A Critical Analysis of Customer Relationship Management within the Welsh Football Trust

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

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Declaration

I hereby declare that this dissertation entitled *A Critical analysis of CRM within the Welsh Football Trust* is entirely my own work, and it has never been submitted nor is it currently being submitted for any other degree.

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Abstract

The aim of this study was to analyse the use of Communication Relationship Management methods within the Welsh Football Trust. To reach this aim the following 3 objectives were established,

Objective 1: Identify current CRM methods that are currently in place within the organisation.

Objective 2: Evaluate the effectiveness and efficiency of the current methods.

Objective 3: Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.

In order to attain the three objectives a combination of research including primary and secondary was undertaken. The secondary research comprised of a literature review, with primary data collected through a survey and five interviews from those that work within the Welsh Football Trust. Once the data had been collected it was subsequently analysed; allowing for the establishment of key themes and the detection of areas that need improving.

The conclusion of this research identifies and comprises of the barriers that are currently in place, such as lack of financial assistance and inadequate pathways for developmental training. It was recognised that a lack of understanding of the use of CRM led to decreased implementation or incorrect use. It could be argued that the primary and secondary data collected prove that improvements need to be addressed whilst dismantling the current barriers in place.
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1. Introduction

The following research is an investigation into the use of Communication Relationship Management (CRM) within the Welsh Football Trust. CRM is at the heart of every organisation that has contact with the general public. It sets a precedent in relation to the first point of contact and every form of communication thereon after.

The overall aim of this study is to critically analyse the use of CRM within the Welsh Football Trust. In order for me to succeed in meeting this aim, 3 research objectives have been developed to aid and guarantee focus when inspecting the specific areas of research. These objectives are critical to the selected topics.

Objective 1: Identify CRM methods that are currently in place within the organisation.

Objective 2: Evaluate the effectiveness and efficiency of the current methods.

Objective 3: Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.

For the overall aim to be met secondary research was conducted to improve the understanding of the research area; a literature review was then established using books, academic journals and websites. The study will engage in a multi-method approach with primary research used to obtain current data (Longenecker, 2010). The use of secondary data aided a platform for primary research with the use of questionnaires and interviews being undertaken. To gain an understanding of the use and inclusion of CRM within the Welsh Football Trust a senior member from each department will be interviewed to gain their perspective and opinion on the use of CRM.
2.0 Literature Review

The subsequent chapter of this dissertation will focus on the relevant information that has been previously published. To obtain the required information into the chosen topic of the critical analysis of the use of communication relationship management in the Welsh Football Trust, a literature review has been undertaken (Collins, et al., 2010, p. 171).

“A literature review distinguishes what has been undertaken and what needs to be undertaken; whilst identifying variables that are relevant to the topic, gaining a new perspective.” (Whitfield, 2015).

The literature review will consist of secondary research, research collected via the revision of published literature; this consists of books, academic sources, journals and online articles. The use of internet searches and library sources will aid this research. The purpose was to obtain information that enabled me to pave the way for my primary research.

To maintain focus on important secondary research data the previously mentioned objectives of the research will be continuously revised.

Objective 1: Identify CRM methods that are currently in place within the organisation.

Objective 2: Evaluate the effectiveness and efficiency of the current methods.

Objective 3: Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.

The purpose of this chapter is to enforce the chosen subject area through academic literature.
2.1 Definition of CRM

(Rouse & Ehrens, 2014) Gave the definition of CRM as:

“Customer relationship management (CRM) is a term that refers to practices, strategies and technologies that companies use to manage and analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth”

This definition is supported by the earlier definition (Buttle, 2009)

“CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high quality customer-related data and enabled by information technology.” (Bergson, 2002).

The similarities between these definitions are:

The use of technology to analyse customer relations, builds long term customer relationships, integrated throughout the company, result of IT introduction, aimed at specific clients.

In terms of a CRM within an organisation it has two definitions. These are the strategy of the company in which the CRM is utilised and then the other is the actual CRM within the organisation. This includes the software that has been created to achieve the strategic goals of the organisation (Buttle, 2009).

2.2 History OF CRM

The 1980's saw the emergence of database marketing, which was simply a catch phrase to define the practice of setting up customer service groups to speak individually to all of a company's customers (Roberts, 2005). Mainly used to aid in the communication lines with large clients and enabling key aspects to be tailored to their needs. Small clients however on the other hand tended to provide repetitive data and cluttered the databases.
was not until around 1997 that the redefinition of the customer company relationship interaction was altered through the use of computer-based tools (Bergson, 2002, pp. 3-6). The CRM allowed for every customer-company interaction to be recorded, allowing for an improved customer service while generating a database of customer preferences that can be reviewed at a later stage by sales, marketing and management (Bergson, 2002).

CRM is one way to keep customers that would otherwise not return. As such CRM is a method to manage the company’s resources. This allows for the maximum return of investment. However, the goal is not to keep customers. This could be done by providing free products. The goal is to foster the correct relationships with the right kind of repeat customers.

2.3 Big Data and Reporting with CRM/ eCRM

Big data is the process of gathering structured, semi-structured and unstructured data for the process of mining it for information. Big Data is often referred to as the three V’s, velocity, volume and variety. Example: business sales records, the collected results of scientific experiments or real-time sensors used in the internet of things. Data may be raw or pre-processed using software tools before analytics are applied.

Companies struggle, in general, to make sense of big data because of its sheer volume, the speed in which it is collected and the great variety of content it encompasses. Tools and procedures are evolving that will enable companies to house and examine these large amounts of data and help companies move toward making data-driven decisions (Rouse, 2016).

The combination of CRM and Big Data has led organisations to be able to create real time predictive modelling. These types of organisation are usually able to have systems that process data in real time providing a better experience for the customer. When Organisations collect, and analyse big data on their customers, it usually allows companies to adjust their service by examining customer sentiment. This data can provide businesses with figures on sales, marketing and other areas to gauge performance and quality.
2.4 CRM as a Managerial concept

Over 50 years ago Peter Drucker wrote: “The true business of every company is to make and keep customers”. From the first transaction, it has been intuitive to keep customers happy. This is where CRM and managerial concepts intercept with one another (Buttle, 2009).

CRM is clearly defined as a strategic and analytical (Buttle, 2009, p. 4). “Strategic CRM is a core customer-centric business strategy that aims at winning and keeping profitable customers” and “Analytical CRM focuses on the intelligent mining of customer-related data for strategic or tactical purposes” (Gratton & Jones, 2010).

Within an organisation, a CRM is a cross-functional platform and if the CRM has been implemented successfully then it should be intertwined with all functions of the organisation (Knox, et al., 2003).

![Cross-Functional activity](source(Knox et al., 2003))

It is thought that organisations and their management staff will often require staff to undertake tasks beyond their abilities. This produces and causes serious problems during the
implementation phase. This does not allow for the smooth transition and implementation of CRM as an operational tool. Doing so limits its functionality as the CRM is superior at generating long term results.

With the perceived approach of a CRM being directly associated with long term results it reduces stress on management and relies more on the statistics generated from the customers.

2.5 CRM Human Resources

Experts have reviewed the sentiment analysis and marketing automation sections of CRM and the similarities and benefits they can have for human resources and workforce analysis (Cameron, 2013). Human resources analytics are currently very limited to data collected by surveys. Can data being collected on the organisation by the organisation that provided the tools to do so really be trusted. This method can be challenged by the bias approach of the workforce and can sway results. To solve the query, additional data must be obtained for any quality assured results to emerge. Data such as financial and customer based should be obtained as they are two of the most accurate within organisations.

Human resources and CRM dissect each other because they appear to have similar traits. However, but with more focus being placed on the CRM regarding investment, HR could really utilise some of the CRM functions that generally focus on external vision and switch it to focus internally within the organisation. Software as a service (SAAS) places social analytics as one of the fastest growing applications being incorporated into business models. Organisations have been applying the 4 V’s of big data (Volume, Variety, Velocity and Veracity) (Normandeau, 2013). By correlating these 4 key points’ organisations have become market leaders of the new data driven world (Cameron, 2013). It has taken place with the growth in cloud computing and social activity, a similar intense focus could be placed on the workforce. Such aspects as driving objectives and talent based decision support could be utilised allowing the HR to become a market leader in internal insight. The following areas are parts of CRM that HR could utilise.

2.5.1 Sentiment Analysis

Sentiment Analysis focuses on the data flowing from social media platforms and any sites that have interactions with the customers. Its main objective is to determine the customer’s
perception of services and products offered by the organisation. This can also incorporate email telephone calls. Once the data has been gathered it can be used by the managerial staff to detect trends in customer habits and enables insight via predictive modelling.

Contextual understanding and tone, is the process when machines are analysing the social interactions that relate to the organisation. They look for the key words so that they can categorise the statements into 3 categories; neural, negative and positive. This allows for continuous monitoring of customer perception as it can change at any time with the release of new services and products. Sentiment Analysis can be utilised by HR to monitor the introduction of new systems within an organisation.

If your sentiment is 20% negative, is that bad? It all depends. However, if you see your competitors with a 50% positive and 10% negative sentiment, while yours is 20% negative, that probably merits more discovery to understand the drivers of these opinions (OGNEVA, 2010).

2.5.2 Social Transaction

Social transaction is the process of looking deeper for customer feedback. A customer may leave feedback in many forms in multiple locations including such as forums and product/service reviews. Of recent or even a fan pages have become which is more relevant to particular some organisations, providing access for feedback to be given than others. This process looks to gather and analyse all this data and analyse it and serving as a process of gaining further understanding of the customer, whilst and building a stronger relationship.

For an organisation to utilise this tool in their HR, it would need to consist of an internal social networking structure. The analytic tools would be able to detect employee levels of engagement and their stance on the organisation. This would allow for management to determine major influencers and detractors in the workforce and target them with campaigns of initiative.

2.6 Ensuring a successful CRM

It is widely known that when compared with other large organisation applications CRM has the highest failure rate at as much 30-50% failure of new deployments. “Given that CRM is a 23-year-old industry, and these CRM implementation failure reports continue to repeat
themselves year after year, the statistics are cause for some much-needed risk analysis and mitigating measures” (Schaeffer, 2012).

(Schaeffer, 2012) Stated that the main reasons that a CRM fails is because of:

Poor objectives, a lack of a clear objective that has not been planned out results in time wastage and fictitious return of investment (ROI) expectations. The use of Design thinking is a tool that can be utilised to identify the highest impact and most important success criteria. A company’s business strategy architects the competitive advantages and disadvantages of the market plan. This has allowed the market plan to strive and make the company successful.

Poor CRM strategy. A CRM strategy is very complex. When one is being created, it is very important that you know where it starts and where it finishes and the shortest route from point A to point B. The most important feature is for the strategy to align customer facing outcomes and the company’s business plan so that they support one another. It is also key to avoid deploying technology in the absence of supporting strategy.

If your CRM doesn’t improve the customer relationship with your organisation then you have simply implemented a Customer Data Management (CDM). This has very little value for the organisation and falls short of aiding the organisation in helping it achieve its objectives. User Adoption. This is a common problem with most new applications within organisations as employees are comfortable with familiar applications. If this is not addressed quickly then the defiance may spread and the CRM may be beyond saving.

The implementation of an automation system can be perceived as loss of control by individuals and that can be why there is resistance. “Win hearts and minds by emphasizing how the new technology benefits the organization and makes employees’ lives easier” (Knight, 2015). This is where the application of Change management can be brought into aid the transition process. This can aid users from their current state to a future more desirable state of mind. “A change management program is the single greatest tool that will determine whether user adoption is enthusiastic, sluggish or challenged ” (Schaeffer, 2012).

Lack of management motivation and understanding. If management do not understand the abilities of a CRM then they will always struggle to get to its full potential. Most management believe that the core aspects of CRM are to increase sales purposes. However, a CRM is about
developing the relationships with customers and analysing them to determine the worthwhile relationships from the non-profitable ones.

2.7 Benefits of Implementing a CRM

Drawn from the research that has taken place it becomes clear that the two main benefits of a well-executed CRM would be customer retention and satisfaction. These two aspects are referred to as customer loyalty.

With the CRM in place an organisation can develop a clear understanding of what their customers require from them.

"It is very difficult to build long-term relationships with customers if their needs and expectations are not understood and well met. It is a fundamental precept of modern customer management that companies should understand customers" (Buttle, 2009, p. 264)

With the retention of existing customers, the organisations can review and release the customers that no longer make financial sense to retain. The organisation can expand because a well implemented CRM allowing staff members to align all work flow into a single interface; applying business rules, methodology and best practice to CRM workflows enabling users to follow guided steps and reach successful outcomes.

Customer Delight is the terminology given when the customer’s perception of their experience of doing business with you exceeds their expectation. In formulaic terms:

\[ CD = P > E \]

CD = Customer Delight P = Perception E = Expectation. This implies that customer delight can be affected by two factors: managing performance or by analysing performance for main competitiveness with their rivals. Kano’s customer delight model, utilises three forms of quality, basic qualities, linear qualities and attractive qualities. Kano’s analysis suggests that the customers can be delighted in two ways. The first way is by enhancing the linear qualities
beyond the customer’s usual expectations. The second method is by creating innovative attractive qualities.

![Figure 2. Kano’s customer delight model](image)

The reality of today’s organisations is that customer engagement is the most critical aspect, because fully engaged customers are valued at a premium of 23% when compared to other customers because of their beneficial business they give to your organisations (KAUSHIK, 2016).

### 2.8 CRM Failings in the Workplace

CRM entails the application of technology to organize, automate and synchronize the activities of the sales, marketing, customer service, and technical support teams, with an underlying focus on serving the customer better, the success rates of CRM initiatives are low. Multiple studies over the last decade show that 20% to 33% of all CRM software efforts have either failed completely or have failed on their designed intentions. Some studies place the failure rate as high as 70 to 80 percent (Naseer, 2013)

Day states “the main reason for CRM project failure is the lack of strategic planning prior to the implementation of CRM” (2000). Maselli stated “the two main reasons for failure of man
CRM system implementations could either be technological implementation problems or a lack of organisational integration and customer orientation focus from senior management” (2001)

During the research phase, there has been a resounding amount of secondary data collected that states the failings of CRM and links are large percentage of the failings due to a lack of commitment from stakeholders and senior management (Naseer, 2013).

2.9.1 End User Acceptance

Management must develop a strategy to enable the end users of the system to bond with the system incrementally as the system is being implemented. Senior management should enable the users to have access to the system in increments as the system is installed. It is also key that management have the end users involved in the product acceptance testing (Knox, 2015).

2.9.2 Scope Change During Development

The development and implementation of a CRM calls for an agile method of approach. It must set a clear outline for the objectives and success criteria to ensure the functionality of the project is not compromised by haphazard approach (Knox, 2015).

2.9.3 Unfamiliar Legacy Systems or Integrations

Kristen Knox stated, “This is often unavoidable as there are so many third party pieces of software that organisations use. These pieces are often generalised and don’t necessarily suit the needs of the organisation like a dedicated piece of software would” (2015).

2.9.4 List of Risks and Issues

Senior management have to be willing to adapt their policies during times of software implementation. They have to be willing to allow the end users, their employees to use the system in increments so they can familiarise themselves but they have to have a pre-made list that will have all of the potential error, risks and failures that staff might encounter. With staff encountering problems it is crucial that they have the solutions on hand so that resentment of the new system doesn’t set in. Kristen Knox stated, “Having a prebuilt list of risks and issues commonly seen on projects and proven and tested strategies to manage these risks can minimize the time spent on risk management and maximize the value for the customer” (2015).
3.0 Methodology

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic (Kothari, 2004, pp. 1-5).

The purpose of this section is to explore and justify the research methods which will be undertaken and conducted. A framework will be created of the approaches and practices that have been undertaken to achieve the research objectives. The acquisition of data will be established in parallel with the analysis process. All ethical issues and limitations will be discussed and deliberated along with the relevance of the in-depth research (Hesse-Biber, 2010).

The main concerns within the discussion will be:

- Research Philosophy
- Research approach
- Primary research strategy
- Time scale of the research

The researcher’s intention is to achieve a set of specific aims designed to critically analyse the use of CRM within the Welsh football trust. All research methods selected will include justification and will specify how they will be implemented to achieve the research objectives that have been previously stated.

**Objective 1:** Identify current CRM methods that are currently in place within the organisation.

**Objective 2:** Evaluate the effectiveness and efficiency of the current methods.

**Objective 3:** Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.
3.1 Research Philosophy

The research philosophy will reflect the importance that is the research approach and how this decision will reflect in the data accumulation that is required to achieve the aims and objectives of this study.

A Phenomenological approach will be used to gain an understanding of the presentable affects such situations have on the individuals being studied. Phenomenology aims at gathering a deeper understanding of the nature of meaning of our everyday experiences (Patton, 2002). Although it is understood that the reliability of this approach is low, the validity is great (Collis & Hussey, 2003). “The phenomenological perspective undergirds the paradigm often referred to as qualitative” (Eddy, 2008, p. 108). ”Phenomenology is concerned with the study of experience from the perspective of the individual, ‘bracketing’ taken-for-granted assumptions and usual ways of perceiving” (Lester, 1999).

An inductive approach will be undertaken to understand and ascertain key themes, theories and understandings throughout the collected data (Jones, 2014). The inductive approaches main aim is to generate understanding from collected data in order to understand and establish any patterns and relationships to build a potential theory. However, inductive approach does not stop the researcher from using existing theory to establish the research question to be explored (Saunders, et al., 2015).

3.2 Research Methods

Kothari stresses great importance on the use of the correct research methods and design procedures as it “facilitates research to be as efficient as possible yielding maximal information” (2006). During the research phase many numerous pathways can be undertaken by the researcher; the ‘Research Onion’ attached explains the many diverse and expansive methods that can be undertaken and were used when the research approach was being designed” (Saunders, et al., 2015).
3.3 Research Design

“A qualitative study is defined as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture. Formed with words, reporting detailed views of informants, and conducted in a natural setting” (Creswell, 2003).

3.3.1 The Qualitative Paradigm

A paradigm emphasises a worldview or a set of assumptions about how things will work. A qualitative paradigm focuses on the individuals who participates voices (Auerbach & Silverstein, 2003). The design depicts a focus relating to the use of CRM within the Welsh football trust. There will be no need for hypothesis and predictions. A qualitative research method indicates that every individual involved can bring a distinctly different perception and understanding to the study (Trochim, 2006). Methods were used by the researcher to obtain the maximum data from all participants who have access to the system and protocols on a regular basis. This should allow for opulent amounts of data enabling beneficial research (CAMPBELL, 1999).
3.3.2 Secondary Research

To further expand the knowledge basis and understanding of the topic area and to establish the correct course of action for the primary research section, secondary research was conducted. Literature review (Chapter 2). This method of research is defined as information that has been gathered by other researchers at a previous time. The purpose of conducting secondary research is that it enables the researcher to gain a greater understanding of your chosen subject area (Collins, 2010, p. 120). Sources from Journals, Articles, Reports, Libraries and books supported this investigation.

3.3.3 Primary Research

The definition of a primary investigation can vary slightly. Examples can be found below; here are a few examples:

“Research that is involved in the collection of original data specific to a particular research project” (Gratton & Jones, 2010, p. 8).

“Primary data is not the actual situation or event, but a record of it, from as close to it as possible that is, the first and most immediate recording” (Williman, 2014, p. 136).

“A researcher assumes a personnel responsibility for the reliability and authenticity of his or her information and must be prepared to answer for it” (Preece., 2000, p. 80).

It is of great importance that the correct methods are chosen when data collection is concerned. The collected data will establish the set aims and objectives of this study. With to primary research numerous methods can be undertaken. Methods such as; observations, focus groups, interviews and surveys. For this study a multi-method will be chosen. A survey will take place within the organisation followed by interviews with the employees and heads of departments. (Longenecker, et al., 2010).

3.4 Data Collection Methods

This section will aim to provide further details as to the chosen methods which were used to obtain the data that was intended to complete the research for the aims and objectives.
The specific chosen techniques and procedures will be used to enhance the overall findings with numerous participants being required for a relevant study to be achieved. The definition of a cross sectional study is an observation where researchers record information about their subjects without manipulating the study environment. (Institute for Work & Health, 2015). The research targeted a specific organisation and the employees that are contained within it from the entry level staff up to management level.

3.4.1 Survey

A survey is the definition of a questionnaire that is created and distributed to a sample of individuals to gather data on attitudes, impressions, opinions, satisfaction level, etc., by polling a section of the population (Rossi, et al., 2010). The questionnaire is the most pivotal tool used to gather data from a larger set of individuals. A well-constructed questionnaire can gain more accurate results as a result of the anonymity that can be obtained from it (Wlliman, 2014, pp. 157-159) “Will ensure that one gets the necessary information in a form that allows coding of the responses easily, whilst also being respondent-friendly” (Smith, 2010, p. 61).

3.4.2 Construction and Distribution

The key data that will establish the aims and objectives was acquired and recognised by the use of secondary research and implemented into the questionnaire. The survey will be of a semi-structured nature that will be limited in number of 10-15. This should increase the personnel response as the questionnaire will be less daunting to participants. The aim is to gather and compare information but also collectively encompass personnel opinions and thoughts (Morra-Imas & Rist, 2009). With the small organisation size a paper based questionnaire was distributed by the researcher, allowing them to achieve 100% success rate. The questionnaire was distributed to the organisation’s headquarters in Newport Wales on a Monday morning and was collected the following Friday morning. This duration was chosen as not all employees are in the office every day. This method has had an average success rate of 98%. It may be one of the more taxing and expensive methods but it results in exceptional rates of success (Saunders, et al., 2015, pp. 480-81).
3.4.3 Participants

The current retention and understanding of the CRM policies and practices must be understood by the current employees who have access to the CRM infrastructure. The participants will provide the most relevant and informative data (McNabb, 2004). Having gained permission from the acting Chief Executive Officer Neil Wardhead of the organisation (WHATS) to distribute the questionnaire and interview the 5 heads of his departments. The survey was to be distributed for a whole week, with a memo email being sent by the Head of Corporate Services Laura Hennessy (CEO GUY) to all staff asking for their participation. A small explanation and declaration was attached to the head of the questionnaire making all employees know of the anonymity of the survey but ensuring all data collected will be kept electronically and in a secure location.

3.4.4 Interviews

This approach sees interview data as being socially constructed; co produced on the one hand by the views and interpretations on the other hand by the interviewer, who asks questions, responds to the participant views and interpret the resulting data during data analysis (Denzin, 2001) (Heyl, 2005). The questions used were based on the review of specific literature and the predefined objectives (Hartl, 2003). A formal structure was chosen for the interviews, the reason for this was that it enables the researcher to stay on topic and sets a precedent to the interviewee. The questions were pre- sent to the individuals via email so the interviewees could prepare themselves anyway they felt necessary. Interviews are becoming a more important aspect to nearly every form of qualitative research (Hatch, 2002).

3.4.5 Construction and Distribution

To familiarise myself with CRM’s and the questions that should be asked to provide the report with the correct data that is required, the researcher relied on asking individuals with prior experience of a CRM package. Relying on other individual’s experiences and the primary data collected from the questionnaires that were distributed and collected beforehand. The addition of secondary research aided the establishment of the questions. All participants were emailed the questions prior to the interview on their work emails.
Having a contact within the Welsh football trust has allowed the research to be carried out and for the data to be collected. Using a more inductive approach, the interview questions were open ended and adjusted slightly to receive role based data. This allowed for in-depth findings to be established and aided the research into the aims and objectives.

3.4.6 Participants

Participant A

McNabb expresses the importance of choosing the correct data source as it aids in the objectives being met (2010).

The first interview that will be undertaken is with Gareth Rogers, Digital Engagement Office. His knowledge has been obtained due to him being in charge of all social media platforms and interactions with customers.

Participant B

Roxanne Preece, Chief Player Development Officer will be the second interview. Her knowledge has been gained by overseeing the application and planning processes for events held by the organisation. This position has been held for 2 years. Prior to this she held a similar position within the Welsh Rugby Union.

Participant C

Gill Kalter, Executive PA, The third interview will be with the personnel assistant to CEO Neil Ward. Ms Kalter has access to all aspects of the CRM system. She also oversees all other personnel assistants within the organisation. This position has been held for 7 years. As one of the longest serving members of staff she has considerable indepth knowledge.

Participant D

Nick Davidson, Head of Business Development, will be the fourth interview. His method of approach to the use of CRM differs from the others as his main objective is the increase of financially viable clients and the reduction of customers that are a financial burden.
Participant E

Amy Hobbs, Level 5 Administrator, is a top-level administrator and oversees the running of the organisation's office space and the employees within it. She also has access to the full extent of the CRM system within the organisation.

All the chosen Participants are an extremely vital source of data, their knowledge and insight is current and extremely relevant to the study. All the individuals interviewed are criterion samples “Good informants have knowledge about everyday life in the setting being studied” (Hatch, 2002, p. 98).

3.5 Pilot Testing

Pilot testing is to audition the research approach to individuals in a similar field but not the intended participants. The reasoning behind this is to ascertain any potential complications that could influence the accuracy and eminence of the data (Blessing & Chakrabarti, 2009). The importance of pilot testing cannot be stressed enough. By including a research phase the quality of the research can be drastically increased (Tripodi & Potocky-Tripodi, 2007). The testing phase allows the researcher to distribute the survey and interview questions with individuals and request feedback. From this feedback any potential changes can be made before the actual participants receive the survey and questions. The final stage of the Testing was to attend the organisation and preview the questionnaire with a current employee to ensure the wording and phrases that had been used were of the correct nature. Roxanne Preece, Chief Player Development Officer was able to assist me with this process. As stated in the limitations by (Schonlau et al, 2009) There is a potential for questions to be misunderstood and as a result incorrect data collected through the chosen methods as the researcher cannot be present when problems arise.

3.6 Possible Limitations

When collecting data it is important for the researcher to understand the limitations and potential ethical complications that may be incurred and what effect they will have on the research topic (Pitney & Parker, 2009). Gobo stated that when collecting data via the interview technique, it is extremely important to be aware of individuals from different cultural orientation. He argues that the interview process makes certain assumptions
Gobo also made reference to societies that may have a tendency to respond to questions only in a positive manner or by simply agreeing (2010).

In relation to the questionnaire, the wording used was concise after the pilot testing. This method should avoid any misunderstanding or bias and thus eliminate the chances of unusable data (Denscombe, 2007).

“Qualitative researchers can no longer afford to beg the issue of reliability. While forte of the field of research will always lie in its capability to sort out the validity of propositions, its results will (reasonably) go ignored minus attention to reliability. For reliability to be calculated it is incumbent on the scientific investigator to document their procedure” (Kirk & Miller, 1986).

3.7 Data Presentation

Chapter 4 of this report will present the analysis of the data once it has been collected. The survey data will be displayed in graphs and tables that have been created with the aid of a data processing software called Microsoft Excel. As all data that has been collected is qualitative each question with a quotation use for prominence. “The thing that is the difference between an organisations that data pukes and the one that influences actions based on understandable insights” (Kaushik, 2014).

3.8 Data Analysis

The definition of data analysis by the Business dictionary “The process of evaluating data using analytical and logical reasoning to examine each component of the data provided” (Business Dictionary, 2011).

Lewis states (2010) “qualitative data analysis is the range of processes and procedures whereby we move from the qualitative data that have been collected into some form of explanation, understanding or interpretation of the people and situations we are investigating”. All the data that is obtained will be processed and analysed so that it can be presented to reveal distinctive themes. Each theme will be represented as a subtitle under three research objectives that have been identified throughout the project. Qualitative analysis falls under two categories; inductive and deductive. Yin states that where you have made use of pre-existing theory to formulate research questions and objectives, you may also use the propositions that helped you
do so as a form of a framework to help organise your data analysis (2014). The inductive approach is where the researcher starts to collect data and then explores possible themes or issues that occur and should follow up on them. Corbin and Strauss state that this inductive approach can take months to complete and this can affect students who are limited by a deadline (Corbin & Strauss, 2010). No Hypothesis was involved so this eradicated the need for the deductive analysis (Hatch, 2002).

The aim of the research was to critically analyse the use of CRM within the Welsh football trust. All research is descriptive qualitative data which would be extremely difficult to analyse as there are no numerical values attached (Minichiello, 1990). As Yin suggested the data is analysed for themes that will support the descriptions (Yin, 2014).
4.0 The Findings

This section will attempt to provide an account of the primary and secondary findings. The data obtained from the survey will be sorted and assigned into graphs using spreadsheet software such as Microsoft Excel. The data will be sorted by sub-titles of key themes, quotations gathered from the numerous interviews.

This purpose of this section is to analyse all of the primary data that has been collected via the research methods. Consequently’ the themes and interpretations will be displayed in relation and order of the research objectives and established themes.

In correlation to the research it is of great importance to be reminded of the previously discussed research objectives.

Objective 1: Identify current CRM methods that are currently in place within the organisation.

Objective 2: Evaluate the effectiveness and efficiency of the current methods.

Objective 3: Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.
4.1 Survey Findings

The survey that was distributed to the organisation achieved 25 participants. All current employees of the Welsh Football Trust who have access to one or more components of the CRM within the organisation. The following section will display and explain the information collected from the survey and the processed form from Microsoft Excel.

Any discoveries will be displayed in order of the themes and research objectives.

4.2 Key barriers of CRM

4.2.1 Age of employees

![Age Distribution Chart]

Figure 4 shows the age of the employees that answered the questionnaire. This question had a 100% answer rate. The age brackets were questioned so that information could be gathered to see if user’s opinions on CRM was affected by their age bracket. “The dilemma is that in many...”
cases clinging to the old may in fact be in conflict with our humanity. Especially in regard to our search for affinity with nature” (Juma, 2016).

4.2.2 Acceptance in relation to age

Figure 5

Figure 5 data comes from the survey that was take. It was used to examine the perspective of the employees regarding their perceived efficiency whilst using a CRM. The older generations of staff all noted that the systems are aiding them in their daily duties, whereas the younger generation of staff had mixed emotions with regards to their efficiency. Further analysis of the survey would have you believe that these individuals have these opinions as they have never worked within an organisation which has not had access to a CRM. With the anonymity of the survey the researcher is unable to tell whether this is the employee’s first access to a CRM within an organisation. “Overall, there are notable differences in the attitudes toward workers of different career stages held by state agencies and private-sector organizations. A notable strength of state agencies is that they have more positive attitudes toward workers enabling the re training process” (Minnich, 2010).
4.3 CRM Features Being used Daily.

Figure 6 was data collected from the survey, it highlights the main error that a lot of organisations develop with their CRM. That error being using a CRM as a customer database when it is so much more. When asked employees seemed to think that it was justifiable to only use it as this and that there roles as data input was the key aspect rather than analysing the data for use in another department.

Figure 7

7. What parts of the CRM do you use most daily?

   If I was selected why? It’s easier to retrieve customer information when you are on the phone to them, or if management ask you to follow up on a application that has been submitted. A lot of our work is just inputting data from application forms.
Figure 7 and Figure 8 supports the findings stated above with figure 6. The employees stated that their responsibility as admin was to simply input data. These employees are also in constant contact with customers. Given that this is also part of their responsibilities then they should also be learning about the customers before and ensure further contact is made with them as it may increase the chances of a successful customer acquisition (Padelford, 2014).

4.5 Interviews

The primary objective of data selection is the determination of appropriate data type, source, and instruments that should allow for investigators to adequately answer research questions and objectives (Data Selection, 2011).

The first interview conducted was with Gareth Rogers. He was appointed over 2 years ago as the chief digital engagement officer. His role and responsibility is to focus on the social media platforms. These platforms are a new addition to CRM and come under the ECRM section. He specialises in this field so has a wide array of knowledge.

The second interview was with Roxanne Preece. As chief player development officer, Miss Preece has overseen the organisation of events and has constant contact with individual customers as well as dealings with organisations. It is this multiple communication aspect that is the most crucial for this research. Having held this position for 2 years she has sufficient experience.

The third interview was with Gill Kalter. As the PA to the CEO Miss Kalter oversees all communication on his behalf although not all of this is with customers, It can be with other organisations that are customer. Having held her position for 7 years she has great depth of knowledge in the field where the research will be taking place.

The fourth interview was with Nick Davidson. As head of business development his job is to increase the profitability of the organisation. His use of the CRM to target more profitable and less profitable customers will be a key aspect of the research.
The final interview was with Amy Hobbs. Ms Hobbs is the main person who uses the CRM on the most consistent basis as she is the first line of contact for all customers contacting the organisation. Her frontline experience will be crucial for the research.

4.6 CRM Conflicts

During the interview process, a question was put to the managers and or heads of department. The question asked was had there been any conflicts with CRM and other systems in place within the organisation.

Roxanne

I have never really come across another system in place within the Trust, so I wouldn’t really know what an error or conflict would look like. Maybe one of the other departments have, maybe the analysis section as sometimes customers have to be transferred over to them when they become full time players for us.

Figure 9

One interviewee stated that the analysis section of the organisation has players transferred over to them when they go from customers to full time players. This was the first mention of any such database with the organisation. No research was permitted to be undertaken from the analysis department as all of the information and technology that they use is of a sensitive nature as the players are 16 years of age.

While one of the primary purposes of CRM is to identify and defuse potential conflicts, sometimes they do appear within the CRM system but are ignored or not recognized as a potential problem. Also, conflicts can either be the result of mistakes your employees make, this can be down to a poor CRM system with inferior features and a poor architecture or simple lack of training (Inside-CRM, 2016).
Figure 10 explains what the other database is and that the only users who have access to it are the analyst because of the sensitive information. Even management are not allowed to view the files until they have been processed and the information is no longer sensitive. It also highlights the failings of having the two databases that result in staff having duplicate data.

Figure 11 is where the database clash occurs. Having reviewed the previous data collected from the survey it shows that employees are using CRM as a customer database with the few clashes that have occurred all pointing to the use of customer and player data entry being incorrectly carried out.

4.7 CRM Training

During the interview process, the management mentioned training on more than one occasion. Consequently the researcher asked management if they could explain the training process that occurs during the induction of new employees or the retraining of current employees. They were unable to explain a single training element or department or even an external body that offers the training areas that are required.
“Every brand seeks engagement. Yet, engagement is not an end in itself, and many attempts at engagement can be short-lived, silo’d, inconsistent and worst of all irrelevant – contributing little or potentially damaging the relationship between a brand and its customers” (Cullis, 2017) When reviewing a training programme for a CRM within the organisation there was no real structure.

![Figure 12](image1.png)

**Figure 12**

![Figure 13](image2.png)

**Figure 13**

Figures 12 and 13 were taken from the handbook that all new employees are issued with as a starting package. It gives an insight into the third party that provides the Football Trust with a CRM specially built for non-profitable organisations. The package then goes on to state that the CRM provides large non-profit organisations with a state of the art technology platform that enables them to strengthen constituent relationships, boost efficiency, and raise more mission-critical funds.
Figure 14

Figure 14 is another section of the induction manual that allows that is supposed to teach employees how to operate a CRM.
5.0 Conclusion

The reason for this research project was to critically analyse the use of CRM within the Welsh football trust. The reasoning for examining this topic was to uncover the use and limitations of the Customer Relationship Management system that was in place within the Welsh football trust as an organisation. This research topic was particularly relevant with the increasing use of CRM’s within all organisations regardless of size, with such a rapid growth it is key to understanding and critiquing the use of such systems.

CRM’s are not just a minor component anymore they are now a main component to any successful business, this research has sought to analyse its uses and effectiveness within the selected organisation.

The following section will look to discuss the crucial themes that were uncovered through the research processes and to assess them in parallel with the conclusions of the three objectives of the study.

Objective 1: Identify current CRM methods that are currently in place within the organisation.

Objective 2: Evaluate the effectiveness and efficiency of the current methods.

Objective 3: Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.
5.1 Research reflection

This section highlights the situations that occurred during this research project and also offers a reflective aspect on how the research could have been conducted in a different manner.

5.1.1 Limitations of the research

All projects have their limitations and it is the responsibility researcher to acknowledge such limitations and develop a strategy to prevent them in future projects (Keele, 2011). The limitations with this research project include the survey that took place because of having limited access to all staff members, as they were away with a squad or on business trips. The surveys could only be left for a certain period of time as the interviews needed to take place before certain staff members were due to leave on business trips. By having additional time the qualitative process could have been improved with the addition of more data.

With the surveys remaining anonymous it was impossible to determine whether the individuals had received training from the Trust or from a previous employer or if they had not received any at all. I believe that the survey should have included a question to determine the nature of their training. The anonymous approach has also led to some questionnaires being submitted partially completed.

The project was also limited because the IT department were unable to comment on said questions as they were required to attend the organisations sister body, The Welsh Football Association.

If any of this research was to be continued then these limitations should be considered beforehand and altered so that the investigation could continue to enrich this area with valuable information.

5.1.2 Strengths of the research

The strengths of a research project are incredibly important to identify, as it enables the researcher to identify a more composed view of the study, enabling a more inclusive project to be produced (Keele, 2011). The main strength within this project was the multi method research approach, where surveys and interviews were undertaken to gather data. This method allowed
for a series of well-rounded data to be collected. By using both lower and higher level employees it gave me a broad overview of the perception of the employees regarding the CRM system.

Utilising interviews was extremely effective as it enabled the researcher to collect data from the individuals who use the system on a regular basis and who have employees below them who also use the systems who then report back to them. This resulted in the data being collected being accurate and up to date. The main reasoning for this is that it enables detailed and high quality data to be collected.

Both types of data were collected via a person to person approach as I attended the Trusts headquarters in Dragon Park on four occasions. Allowing a fast and rapid response to data being collected. The anonymous survey has led to more truthful answers being submitted. Collected data was then sorted and organised into charts which established clear and easy to recognise themes. Numerous areas were researched and acknowledged. A non-biased stance was upheld at all times.

5.2 Recommendations

An important aspect of a research process is for the investigators acknowledgement of their accountability for information gained in both positive and negative aspects with regard to the research (Patton, 2002). With the gained knowledge of this area two recommendations have been made.

5.2.1 Training within the organisation

Training is the most crucial aspect of any job. Having employees that are all competent on your systems and making sure all employees are at a minimum standard of knowledge is key. Within the survey and interviews the lack of training was mentioned and ignored multiple times on the questionnaires. With the interviewees mentioning that certain employees were being brought in straight from university and not receiving any training. It was also mentioned that employees who have been with the organisation for some time were not receiving sufficient training either.
It is going to be the responsibility of senior management to enlist a CRM specialist to hold a training seminar that cover the following areas of the CRM Overview and Navigation Sales, Marketing and Service, Advanced Find, Charts, Dashboards, and Report Wizard, Users, Teams, Security Roles, and Security Structure, Data Management and Duplication Detection, Processes: Workflows, Dialogs, and Process Flows, Configuration: Forms, Fields, System Views and Charts (Bergson, 2002).

Further training could eradicate the growing resentment that is developing within the age barriers. Preventing equal learning opportunities and enabling all employees to be of the same standard in relation to CRM skills and understanding. The next phase of learning will be teaching the employees that they must show regular improvement and continue to evolve so that they can take meaningful measurement of the system. This is the importance to test and learn about the system so that it can be continuously developed.

If this training platform is adopted then it will enable the employees to learn a clear understanding of why CRM remains important and how it influences brand equity, customer value and profitability. Plus guidance on how to develop a CRM vision, strategy and a greater understanding of the value of data and how to use it.

5.2.2 Tracking customer behaviour and reaction through the process

Loren Padelford said "Before or after a sales call, try to gather data about the prospect on social media and identify what types of information they share across channels" (Padelford, 2014). None of this is happening within the Trust. Yes, the organisation is a registered charity and is not run strictly as a business. They receive financial support from Europe’s central football federation. However, if they were to utilise the CRM and not just view it as a customer database in the administration department, customer retention could be increased.

For this recommendation to be accomplished, I would have to concur with the first recommendation. The employees might not be able to accomplish the said task on their own or under the supervision of the current management.
5.3 Future Research Recommendations

If further research was to be undertaken for this project, then recommendations have been established to how further research could be conducted.

5.3.1 Alter the Interview Process

For more data to be obtained for the benefit of the research, the technical aspect would have to be reviewed. As the IT department is split over 2 geographical locations, altering the interview process may result in obtaining more data. The IT department employees could answer the questions via email or alternatively do a group interview which would take up less time. This would allow the researcher to see an employee’s natural reaction to a proposed question regarding the systems in place (2014).

5.3.2 Altering the Anonymity on the Survey

As Stefan Debois said, the anonymous surveys are of then the most effective as individuals feel that they can be more honest. However, he notes one discrepancy and that is with a lack of a name the participants don’t feel the necessity to answer the questions at all. (2016).

The alternative is asking the individuals for their details, but ensuring all details kept will remain confidential, not be released to any other authorities and will not be published in future research. This may encourage individuals to complete the whole survey as it is not traceable back to them.

5.3.3 Additional Interviews

Being able to interview the multiple individuals who were away on other business during my data gathering period could have unearthed valuable data that could have influenced the data perspective. The CEO Neil Ward could have provided an official overview and some potential insight into the use of CRM as he and the board of directors set out the business objectives for the year.
5.4 Conclusion of the study

This section will conclude all the evidence that has been researched and collected. The key themes will be identified and will be reviewed and presented in conjunction with the three research objectives.

5.4.1 Objective 1: Identify current CRM methods that are currently in place within the organisation.

This objective was achieved via both primary and secondary data research that was carried out on CRM’S within the Welsh football trust. The literature review in chapter 2 gives a brief view of the CRM methods that are currently in place within different organisations. These were then supported by the surveys and interviews. This broke down the CRM and allowed for the internal components to be displayed and researched further. The interviews gave the employees insight into the components they use daily.

To conclude, it was evident due to the research and data analysis that the components of the system in place are not being fully understood. Jukka Niiranen, a Microsoft employee stated that Microsoft have had to alter the names of their CRM functions because they believe that it makes them more user approachable (2016). This could be the reason why the systems features are going unused as they are simply misunderstood.

5.4.2 Objective 2: Evaluate the effectiveness and efficiency of the current methods.

“CRM is a broad term for managing business interactions with customers. The effectiveness of CRM can be measured as a satisfaction level achieved by CRM activities. Because it is difficult to demonstrate tangible returns on the resources expanded to plan, develop, implement, and operate CRM, the aim of our research is to measure the intangible attributes of these benefits” (Kim, et al., 2003 ). This was a difficult objective, there did not seem to be any real understanding of what was and wasn’t part of a CRM system. It really appears that the organisation are using it as customer database more than anything which is the biggest failing, as it can do so much more. Analysing the effectiveness was also a difficult task. Primarily, because the organisation isn’t run to make a profit as it is a Trust. The staff seemed content with how things were currently working. There was no evaluation procedure to see if any changes were needed.
5.4.3 Objective 3: Design a model to increase the ease of use to increase staff acceptance and retention of old and new methods of CRM.

The creation of a model to increase the acceptance of CRM old and new by employees was aided by the discoveries made in the primary and secondary research. The development focused on the primary data collected from the employees after it was analysed it indicated the employee’s perception of the system.

“Management vision is a key ingredient in any CRM-bound organization. To create and stimulate focus on the full range of customer” (Pollock, et al., 2002). However, having management with vision will simply not be enough, there has to be a structure put in place.
6.0 References

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### 7.0 Bibliography

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8.0 Appendices A

8.1 Interview Transcripts

Semi Structured Interview Questions

- The question was asked then the subject was left to answer, any writing within brackets was the researcher responding to a question.

1. With the growing use of CRM do you think that the basic services are being completed and understood by the staff members?

   Roxanne

I don’t really have much contact with other employees, I simply get the memos from Nick about the budgets for the upcoming events that have to be organised, I can give my opinions
on it if you want (Please) the basics of our CRM are the communication methods we use with our customers and how we deal with said customers. For me it is email and telephone calls between me and the customers. When you start working here they provide you with a template as to how all emails will be structured and the senior management advise that the policies do not allow for much room to manoeuvrability. I would imagen all other staff would have been given a similar introduction as me and there wasn’t really any training involved it was more a case of being shown the templates and policies and apply your pre-existing skills.

Amy

Using the CRM everyday as the frontline with all of the customers that are getting in contact as existing or new customers, I have to first analyse the seriousness of any potentially new customers and roughly gauge if it will be financially viable, I oversee all of the other administrators, our jobs are to do the grunt work and do everything from taking potential players details and businesses details and pass them on to the correct parties, this can be Roxanne or Nick as they will have to asses and develop the ideas further. I think all of the individuals working under me have a rough idea as to the basics of the CRM but I’m not sure as to whether that is because of repetition of their jobs or through actual understanding.

Gareth

This is a hard one, I only really deal with individuals when it comes to the social media platforms, I get orders for modifications or I get a memo regarding an upcoming even or result that I will have to create a post about. I then support the posts for roughly 24 hours. This means that the post stay interactive for roughly 24 hours, so I can respond to any replies or requests off of them. I have a set criteria that I have to follow, it states what I can say basically and when certain questions are asked I simply reply with a number for the individual to call and its normally Roxanne’s or Amy’s.

Nick

Being the head of business development I use the CRM for the financial analysis aspect in that I have to calculate the cost efficiency of the customers, for the individuals that I oversee I make sure that they understand the benefits for them and the organisation that the CRM feature can facilitate. If they don’t have an understanding then they cannot utilise the key features that enable us to cut ties with non-profitable customers. It sounds harsh seeing as we have kids as
customers but certain aspects are simply not viable so we have to be harsh and turn individuals away or ask for more money of a certain club to subsidise their players travelling expenses as we can’t give all players the same treatment or we would risk financial instability. Sorry to go off topic. I suppose everyone has a rough understanding irrelevant of their department as if they didn’t could they do their job, I suppose that’s another question for another day.

Gill

Being a PA I only really deal with the aspects of information making its way to Neil (CEO), and the information has normally been processed prior to me or Neil seeing it. So we don’t usually use a CRM but we do get to see the projected forecasts and evaluations that are made from it as a result of the data. We normally use this data to make informed decisions. We have access to the systems but we don’t really use them.

2. With the growing use of ECRM, do you feel that it is a good thing for yourselves?
Roxanne

I don’t really deal with this in the day to day aspects of my responsibilities and neither do the individuals who are working in the same field as me, we get processed details given to us we don’t really have contact with any individuals, we normally contact their respective clubs to arrange their participation in upcoming events.

Amy

We have been getting an influx of enquiries from our social media platforms, so I guess it’s a benefit having those contact methods as if we didn’t then we could potentially lose potential clients and possible revenue stream.

Gareth

This is a very relevant question as this is what I deal with on a daily basis and is my key responsibility, basically anything that is internet based I am responsible for so all social media platforms and websites that are associated with the trust I am responsible for. With mine and most of my staff having some form of multimedia background, I would say yes the growth of ECRM is a very good thing for us. It’s not only a good thing for me and my colleagues but for the trust as well, the internet has allowed so many organisations rapid growth as a result so why
can’t we utilise this to aid our development and use it to advertise ourselves and get ourselves seen by a larger audience. A lot of people also find it a lot easier to contact us with the likes of Twitter and Facebook being used more and more even overtaking telephone calls and emails simply because that is what the younger generation are now more used to. We are also in the process of developing an extra net portal so that parents can login to view the statuses of their children when they are on tour with the team.

Nick

I suppose it’s a benefit in some way or another all new aspects to systems are usually developed for a reason, I don’t really specialise in this section so I wouldn’t really be able to comment any further.

Gill

Hard one to judge really as I often have to aid Neil with his social media accounts and we have had incidents where business has been obtained via communications on social media.

3. Do you feel that staff are more productive whilst using the CRM functions

Roxanne

Seeing as the CRM can refer to a pre designed set of practices that are in place for us employees to use, I would say deficiently to your question (Explain more please). Well it may take a little bit of time for us employees to get used to the CRM but once you are familiar it is just a series of repetitive tasks allowing staff to keep all task in the same format so that the other staff members can be interchangeable with certain tasks.

Amy

As the administrator it is our responsibility to keep the system up to date so that it remains relevant for all the other departments, so my department know the policies and strategies probably better than any other and I’m sure they would agree with me when I say that they make working a lot easier as the practices make everything clear cut and easy to remember as it just becomes a matter of repetition.

Gareth
I don’t know about the other departments but mine has certainty seen improvements, granted we have become busier as a result of ECRM but that’s beneficial for the organisation, my department have coped with the increase in customers and business, I think this competence is less down to the technology but more the practices and strategies that have been put in place

Nick

With CRM having features such as sales force automation and marketing automation, these tasks are being automated so that frees up other employees to work on the other aspects that I can assign to them. I suppose by looking at the features that each department uses you can identify what areas are most helpful. It’s important to realise that if it wasn’t for having the relevant staff in the administration keeping the CRM up-to-date or it could and would literally be a glorified customer database that would have little to no use to any departments

Gill

Definitely, having so many pieces of work sent to me before Neil gets to see them, with them all being in the same format as the employees have followed the guidelines. I’m sorry I don’t really know much more in relation to the increase of efficiency of the employees.

4. What situation is CRM not being utilised by staff? Could it be utilised if more training was offered?

Roxanne

I can’t really comment on the utilisation of the CRM, but the training aspect is one that I can comment on, as I’m sure you are aware we have quite a few young employees here. A lot of university student complete their placements here and the higher management seem to think that when students leave university that they should be fully adverse with how components of a CRM work but it’s just not the case and some of the older employees seem to uninterested with learning the correct methods of use and other employees have to correct their mistakes. If I was senior management I would introduce a yearly retraining programme to ensure every user is at the same level in terms of competency.

Amy
In the admin role we really are the front line with all customers and clients alike, we have to make decisions on a daily basis, these decisions are backed up by the CRM, which we have to put our trust into that we have input the relevant data and that we have followed the correct strategies and policies. Seeing as the organisation is financially stable and that all the events and tournaments are being run with seemingly no problems then yeah I would say the system is being utilised by all the employees. The offer of more training is never going to be turned down by an employee, it gives them another qualification and makes them more appealing to future employers, but do we really need it. I don’t know, I would like to think that everyone has an understanding of the system and that if they didn’t being the head of the department they would let me know and I haven’t had any complaints so far.

Gareth

My department already has a training programme in place to allow for new employees to bring them up to a comparable level of all the other employees. If a particular person was struggling then it could jeopardise the team dynamics so my role is to monitor all the individuals. So in regards to re training I don’t think it would be necessary not in this department anyways. Is the system being utilised effectively, well I guess so as the jobs are being completed on time. But we actually don’t have a measuring parameter for efficiency so I don’t really know how we could say yes or no but rather its working well for us so far.

Nick

Hard to tell really if it is being used effectively, I mean how would the organisation gauge this, is that even possible. We are financially stable through the investments from successful tournaments and through sponsors, so I guess the targeting more customers that earn us money and removing customers that lose us money. That goes for the sponsorship too I guess, we have a partnership with them but when it becomes less financially friendly I guess we have to let them go. So I guess the staff are monitoring those aspects so I would say they are doing their jobs. Could they benefit from more training, unless we get a new component to our system then I don’t really see a benefit of retraining.

Gill

I am not aware of any areas that are blatant shortcomings but I tend to focus on supporting Neil in his every day running’s and I suppose that the aspects of the system we use are very
minor as we don’t really have interactions with customers or sponsors on that regular of a basis. Also it must be noted that when we do have the occasional interaction with customers Neil being CEO doesn’t have to follow the same strategies and policies of the other employees. For the retraining I haven’t noticed any glaring failings so I can’t really recommend the expense that retaining will cost.

5. Have you got any comments to make regarding the CRM? Could you recommend any improvements?

Roxanne

Coming from a more well-funded and higher staffed organisation in terms of the Welsh rugby union to the Welsh football trust, the difference in funding was drastic and so is the infrastructure. What I mean by this is the technology aspect of the trust is lagging behind, they also have a few older members of workforce that have been in this field their whole lives and have been integrated into the new systems, but being in the field whether that be as scouts or as mobile admin they seem to be less willing to learn and I’ve had other employees come up to me who have been struggling to deal with certain training related issues but were fearful of saying anything as the other members of staff were senior.

Amy

It’s definitely a massive help having that pre-set out procedures on how to deal with customers during their life cycles really assists in the consistency of the data. Having a dedicated method allows as I said earlier for repetition to take over rather than actual knowledge. Not really able to make any recommendations as I’m simply not educated in the field of making improvements. I simply work with what tools I have at my disposal and guide my team to the best of my abilities

Gareth

My department already has the newest of features and some of the most up to date technology along with the player analysis department, so I can’t really make any recommendations for improvements because the ECRM features that me and my colleagues utilise are making our jobs so much easier and they have actually increased our job roles, we now encompass all communication with customers and possible business partners via the internet. I have nothing
but positives to say about CRM and ECRM, technology in the business world moves forward at an alarming rate especially in relation to internet based aspects, the only recommendation that I could possibly make is that the systems be reviewed on a regular basis to ensure their relevance and functionality remains key.

Nick

Hmm well the way I look at the CRM is that it in theory makes my job easier, it’s not just a database containing all our customers’ details but it is linked with the customer life cycle. By looking at the life cycle we can target the specific customers that make the financial sense, we can target them as a high priority and aim to increase their customer satisfaction levels and strive for repeat business. These tools are all built into one system so what is not to like, I know I wound like a salesman but it’s true having all of these tools at your disposal makes everything so much easier.

Gill

I’ve been in this role for so long that I have seen the systems come and go, I saw the introduction of the customer data base and then I have seen the real implementation of the CRM features. The CRM was first introduced back in 2010 just after I started working here, all of the employees were given the chance to retrain but it wasn’t mandatory, so the older members of staff who are rarely in the office as they specialise in field jobs and don’t regularly use the system didn’t do the retraining, a lot of those employees have now retired or moved on but there are a few still let and they have been moved up the chain of command so the chances of them retraining now are very slim. I can’t really suggest any improvements as I’m not that involved with the running of the system.

Question 6. Have any of you or your departments ever noticed a conflict between the CRM system and another system?

Roxanne

I have never really come across another system in place within the Trust, so I wouldn’t really know what an error or conflict would look like. Maybe one of the other departments have, maybe the analysis section as sometimes customers have to be transferred over to them when they become full time players for us.
Yes, finally a question I can provide you with some good information from. There are two main databases within the organisation, the first being the customers and the second one being the players. Well I have been approached by numerous staff members who have noted that there has been an error within the databases. You see all players no matter what remain as customers up until the age of 16 as they have to remain under their parents credentials on our databases, so as soon as they are 16 they will be transferred over to the players’ database as long as they are still playing, this is where the errors have occurred as we the admin staff are not in control of the players database. The analyst staff are so with the 2 databases being not linked and two different departments running and maintaining them there has been errors where the player’s parents have been contacted by the automation process even though they are no longer required.

Gill

I don’t really use any other systems, so I have no points of conflict that I can tell you about I’m afraid.

Nick

We in the business department only use the CRM to aid our decision making, create reports and predictive forecasts for senior management. Sorry I can’t be of more help.

Gareth

Being that I only really utilise the ECRM features and given that they are the newest implemented features, I’d say that the likely hood of any conflicts would be slim, I personally haven’t experienced any and I haven’t had any reported to me I’m afraid.
Appendix B: Ethics Application Form

DEVOLVED ETHICS APPROVAL APPLICATION SUMMARY

Student Name: Ieuan D Preece  
Student Number: St20059694

Module Name: Dissertation Project  
Module Number: BCO6000

Programme Name: Business Information Systems  
Supervisor Name: Stuart McNeil
| Application for ethics approval | [ X ] | - | [ X ] | - |
| Participant information sheet | [ X ] | [ ] | [ X ] | [ ] |
| Participant consent form | [ X ] | [ ] | [ X ] | [ ] |
| Pilot interview/s | [ X ] | [ ] | [ X ] | [ ] |
| Pilot questionnaire/s | [ X ] | [ ] | [ X ] | [ ] |
| Letter/s to participating organisation/s | [ X ] | [ ] | [ X ] | [ ] |
| Confirmation of interviewee participation | [ X ] | [ ] | [ X ] | [ ] |

First Submission  [ ]  Resubmission  [X ]

Date:  14/12/2016

For use by the devolved ethics approval panel:

<table>
<thead>
<tr>
<th>Panel Members</th>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module Leader, Chair : Dr Hilary Berger</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor: Stuart</td>
<td>McNeil</td>
<td></td>
</tr>
<tr>
<td>CSM Ethics Committee Rep: Dr</td>
<td>Jason Williams</td>
<td></td>
</tr>
</tbody>
</table>

Date:  Date of Reassessment 17/12/2016
Outcome:
Project Approved [ X ]  Reference number issued: TBA
Chair’s Action [ ]
Application Not Approved [ ]

Comments for projects not fully approved:
None

The original to be retained by the module leader and a copy given to the student
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>Ieuan David Preece</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Stuart McNeil</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>Cardiff School of Management</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>St20059694</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>BSc (Hons) Business Information Systems</td>
</tr>
<tr>
<td>Project Title:</td>
<td>A critical analysis of the use of CRM within the Welsh Football Trust</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>15/12/2016</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>1 month</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>N/A</td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>No</td>
</tr>
<tr>
<td>Will the study involve human samples and/or human cell lines?</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 samples</td>
<td>No</td>
</tr>
<tr>
<td>Practice based not involving human participants (eg curatorial, practice audit)</td>
<td>No</td>
</tr>
<tr>
<td>Compulsory projects in professional practice (eg 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>
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</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

In my project I will be analysing the use of sections of modern information systems section (CRM) within the Welsh football trust, this will allow me to see the effective uses and characteristics of information systems and see how CRM is being used.

I will be comparing how the use of CRM has improved the relationship management in all aspects of the organisation. This will require me to analyse different departments to see how they use it to benefit them, for example a secretary will use the CRM differently to a line manager who has limited direct contact with the public unless appointments are made.

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 disclose any information about this project without the prior approval of my supervisor.

<table>
<thead>
<tr>
<th>Signature of the applicant:</th>
<th>Date: 02/12/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ieuan David Preece</td>
<td></td>
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</table>

**FOR STUDENT PROJECTS ONLY**

<table>
<thead>
<tr>
<th>Name of supervisor:</th>
<th>Date: 14/12/2016</th>
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<tbody>
<tr>
<td>Stuart McNeil</td>
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<table>
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<tr>
<th>Signature of supervisor:</th>
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<tbody>
<tr>
<td>Stuart McNeil</td>
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</tbody>
</table>

**Research Ethics Committee use only**

<table>
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<tr>
<th>Decision reached:</th>
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</thead>
<tbody>
<tr>
<td>Project approved ☑</td>
</tr>
<tr>
<td>Project approved in principle ☐</td>
</tr>
<tr>
<td>Decision deferred ☐</td>
</tr>
<tr>
<td>Project not approved ☐</td>
</tr>
</tbody>
</table>
**PART TWO**

### A RESEARCH DESIGN

<table>
<thead>
<tr>
<th>A1 Will you be using an approved protocol in your project?</th>
<th>No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>A2 If yes, please state the name and code of the approved protocol to be used&lt;sup&gt;1&lt;/sup&gt;</th>
<th>N/A</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>A3 Describe the research design to be used in your project</th>
</tr>
</thead>
</table>

The main methods of gathering data will be questionnaires that I will distribute to all of the employees within the departments of the organisation that have access to the relevant IS systems, once I have gathered these results I will be conducting further interviews with the department heads to gather relevant information in regards to training techniques to employees to see if they are being taught to utilise the systems.

---

<sup>1</sup> 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.
I will be aiming to interview 5 individuals who are heads of departments and around 40 questionnaires to individuals who are below the leadership of my interview participants. I will be interviewing the individuals at the head of departments as I believe they will have the greatest access to the CRM functions as they are the line managers and are required to oversee the whole operation. I will be interviewing from the employee base of the Welsh football trust, and I have set in place complete anonymity for all participants, no data collected will be traceable back to them.

I will be using and interpretive research approach as I will be gathering qualitative data via an inductive approach. I will also be using purposeful sampling as my sampling technique, this is because it gives me more flexibility over the sampling size for my project. For my data analysis I will be using thematic as Thematic analysis can be used to make sense of seemingly unrelated material. It can be used to analyse qualitative information and to systematically gain knowledge from it, this will benefit me with the data I gather from the interview process.

I will be using frequent users only as I believe that they will have the greatest depth of knowledge and understanding, thus providing me with the greatest amount of detail in their information.

All data will remain confidential and will be stored securely in a password protected computer system.

I believe by interviewing and using questionnaires I will be able to get a true representative in the form of quality data as it will be a large percentage of the representative staff that have access to IS systems, for the interviews the heads of departments will all have a broad overview of the systems and will be able to clarify and explain any finding from the questionnaires.
I will be able to access these individuals as I have a family member that is in full time employment in this location so I will be gaining access via personnel methods, as for the duration I plan on creating the questionnaire first so that I can formulate questions for the interview process. I may return to interview the individuals again at a later date once I have undertaken further research. The questionnaire will only take a couple of minutes to complete so I plan on distributing them amongst staff and collecting them at the end of the day. The interviews will take considerably longer so I will be booking an appointment with the chosen participants so that it does not impact on their personnel work schedule.

I will be able to protect all data by using an encrypted storage location on my personnel device, the information will also not be shared or kept for longer than is necessary and any changes that I am informed about will result in the information being updated.

<table>
<thead>
<tr>
<th>A4 Will the project involve deceptive or covert research?</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>A5 If yes, give a rationale for the use of deceptive or covert research</td>
<td>N/A</td>
</tr>
<tr>
<td>A6 Will the project have security sensitive implications?</td>
<td>No</td>
</tr>
<tr>
<td>A7 If yes, please explain what they are and the measures that are proposed to address them</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**B PREVIOUS EXPERIENCE**

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

No prior experience.
What previous experience of research involving human participants relevant to this project does your supervisor have?

Over 10 years’ experience.

C POTENTIAL RISKS

C1 What potential risks do you foresee?

1. Not meeting project deadline
2. Participants may have concerns over data privacy
3. Collecting invalid data

C2 How will you deal with the potential risks?

1. Create a Gantt chart using a project management software to provide a strict and structured timeline.
2. Assure all participants that data will be kept secure and anonymous
3. Ensure that the data collection technique is a valid approach and non-ambiguous wording is used.

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.

PARTICIPANT INFORMATION SHEET
A critical analysis of the use of CRM within the Welsh football trust.

Project summary

The purpose of this research project is to establish the current usage of IS systems within the Welsh football trust but will be specifically focusing on the use of Communication Relationship Management and how it has been implemented and utilised by the staff members.

Why have you been asked to participate?

You have been asked to participate because you are a current member of staff at the Welsh trust and have access to the required systems within your daily duties.

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

Project risks

The research involves the completion of a questionnaire and may be selected to take part in a further interview so that the data can be collected and analysed later. We do not think that there are any significant risks associated with this study. However, if you do feel that any of the questions are inappropriate then you can stop at any time. Furthermore, you can change your mind and withdraw from the study at any time - we will completely respect your decision.

How we protect your privacy

All the information you provide will be held in confidence. We have taken careful steps to make sure that you cannot be directly identified from the information given by you. Your personal details will be kept in a secure location by the research team. When we have finished the study and analysed all the information, the documentation used to gather the raw data will be destroyed except your signed consent form which will be held securely for 5 years. The recordings of the interview will also be held in a secure and confidential environment during the study and destroyed after 5 years.
YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP

If you require any further information about this project then please contact:
st20059694@outlook.cardiffmet.ac.uk

Cardiff Metropolitan University email:

Supervisor Stuart McNeil at SMcNeil@cardiffmet.ac.uk

LETTER TO AN ORGANISATION

Dear Laura Hennessy,
I am a final year undergraduate student at Cardiff Metropolitan University. The title of my research is A critical analysis of the use of CRM within the Welsh football trust. Its aim is to analyse how the employees are using sections of information systems such as CRM to aide their daily tasks. As part of my research I would like to undertake research with people who are employed within the organisation. I am writing to you because the Welsh football trust fits the profile and also employs a sufficient number of employees so as to provide a large enough number of potential participants. Before any primary data is collected this project will have been approved by 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 allow for your employees to take part in my project, this will mean they will have to complete a questionnaire and may be followed up by a short interview of no longer than 15 minutes. All participation is entirely voluntary, the participants will not be identified in the research. I would hope to receive 30 questionnaire results and complete around 5 interviews.

The areas which would be covered by the questionnaire include:
- How much training they have received
- Amount and type of customer contact
- Attitudes towards customer interaction
- Areas of difficulty encountered with CRM
- New introductions of CRM

I shall be very happy to make the results of my research available to you 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.

Thank you in anticipation.

Yours sincerely

Ieuan D Preece
st20059694@outlook.cardiffmet.ac.uk

Supervisor Stuart McNeil at SMcNeil@cardiffmet.ac.uk
Participant Consent Form

Cardiff Metropolitan University Ethics Reference Number:

Participant name or Study ID Number: ST20059694

Title of Project: A critical analysis of the use of CRM within the Welsh football trust.

Name of Researcher: Ieuan D Preece

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 / focus group / consultation being recorded [ ]
   Yes   No

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

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6. I would like my organisations’ name to be anonymised in all publications [ ] [ ]

____________________________________  ___________________
Signature of Participant Date

Name of person taking consent Date

____________________________________
Signature of person taking consent

Dear Sir/Madam

I am currently undertaking a Bachelor of Science degree in Business Information Systems at Cardiff Metropolitan University, I am in my final year. In fulfilment of my dissertation I am required to research a topic area. I have chosen is the ‘A critical analysis of Communication Relationship Management within the Welsh football trust’ the questionnaire is structured to evaluate the uses and efficiency of CRM within the organisation.

I would be very appreciative if you could complete the questionnaire. It is important to say all information provided will be treated with strict confidence and individual firms will not be identified. All information will remain anonymous and all data will be kept secured and for no longer than is necessary.

CRM is a term that refers to practices, strategies and technologies that companies use to manage and analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships.

1. Do you understand what a Communication Relationship Management Is? YES / NO

2. Have you had any training to operate a CRM?
3. How many hours training have you had towards the use of CRM?
   1 (1-5) hours  2 (5-10) hours  3 (10-15) hours

4. Do you have access to Communication Relationship Management?  YES / NO

5. Have you received any training in regards to new aspects of CRM eg ECRM

6. Do you use ECRM within your daily duties  Yes / No

7. On a scale of 1 – 5 (1 being poor 5 being good). How effective do you think CRM is?
   1  2  3  4  5

8. On a scale of 1 – 5 (1 being poor 5 being good). How efficiently are you using CRM?
   1  2  3  4  5

9. Do you think you would benefit from further training to fully utilise a CRM?  YES / NO

10. Have you experienced any conflict with CRM and other systems?  Yes / No

11. Do you feel the use of CRM has increased your efficiency?  Yes / No

Submission of a completed questionnaire is taken as informed consent

Semi Structured Interview Questions

6. With the growing use of CRM do you think that the foundation services are being completed and understood by the staff members?
7. With the growing use of ECRM, do you feel that it is a good thing for yourselves?
8. Do you feel that staff are more productive whilst using the CRM?
9. What situation is CRM not being utilised by staff?
10. Have you discovered any areas that CRM has been failing?
Dissertation Interview

Nick Davenport (nick.davenport@footballtrust.com)
Add to contacts 1:24 PM
Photo
To: Simon Jones (simon.jones@footballtrust.com)

Hi Nick,

No problem.

Nick Davenport
Head of Business Development
FW Trust
Tel: +44 (0) 7870 281 891
Email: nick.davenport@footballtrust.com

This email contains FW Trust information which may be privileged or confidential. It is meant only for the use of the individual(s) or entity named above. If you are not the intended recipient, note that disclosing, copying or using this information is prohibited. If you’ve received this email in error, please let us know immediately on the email’s subject line. Thank you. We reserve our email address and may request your email. Your email must be secure and passworded. It should not contain any business sensitive or customer information as it will be unlimited access and distributed to all employees. To assist in the protection of your email, we recommend you use a password manager to protect your email. Do not share your email or password with anyone. We cannot accept liability for any unauthorized access or use of our email system. Use of this system may be monitored.

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Terms
Privacy & Cookies
Developers
English (United States)

Amy Hobbs (amy@footballtrust.com)
Add to contacts 2:10 PM

Hi Nick,

No problem at all. I’m happy to participate and be interviewed in January.

Look forward to meeting you.

Amy Hobbs
Coach Education, Level 2 - Level 2 Administrator
FW Trust
Tel: +44 (0) 7932 101 911
Mobile: +44 (0) 7960 360 417
Fax: +44 (0) 7902 276 616

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Terms
Privacy & Cookies
Developers
English (United States)
Dissertation Interview

Roxanne Prece
(roxanne@lawtrust.cymru)  
Add to contacts 12/12/2016

Hi Helen,

I confirm that I am happy to be interviewed for the purpose of your dissertation.

Please let me know when you would like to hold the interview.

Kind regards,

Roxanne Prece
Player Development Administrator
FAW Trust
Tel: +44 (0) 1633 282 911
Mob: +44 (0) 7717 265 803
Fax: +44 (0) 1633 278 815

Dissertation Interview?

Gil Kater
gil.kater@lawtrust.cymru  
Add to contacts 13/3/20

Hi  

No problem, more than happy to be interviewed if required.

Regards

Gil

Gil Kater
Receptional Executive PA
FAW Trust
Tel: +44 (0) 1633 282 911
Mob: +44 (0) 7761 221 229
Fax: +44 (0) 1633 278 815

This email contains Faw Trust information which is privileged and confidential. It is intended only for the use of the individual(s) or entity named above. If you are not the intended recipient, note that disclocinking, copying, or onward dissemination is prohibited.  

FAW Trust/Myddfa Cymru
Registered office: Tudno 1, 11-15 Regent Street, Newport, NP10 4AX
Company registration number: 4850890 
Charity registration number: 1057856
Yes Rosanne,
I would be delighted to help you with this.

Look forward to speaking to him.

Gareth

Gareth Rogers
Digital Engagement Officer
FAW Trust
Tel: +44 (0) 1833 282 911
Mob: +44 (0) 7971 599 988
Fax: +44 (0) 1833 278 815

JustGiving
Dear Sir/Madam

I am currently undertaking a Bachelor of Science degree in Business Information Systems at Cardiff Metropolitan University, I am in my final year. In fulfilment of my dissertation I am required to research a topic area. I have chosen is the ‘A critical analysis of Communication Relationship Management within the Welsh football trust’ the questionnaire is structured to evaluate the uses and efficiency of CRM within the organisation.

I would be very appreciative if you could complete the questionnaire. It is important to say all information provided will be treated with strict confidence and individual firms will not be identified. All information will remain anonymous and all data will be kept secured and for no longer than is necessary.

CRM is a term that refers to practices, strategies and technologies that companies use to manage and analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships.

1. What is your age range 18-30 30-40 41-50 51-60 61-70

2. Do you understand what a Communication Relationship Management Is? YES / NO

3. Have you had any training to operate a CRM? Yes / No

4. How many hours training have you had towards the use of CRM? 1 (1-5) hours 2 (5-10) hours 3 (10-15) hours

5. Do you have access to Communication Relationship Management? YES / NO

6. Have you received any training in regards to new aspects of CRM eg ECRM? YES / No

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7. What parts of the CRM do you use most daily

   If 1 was selected why? It’s easier to retrieve customer information when you are on the phone to them, or if management ask you to follow up on an application that has been submitted. A lot of our work is just inputting data from application forms.

8. On a scale of 1 – 5 (1 being poor 5 being good). How effective do you think CRM is?

   1  2  3  4  5

9. On a scale of 1 – 5 (1 being poor 5 being good). How efficiently are you using CRM?

   1  2  3  4  5

10. Do you think you would benefit from further training to fully utilise a CRM?  Yes / No

11. Have you experienced any conflict with CRM and other systems?  Yes / No

12. Do you feel the use of CRM has increased your efficiency?  Yes / No

Submission of a completed questionnaire is taken as informed consent.
Dear Sir/Madam

I am currently undertaking a Bachelor of Science degree in Business Information Systems at Cardiff Metropolitan University, I am in my final year. In fulfilment of my dissertation I am required to research a topic area. I have chosen is the ‘A critical analysis of Communication Relationship Management within the Welsh football trust’ the questionnaire is structured to evaluate the uses and efficiency of CRM within the organisation.

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CRM is a term that refers to practices, strategies and technologies that companies use to manage and analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships.

1. What is your age range 18-30 30-40 41-50 51-60 61-70
2. Do you understand what a Communication Relationship Management Is? YES / NO
3. Have you had any training to operate a CRM? YES / No
4. How many hours training have you had towards the use of CRM? 1 (1-5) hours 2 (5-10) hours 3 (10-15) hours
5. Do you have access to Communication Relationship Management? YES / NO
6. Have you received any training in regards to new aspects of CRM eg ECRM YES / No
7. What parts of the CRM do you use most daily?

   If 1 was selected why? As an admin we are tasked with keeping the data up to date and accurate so having to input new customer info is a key aspect to our roles. If we don’t input the new data then all decisions being made could become irrelevant really fast.

8. On a scale of 1 – 5 (1 being poor 5 being good). How effective do you think CRM is?

   1  2  3  [ ]  4  5

9. On a scale of 1 – 5 (1 being poor 5 being good). How efficiently are you using CRM?

   1  2  3  [ ]  5

10. Do you think you would benefit from further training to fully utilise a CRM?   Yes / [ ]

11. Have you experienced any conflict with CRM and other systems?   Yes / [ ]

12. Do you feel the use of CRM has increased your efficiency?   Yes / [ ]

Submission of a completed questionnaire is taken as informed consent.