Signature]

Date: 15/4/2016

Signature of person taking consent: [Signature]
6.3 Participant information sheet

What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?

Cardiff Metropolitan University Protocol Number:

Project summary

The research question being investigated is as follows; “What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?” This paper will investigate the current methods that the Grosvenor Casinos are currently using to manage their customer relations, to establish where the company, Grosvenor are failing to keep their relationship with their customers, losing the customer’s loyalty and business.

Upon finding where Grosvenor are failing to do so, allowing unused customer relational methods to be implemented and hopefully succeeding in strengthening the customer to business relationship. The research throughout this investigation will hopefully uncover where Grosvenor Casinos are going wrong with the customers and losing their business to other casinos in the area.

Participation in this research project will enable the collection of data, which will form part of a study being undertaken at Cardiff Metropolitan University.

Why have you been asked to participate?

You have been asked to participate because you are a member of Grosvenor Casinos and experienced how the casino treats their customers.

By being chosen to participate, it’s believed that you fit the profile that would mean that you’re in a good position to be able to assist with the research for this project.

Your participation is entirely voluntary and you can withdraw at any time.

Project risks
No sensitive data on participants will be collected, as this study is only concerned with how the chosen customer feels Grosvenor Casinos Cardiff treats you and appreciates you as a customer.

There are not any risks associated with participation of this study.

However, if an interviewee does feel that any of the questions are inappropriate then withdrawal from the process can be done at any time, all decisions will be completely respected.

How we protect your privacy

All the information provided will be held in confidence and complete anonymity. Careful steps have been taken to ensure that interviewees cannot be identified from the questionnaire form; there is no information on these questionnaires that will make an interviewee identifiable.

Personal details (e.g. signature on the consent form) and your questionnaire will be kept in secure locations by the researcher and supervisor. Once the study has finished and analysed all the information provided, all the documentation used to gather the data will be destroyed.

The recordings will also be held in a secure and confidential environment during the study and destroyed upon completion.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP

If you require any further information about this project then please contact:

Mikey Dunwoody-Kneafsey
Cardiff Metropolitan University
CMU email: st20045884@cardiffmet.ac.uk

If you would like to contact my supervisor, please contact:
Stuart McNeil
Cardiff Metropolitan University
CMU email: SMcNeil@cardiffmet.ac.uk
6.4 Letter to an organization

Dear Vincent Dale, General Manager, Grosvenor Casino Cardiff,

I am a Computing student at Cardiff Metropolitan University. The title of my thesis is “What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?”

Its aim is to investigate the current methods that the Grosvenor Casinos are currently using to manage their customer relations, to establish where the company, Grosvenor are may be failing to keep their relationship with their customers, losing the customer’s loyalty and business. Upon finding where Grosvenor are failing to do so, allowing unused customer relational methods to be implemented and hopefully succeeding in strengthening the customer to business relationship. The research throughout this investigation will hopefully uncover where Grosvenor Casinos are going wrong with the customers and losing their business to other casinos in the area.

As part of my research I would like to undertake research with people who are employed in Grosvenor Casinos. I am writing to you for the approval of this research, allowing me to

I am writing to you because Grosvenor Casinos Cardiff fits the profile of this type of organisation and also employs a sufficient number of employees so as to provide a large enough number of potential participants. This research project has received approval from Cardiff Metropolitan University and all data collection will be in accordance with the university’s ethics code of practice.

My purpose in writing is to ask if you would permit me to issue a questionnaire to your employees. Their participation would be entirely voluntary, neither they nor the company would be identified in the research and it would only take 10 to 15 minutes for each employee to complete a questionnaire. I would hope to gain 30 responses from your employees.

The areas which would be covered by the questionnaire include:

- Length of service
- Amount and type of customer contact
- Attitudes towards CRM methods currently being used
- What should be done to improve customer relations
I shall be very happy to make the results of my research available to Grosvenor Casinos Cardiff, as a participant in the research when it is complete.

If you would like to participate in this project and or are interested in discussing it further please contact me on

  Mikey Dunwoody-Kneafsey
  Cardiff Metropolitan University
  CMU email: St20045884@outlook.cardiffmet.ac.uk

If you would like to contact my supervisor for this project, please contact:

Stuart McNeil
Department of Computing and Information Systems
Cardiff Metropolitan University
CMU email: SMcNeil@cardiffmet.ac.uk

Thank you in anticipation.
Yours sincerely
6.5 Questionnaires

What electronic customer relationship management (e-CRM) measures should Grosvenor Casinos Ltd use to strengthen their customer relationship management (CRM)?

I am a final year student at the Cardiff Metropolitan School of Management. The aim of my research is to investigate the current methods that the Grosvenor Casinos are currently using to manage their customer relations, to establish where the company [Grosvenor Casinos] are failing to keep their relationship with their customers, losing the customer’s loyalty and business to rivals.

Please answer each question truthfully.

Submission will be taken as voluntary informed consent.

All your responses are confidential and will only be used for the purposes of this research.

Thank you in advance for taking the time to complete this survey.

* 1. How long have you been a member of Grosvenor Casinos?
   - Less than one year
   - 1 year - 2 years
   - 2 years - 3 years
   - More than 3 years
2. How often do you visit Grosvenor Casino Cardiff a month?
   - Not every month/never
   - Once a month
   - 2 - 6 times a month
   - 6 - 9 times a month
   - More than 10 times a month

3. How well do you think Grosvenor Casino Cardiff value your custom?
   - They appreciate me
   - I don’t know
   - Not at all

4. Have you ever been rewarded by the company? (Includes a complimentary drink vouchers, complimentary food vouchers, etc.)
   - Yes
   - No

5. Do you follow Grosvenor Casino Cardiff on social media (Facebook/Twitter)?
   - Yes
   - No
   - I didn’t know they were on social media

6. Have you ever been tempted to Grosvenor Casino Cardiff from an offer or deal you’ve seen posted online?
   - Yes
   - No

7. Have any of the following influenced you into attending the Casino?
   - Social Media posts
   - Promotions and deals
   - Advertisements online
   - Advertisements over the radio
   - None of the above
6.6 Semi structured interviews

<table>
<thead>
<tr>
<th>Order of semi structured Interview</th>
<th>Discussed</th>
<th>Related to question</th>
</tr>
</thead>
</table>
| 1) Ask respondent approval to use recording systems  
Ask respondent to sign and acknowledge consent form                                                 |           |                     |
| 2) Ask Background questions  
Confirm information about;  
• Name of the organisation  
• Respondents position  
• Years working for the organisation                                                             |           |                     |
| 3) Discuss the importance of Social Media for creating new customers and retaining old ones  
Probes  
• What methods do you use to attract new customers to the Casino?  
• How effective is Social Media in retaining customers?  
• Does Social Media make it easier to reach target audiences compared with non-electronic CRM methods? ie. Street leafleting, posters, etc. |           |                     |
| 4) What ECRM methods currently being used by Grosvenor?  
Probes  
• What are the most commonly used ECRM methods used by Grosvenor?  
• What is the most effective method in attracting new customers currently being used?       |           |                     |
| 5) Discuss how introducing ECRM platforms like Social Media has affected the company  
Probes  
• Have you found that they’ve become a focus point of customer relational management strategies?  
• Would you suggest that the introduction of Social Media has a correlation with increased venue attendance numbers? |           |                     |
| 6) Discuss the comparison between ECRM and non-Electronic CRM methods  
Probes  
• Have electronic methods made it easier to interact with customers?  
• Has there been an increased investment in both time and money in ECRM methods over traditional CRM methods? |           |                     |
7) Discuss the issues faced when using ECRM to interact with customers?

Probes

- Are there any constraints when implementing ECRM methods?

- What is the most common problem faced when interacting with customers through ECRM methods?
Mikey: Are you ok with the recording of this conversation?

Jon: Yes I am

Mikey: Thank you. A couple of questions, what’s the name of the organisation you work for?

Jon: Grosvenor Casino, part of the Rank Group

Mikey: Thank you, and what is your position in this company?

Jon: My job is New Sales Manager and Marketing Manager

Mikey: And how long have you been working in this role?

Jon: Roughly three and a half years

Mikey: Great, thank you. Let’s move onto the main questions, firstly; Discuss the importance of Social Media for creating new customers and retaining old ones. What methods do you use to attract new customers to the Casino, would you say?

Jon: Over the last six months or so, Facebook has become a massive tool in the organisation, just because obviously it’s a free platform, occasionally, two or three times a week we’ll boost a post. We’re able to offer the casino facilities, events that we’re doing, on a social media platform, it helps us to attract a captive audience really.

Mikey: The exposure is increased considerably when you boost a post, is that right?

Jon: Yes, basically depending on what event it is, for example boxing, we can work out demographics, geographical, age group, sex. It’s a phenomenal, absolutely phenomenal tool to actually expand it and get the message out there really.

Mikey: So it makes it easier for you to hit your target audience then I guess?

Jon: Oh yes, definitely, definitely. Boosting is a breath of fresh air to be honest with you. Don’t get me wrong, there are certain things you can and can’t do on there, but in terms of, you can actually set your own criteria up how you want it to roll. Once you’ve done it once, it makes it a lot easier for you to do it the next time.

Mikey: So it’s fair to say it’s changed the way online advertisement has changed, quite considerably in that sense?

Jon: Yeah, yeah definitely. Again, reiterating, we can for example, we could be showing a fight, a boxing match, and we know that we’ve got a lot of stags and hens coming to Cardiff that weekend. We can target different areas of the country, to say that we are showing it, so even if when they’re moving away from their towns and cities and what not, coming to Cardiff, we can attract them by simply posting a Facebook post.

Mikey: It’s incredible the way it’s worked out, so on that point, what effective would you say social media is at helping you to retain customers?

Jon: I don’t know, if I’m honest. It’s very hard to track and very hard to put a figure on. But then, on the flip side of that, repeat visits to the club are increasing, whether that is from social media, or people are enjoying their previous visits and want to come back. It’s very hard to put a total on it, but I would say from the fact that we’re constantly boosting out different things, like competitions, sports events and promotions, then it has had a benefit of retaining customers.
Mikey: So does social media make it easier for you to reach target audiences, rather than traditional, non-electronic methods? So I suppose we discussed that in the first point didn’t we, as it allows you to target certain demographics.

Jon: Yeah, definitely, it makes it much easier.

Mikey: Brilliant. So what ECRM methods, are currently be used in the casinos, what is the most commonly used method? Social Media with post boosting?

Jon: Yeah, our social media profiles like Facebook and Twitter. Twitter’s important, but is different to Facebook, as it is an on-going dialogue, as you want people to respond and vice versa, meaning you can create a captive audience on there. Facebook is predominantly our biggest method I’d say at this moment in time. Head office do the usual thing, the non-electronic posts out to customers addresses, trying to entice them in, as not everyone who is a member uses social media. But the unfortunate thing is, a lot of people get that through the door and just see that as junk mail, without even looking at what’s inside, therefore we’re finding that social media platforms like Facebook, are a much better option of advertisement and to manage customer relations.

Mikey: Yeah, I’ve seen quite a few posts on my Facebook, where it’s been suggested or friends have ‘Liked’ or ‘Shared’ the casino’s posts. It’s so effective in the way it works.

Jon: Definitely, yeah it is, from the point of view that it can go to you, then you can like it and/or share it, then that’s then shown to your X-amount of friends and so on, it snowballs, it absolutely snowballs. It can be pretty endless, and that’s why it’s key. The messages are short, sharp and clear, rather than junk and rubbish, otherwise people will ‘unlike’ you and ‘unfriend’ you, it doesn’t serve us in that sense.

Mikey: How introducing ECRM methods like social media, have you found that it’s become a focus for CRM within the company?

Jon: Well, put it this way, from the company’s perspective, social media has gone so big, that they’ve actually employed an entirely new department to look after their social media profiles: Facebook and Twitter. Making sure all of our sites are on the ball, advising us all the time, what to post, upcoming events, how we promote them, they also run training courses which are very very effective and open your mind into different avenues. The thing with Facebook and Twitter is that it opens so many doors that it’s just a bottomless pit, it keeps going and going, there are so many things you can do with it. Like I said, it’s an integral part of the global company now, they’ve employed an entire department to manage it.

Mikey: It’s a massive of reduction of cost compared to posting out mail to people, as I can imagine it’s not exactly cheap is it?

Jon: No, no. When you look at, say, the Anthony Joshua fight last weekend. We put up a post, then boosted it, which cost us £25. It costs £25 as we do so many a week, therefore Facebook reduces that for us. So the £25 boost, reached 68,000 people last week. So there’s nothing compared in the terms of marketing material that we can produce, not to mention even sending it out to people to advertise that. You think, 68,000 people is absolutely huge, for £25, money well spent.
So say that even influenced 5 customers, of the 68,000 people into the club, they have a drink or a go on the tables, that’s the £25 made back essentially.

 Thing is, it might not even be this time that they come in. It could be message after message, then suddenly the penny drops, maybe 3, 4 or 5 months down the line, do you know what? Facebook Grosvenor Casino are showing the boxing, or showing the football, or anything that may be going on.

 For every big boxing event, don’t get me wrong, the big fights only come around once every quarter or so. £25 for 68,000 people, it’s a no brainer. But then that’s 68,000 people that we know about. That’s not including the people who like it or share it, it’s not including their friends, so you know, you’re talking a ludicrous amount of people.

 Mikey: Yeah, it’s incredible. So with introducing ECRM platforms like Social Media and how it’s affected the company, would you suggest that this introduction has a correlation with increasing venue attendance numbers? So has Social Media increased the amount of people through the door essentially?

 Jon: Other clubs do it a bit differently to us, they do out via Facebook and Twitter to redeem whatever their promotion is or whatever, they have to give reference, say FACEBOOK1 or CASINO1 or whatever it may be, to redeem a free drink or anything they’re promoting. We don’t particularly do that here in Cardiff, but I know other clubs do. They would have a track record, track record per club, the posts would go out and people would redeem them, I would definitely say that it has had an increase in clubs around the estate as a whole.

 Mikey: Would you ever look at bringing that sort of promotion here, to Cardiff?

 Jon: We’ve talked about it, had meetings etc, about what we’re going to do it with, for example, we’ve got one at the end of the month. As of today, there’s a Facebook post going on to win 5 pairs of tickets for the Judgement Day rugby going on in the Millennium Stadium. But on the back of that, not only do they win tickets, but they also win 2xBurger, Beer and Bets [a promotion for a £8.50 burger, £3.50 pint of beer and £5 bet, all for price of £8.75] but they have to be booked in, which is then our tracking mechanism. We are starting, that’s our start, but we are going to go more and more, for certain events like football, where customers will get free drinks, but they’ll get this by liking or sharing the posts, etc. As a company, Facebook doesn’t allow us to promote the ‘Like’ and ‘Share’ options, believe it or not, we’ve got to use other methods, ‘tag’ a friend, for example, is one method we could use, otherwise Facebook see that as hard selling and refuse to allow us to post it. We have to manipulate words and how we write, we still do it and they don’t mind that. We’ll be doing the free drinks if you come in on the big games, for example, if you come in before half time and watch it, Sundays we currently provide free hot dogs at half time for people coming in to watch Sunday games. We’re starting to do things where we’ll start to have tangible numbers, where we can keep a record, whether it’s successful or not.

 Mikey: What’s the comparison between electronic and non-electronic methods, would you said the electronic methods have made it easier to interact with customers?

 Jon: Yes, the reason why, every month we’d do a birthday mail out. That would cost me, every month, roughly about £20, but that £20 would only target a certain number of customers, typically between 100 – 110. You’re then reliant
on that customer phoning you back. It’s almost like a blind post. With Facebook, you can open that out for £25, to thousands and thousands more people who have a birthday, in April, then all of a sudden someone likes it, then you can go back and instantly message them, making it more personal. We’ve got a lot of business off, the fact that our response times are super face, getting onto people while it’s early doors. You have to strike when the iron is hot, because if someone likes it, two days times they’ve forgotten about it, giving the window for them to create other plans, whereas you could make the deal then and there. We have made business off of it, yes.

Mikey: Would you say there’s been an increased investment of time and money into the electronic side compared with the traditional methods?

Jon: Yeah, if we go back to the previous conversation, they’ve employed an entire department for the Electronic side of things. They definitely see this as the way forward, the main tool for the whole thing. If we do fliers for the rugby, football, boxing, Mother’s Day, Valentine’s Day, whatever it may be, that all adds up. Don’t get me wrong, that all adds up over the year, of posts and things, may be a little bit more expensive, but they’re hitting 30, 40 even 50 times more people than we would normally hit, in terms of exposure. The power of Facebook is, you’re able to expose to people who may not necessarily have anything to do with the casino, or have even been before. Then you know, when you keep pounding and pounding with the subliminal messages, all of a sudden, oh, there must be something good going on in the casino, let’s go have a look. It’s a hell of a tool.

Mikey: That must have helped considerably.

Jon: Well up until 3 or 4 months ago, I was effectively social media illiterate. I’m not the greatest, but after the company’s training, I have a much better understanding in terms of personal Facebook us, banter with your friends, etc, but from a business point of view, you look at how you can reach a captive audience, what is the target audience and what’s best for the business. It’s opened up limitless doors at the moment.

Mikey: Going back to the Joshua fight last weekend, you must have done something right, the club was pack.

Jon: It was, I was getting phone calls up until the fight. Again, it’s been done over a period of time, the exposure has been enhanced no end by social media, we’ve now become one of, if not the main venue to watch boxing in this city. Now we’ve covered that, we’re now trying to cover UFC, as that’s an increasing spectator sport, and football. We’ve almost become the destination for sports viewing, we have the sports lounge, with the big screens, TVs all around the club and so on. Social media is an integral part of that. You keep on banging that message out there, people are going to want to come and have a look. Not only that, we try and get managers to go around the casino when it is like that, trying to promote the social media pages, liking it, statuses, etc. People love Facebook, everyone is on it.

Mikey: Yeah, the figures are above the one billion members mark for Facebook now, the audience is massive.

Jon: I introduced my wife to Facebook, I can’t get her off it now. But it does intrigue you. Talking to a customer, they have no issues with posting a status or whatever, people don’t mind jumping on their phone, most of them are on it
anyway. I’m probably not the most liked person in the world, but I’ve got over
1,000 friends on Facebook, I broke that barrier. Others have ridiculous
amounts of followers. My background has meant my friends are rugby players,
who I ask every now and again, ah do me a favour, like this, share this or tweet
this, whatever, they end up going out to 50, 60 thousand people.

Mikey: That’s incredible, it’s a different world online.

Jon: It is. It’s absolutely phenomenal. Two good friends of mine are Jamie Roberts
and Sam Warburton, they have over 100,000 active followers, easily. Just one
post, 100,000 thousand people, that’s incredible.

Mikey: That is incredible.

Jon: It is, without doing anything. That’s the amazing thing about it. It’s so easy. It’s
changing the face of business.

Mikey: So the rules and regulations that you have to consider when posting on
Facebook, all that is covered in your provided training?

Jon: Yeah. Like I said, the dos and don’ts, there’s lots of them. It can be a pain, but
at the end of the day, it does produce results.

Mikey: It does, the Joshua fight showed that, didn’t it.

Jon: Well going back to that, before the fight, I had three phone calls, one group
was told where to go, the other two found us over social media, that’s an extra
40 to 45 people just through enquiries found on social media, to watch the
boxing.

Mikey: It shows doesn’t it, the results are there. CRM issues, when you try to interact
with customers. Would you say there are any constraints when implementing
these ECRM methods?

Jon: No. We are governed by head office, so whatever goes out there, we’re being
advised by people above us, licencing is a big thing when promotion sports
events. If I went out and posted something that hasn’t been approved by head
office, I would definitely be called in and disciplined for it. There’s a man who
works in head office, Stephen Hinde, who looks over everything that goes out,
so if anything goes out, boosted or normally, everything’s above board, so
interaction with customers is quite easy.

Mikey: Yeah, as you say if there’s anything wrong with it, then it’s picked up on.

Jon: Yeah, we’ve been picked up on a few posts, don’t get me wrong, by
customers, but that’s only due to spelling mistakes. Hey, if that’s all they’re
complaining about, then I’m happy.

Mikey: Very much so. Would you say you face any common problems, you said
previously you haven’t really had any.

Jon: No, no common problems, not at all. We’re lucky here, with the platforms we
are using, if I’m not in the casino, I’ve got it on my phone, to answer any
comments, posts, mails etc, from anywhere. If I don’t handle it within 30
minutes, someone from reception or Vince [the Casino Manager at Grosvenor
Casino] would answer, he loves social media, he’ll answer. So response time
is really, really good, so customers with queries or questions, strike while the
iron is hot. You’ve got to get back to them. We’re fortunate where it is only
spelling mistakes, no complaint from customers, in fact, daily customer
interaction over social media is going up and up and up, every day, which is
what we want. We want customers comfortable, we want them to get the
personal element. I’ve had it when customers come to the casino and they do
see me, the approach me, ah you’re Jon, I’ve been Facebooking you,
messaging you.

Mikey: Yeah, definitely. By doing this, it creates a loyalty then.
Jon: Yeah, definitely, it does.

Mikey: The loyalty then means the relationship between the company and customer
are strengthened further.
Jon: Yeah, that’s what we’re looking to do, because at the end of the day, the whole
company’s ethos is to retain customers. We don’t want people coming in once,
we want people coming in, enjoying themselves and going away thinking they
want to come back, four, five, six, seven, however many visits they want to.

Mikey: Yeah. So do you utilise the visit data? Visits are recorded at the entrance
through the membership card being swiped, but do you manipulate that data
at all?
Jon: It depends, for certain events. We’ll analyse the data and for example, we’ll
have a look at elapsed customers, then probably look at religion, as we do
certain things like Diwali, as well as events like Chinese New Year, and try to
focus on people who would appeal to that, try to advertise them to increase
visit frequency. Due to it being such a big task for us, I wouldn’t be able to
imagine how many members we have here, I found out Gareth Bale is a
member the other day. Head office analyse the data, then pass it down. We
get the post and put it out, not just to chosen people, but everyone. Social
Media, it’s mind-blowing. The gurus in head office, Stephen Hinde and Simon
Moller, what they don’t know and what they can’t do, is incredible,
unbelievable. A simple phone call or email and they can do it. Something that
would take me two days, takes them two minutes. Social media is a
phenomenal e-business tool. I believe it’s going to be the where business is
going.

Mikey: Yeah, I imagine any business that doesn’t utilise these e-tools, are simply
fooling themselves.
Jon: Definitely, I completely agree.

Mikey: As you said, reaching 60, 70 thousand people, is incredible.
Jon: And that’s who we know about.

Mikey: Exactly, as you said, it snowballs, from my friends, to my friend’s friends, to
their and so on.
Jon: Definitely. As I said, last week’s post hit 68,000 people. It’s probably hit,
looking at the numbers of people who have shared it and their friends who
have viewed it, realistically, it’s in the region of a quarter of a million people,
from one post, for £25.

Mikey: £25. Imagine the price of posting to 250,000 people.
Jon: Well, the stamps alone. It’ll cost you a few bob. Social Media is definitely the
way forward. The thing is, you look at this generation. My children are 12 and
7, they are both completely competent, easily, despite parental controls, they
are very comfortable, at that age. Imagine 10, 15 years time, I’m nearly 40 and
I’m a bit of a relic, in terms of social media, but if you don’t adapt and learn,
you’re going to get left behind. So I’ve had to adapt and learn, and surprisingly, it’s been a fun journey, I’ve learnt a few tricks and it’s good, whether I continue in this job or go for something else, job descriptions require social media experienced. It’s more important you get up to speed. Facebook is the leading Social Media platform, however.