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UNDERSTANDING AND ENGAGING IN THE CUSTOMER EXPERIENCE
BMSW 5103
ORGANISATION'S QUALITY SYSTEMS AND CUSTOMER RELATIONSHIP
MANAGEMENT

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Executive summary

Mandarin Oriental Group, a luxury international hotel, resorts, and residences, located in the finest part in central London, Knightsbridge, where the high competency delivers their unique and overstanding service to the guest.

The customer relationship management (CRM) is a method of approach for organizations to corporate with their costumer to accomplish the requires effectively. With CRM endures the costumer relationship and create improvement for the organizations (*Chotikapanit, 2016*).

CRM platforms use artificial intelligence (AI) to automatically populate, customers' accounts with information from emails, texts, phone calls to simplify data entry. The data entry poses a challenge for the customer that, they need to update the system.

And adoption resistance where the management need to give support to the employee to use the system, as the team member they might find to the adopt the method (*Reda Chouffani, 2022*).

Mandarin applies the marketing theories – the communication mix.
In which, the communication mix involves advertising, social media, websites.

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1. Introduction

During the global pandemic many organizations and hospitality industry, had have to close down, because they could not manage to keep and stay engage with their costumer. Now with the reopening, innumerable organization had faced constancy changes and adapt new rules, in addition to find new strategies, to gather for new customers and to keep engage with the existing ones.

The analytical and critical framework of the report consists of the understanding of the marketing theories by the organization chosen and the benefits of customer relationship management.

The organization chosen is Mandarin Oriental Hotel Group, a luxury international hotel, resorts, and residences. With a remarkable long history, more than 50 years, Mandarin Oriental, has established itself as a leader in the premium hospitality industry. Having thirty-six hotels and eight residences, over twenty-four nations and territories (*Limited, 2022*).

The hotel, located in the finest part in central London, Knightsbridge.

Where the high competency delivers their unique and overstanding service to the guest, residents, and the customers, making Mandarin Oriental to be more competitive.

The author of this report will discuss how Mandarin Oriental Hotel Group provide the importance of quality process, and by using their customer relationship management, alongside providing a unique customer experience together with the service.

Along with developing and maintaining good customer relationship through delivering digital service of 24 hours a day, 7 days a week as well as 365 days a year, beyond achieving the business objectives.

Furthermore, in what manner the company delight their employee satisfaction.

2. Customer Relationship Management

This section of the report the author will define the interpretation of CRM.

The customer relationship management (CRM) is a method of approach for organizations to corporate with their customer to accomplish the requires effectively. With CRM endures the customer relationship and create improvement for the organizations (*Chotikapanit, 2016*).

While considering for (*Buttle & Maklan, 2019*), CRM is the approach to the customer by identifying, acquiring, and retaining. By managing and coordinating with the customer interaction in different sector or departments from the organization creating a high standard, applying with the technology, with the help of the artificial intelligence (AI) software.

Artificial intelligence system is human designed software, that gives a complex goal, act in the physical or digital dimension by perceiving the environment through data acquisition, and processing.

AI system can either use symbolic rules or learn a numeric model, and they can also adapt their behaviour by analysing how the environment is affected by their previous actions, in addition to achieve the goal (*Commision, 2019*).

AI facilitate information, that is the reason why is really useful and helpful for the hotel group.

For (*Payne, 2005*), CRM is applied for the new technologies, to target market segments and accurate new marketing, to process new strategies into the market transformation, a part of the technology. Customer relationship management is an approach to their costumer to maximize relationship with the costumer value.

The customer relationship management used in Mandarin Oriental Hotel Group is the sophisticated database management system, that is to keep in track of the guest preferences, their behaviour, their frequency stay and purchasing habits. This database will help to recognise the guest of the Group programme, and Fans of M.O that it offers to the members with a complementary services, personalised experience, and recognition. Furthermore, the hotel group consistently engages with their customers customised communications and relevant offers, the performance is constantly tracked, and the leisure marketing are implemented to drive local and worldwide demand (*Group, N,d*).

The database management system (DBMS) is a software where the data is stored, collected, and analysed, it helps to provide data security, data integrity, concurrency, and inform data administration procedures (*N, 2022*).

If Mandarin Oriental Hype Park is not applying customer relationship management system, will not be one of the most prestigious hotel group around the world, as they are implementing the new technology with AI to interact and to take care of their customer, together with the staff member, since they are taking consideration with their aim and goal, to be recognize as the best global luxury hotel group and an innovate leader in the luxury hospitality industry, by continually improving the service, quality of the products and facilities by delighting to the customer (*Group, n.d.*).

Benefits of CRM in Mandarin Oriental.

1. Employees have access to the personal references of the costumer.

2. Not using loyalty card, they provide personalised service before and after.

3. They create a personalise service based on the customer expectations.

By applying customer relationship management, the organisation it will be more straightforward to their guest and for the employee, as it will be more comfortable to take an initiative.

The challenges of CRM platform are, that the department rely on different CRM software, and the data siloed information can pose a problem when sales agents transfer customers to the service department, to avoid this problem, the company can invest in a customer data platform.

CRM platforms use artificial intelligence (AI) to automatically populate, customers' accounts with information from emails, texts, phone calls to simplify data entry. The data entry poses a challenge for the customer that, they need to update the system. And adoption resistance where the management need to give support to the employee to use the system, as the team member they might find to the adopt the method (*Reda Chouffani, 2022*).

Apart of implementing CRM in the hotel group, they use SCRM that is a social customer relationship management, it is define as a business strategy of engaging customer through social media with a purpose of encouraging trust and loyalty (*Mahmound, et al., 2022*).

In Customer Relationship Management they are three different technologies used.

2.1 Different technologies in customer relationship management

In this part of the report, the author will discuss the three difference types of CRM technology that they are strategic, operational, and analytical.

2.1.1 Strategic

Aims at winning, developing, and keeping profitable to the customer (*Buttle & Maklan, 2019*), and (*Chotikapanit, 2016*), they agree that, is by cooperating with the costumer including e-mail, social media, website and face to face interactions. The strategic allows the information sharing and creation of costumer experience by bridging the gap between teams and departments (*Mathis, 2022*).

2.1.2 Operational

Operational CRM reduces the various customer relationship procedures and aids in applying them to the businesses process, it allows the business to create opportunities, transform them into customers, and offer the service infrastructure necessary to keep the customers (*Mathis, 2022*).

The objective is to facilitate the efficiency of the business operation, along with the centralization of customer interaction, sales, marketing procedure, and services and support initiatives, furthermore it stores information on costumers and staff, using a shared platform. By (*Chotikapanit, 2016*) operational is when, includes marketing, sales customer service, improving day to day customer service by integration and automation (*Buttle & Maklan, 2019*)

Gather customer details and information that is captured to deliver service throughout the customer lifecycle.

2.1.3 Analytical

And according to (*Chotikapanit, 2016*) analytical, is by analysing customer information, include by systems, reporting and costumer profiling. By (*Mathis, 2022*) the analytical enables the businesses to recognize the data obtained about the costumers and the relationship with the company, it is crucial tool for transforming amounts of data into insightful actions.

2.2 Customer service

When the organisation interact with the customer is a customer service (*Marcouse, et al., 2011*), that it can be by face to face, telephone, and internet. Face to face, deal and interact directly with the customer.

By telephone, a key factor for customer service, that they can talk, ask for any service provide by the organization or to book in the system, the employee should have patience for the bad-tempered costumer.

Internet is an online service, to book or reservation.

2.3 Customer expectations

Customers have expectations from the service quality and their needs, these needs will be addressed into the impressions of the actual service provided from their expectations (*William, et al., N,d*).

As for William's et al. they believe that the based on a range of information, costumers create a set of expectations, they expect from previous experience, and they create expectations from recommendations.

2.4 Customer satisfaction

Accordingly, to (*Szyndlar, 2022*) customer satisfaction is a measurement used to analyse how effectively is the company products and services measured by customer expectations, as it helps to predict business growth and revenue.

By (*George, 2022*), he defined that by Thomassen, he demonstrates how the customer demands and expectations are influenced by individual needs, previous expectations, marketing, and public relations.

The relationship between expectations and experience determines the customer satisfaction, these factors are evaluated to their experiences.

The department from the hotel group may provide a promptly service, need can be anticipated, personalised.

By (*Murray, N,d*) customer satisfaction is the final decisive factor in whether a customer will return or leave the interaction feeling unsatisfied is usually how much they liked their experience and how engaged they were, in which is measured by how they valued it.

2.5 Customer engagement

The continual development of a relationship between the business and the customer that goes well beyond the transaction is known as a customer engagement. When a

business intentionally and consistently adds value to every customer interaction, it promotes customer loyalty (*Murray, N,d*) .

An effective engagement plan will ensure a constantly aware of the customer opinion, customer preferences and any areas that could be improved to provide them an enhanced experience.

2.6 E- customer experience management

E- customer experience management (ECX) is a process of obtaining and retaining a complete interaction of online shoppers with the brand (*Brown, 2022*).

3. Customers service and guest experience delivered 24 hours in Mandarin Oriental Hotel group

With the declared purpose of totally “delight and satisfy the guest”, Mandarin Oriental Hotel Group has built their own brand on service quality, the hotel brand is to build the commitment of delivering to their customers and guest with an exceptional guest experience by integrating Asian roots with an international standard (*Roll, 2020*). Customer experience is the opinion that the customers have of the business based on everything they read, see, hear, and learn about it (*Murray, N,d*).

The hotel group provides 24-hour services in housekeeping, valet team, front office and in room dining, with those services the customers they will feel unwind and have a high expectation.

With those services provided, the staff member they communicate between each department via HubSpot.

HubSpot is a CRM, is a software for marketing, sales, customer support, content management, and operations.

The platform was created from the bottom up to be a strong, integrated, and simple-to-use system that promotes customer experiences and company success (*N, 2023*).

Mandarin applies the marketing theories – the communication mix. In which, the communication mix involves advertising, social media, websites.

Communication mix is the channel via which the company interact with their customers or the tool that they implement (N, 2023).

By implementing this marketing tool, they promote the hotel group to be more recognise.

The marketing environment is taken into consideration, as part of the marketing planning process.

Examines several internal and external influences, that could have an impact on the business and the ability to function. This might range from influences like suppliers, consumers, and competitors to cultural and technical pressures.

Understanding the marketing environment allows businesses to strategically plan their brand awareness to overcome any unfavourable influences they may face (N, 2023).

By applying the marketing environmental tool, it helps Mandarin Oriental Hotel Group to study deeper the market, it helps with the swot analysis for the hotel group and use the pestle framework.

The marketing environment, consist of the internal environment that is the staff member, capital assets, everything that can be controlled by the company,

The microenvironment is when the forces affect in the business daily, and the hotel group have some control over them, like for example suppliers, distributors.

And lastly, the macro environment, refers to the social impacts, like it happens last year with the Covid- 19.

The organisation cannot control these characteristics, they can have an impact on the microenvironment. Businesses must decide the topics to concentrate on that are most pertinent to their organisation and how they conduct business.

4. Colleague Quality Experience in Mandarin Oriental

In mandarin oriental they believe that the colleagues are essential for the hotel group, as they are providing the services to the customer by delivering the values of the company, if the colleague is not satisfying in the workplace, they cannot deliver good service and satisfaction by themselves.

As the hotel group they give opportunities for personal development, meaningful career planning, by giving them a motivation in the environment (Group, N,d) .

- They warmly welcome you to the mandarin oriental family.
- They communicate openly.

- They respect differences.
- Passionate about they work, and they are proud of the brand.
- Grow and flourish
- Think and act respectfully and sustainably.

5. Models in customer relationship management

a. The Schema model

The Schema model, a commercial product created by The Customer Framework (TCF). The model is a benchmarking tool, to assist business in finding the ideal balance between customer engagement and profitable.

This objective is met when the established foundations make it possible to implement tactics that are intended to acquire, retain, and grow a client base efficiently.

According to the model, there are four major pillars that support effective customer engagement: direction and leadership (such as clear strategy, cross-functional ownership, budgets, and measurement); IT and data management capabilities; organisational culture (ways of working); and people's skills.

The model highlights five pillars of effective customer management, including deep customer knowledge required for well-targeted marketing, selling, and service; brand positioning alignment with customer experience; integration of channels and media; and the creation and use of content (*Buttle & Maklan, 2019*).

By (*toolset, N,d*), the schema model, assesses how the organisation delivers the customer service.

Not just how the leadership team 'think', they are being delivered of what is happening on the front line. This deep understanding is built by using structured and focussed interviews, observation techniques and content reviews.

b. Total quality management

Known as TQM, introduced by Edward Deming in 1980, is more a philosophy than a management tool, is based on committed from the organisations more than quality in the business.

By (Shinde, 2020) total quality management is a management strategy that enables businesses to continually raise the quality of the products and achieve a long term satisfied customers, this tool may be used to increase the overall of the organisation competitiveness, effectiveness, adaptability and survive in the competitive market.

The principle of TQM is to be focused on the customer, all employees must be involved in the process, focussed on the processes, smoothly integrated. Organised strategically, continual improvement of products and processes, facts, and data for making decisions and implementing changes and lastly effective communication (Gartenstein, 2019).

As mentioned, Gartenstein the advantages of total quality management are that the employee engagement results from a focus on engagement at all levels, which lowers wastage and saves money on training and prevents mistakes caused on inexperience. And the disadvantages are that need for a company- wide commitment.

c. CRM value chain

A value chain is a high – level model that identifies the processes a business used to develop service for the customer. The CRM value chain model applies in the principle to customer relationship, this model observes all the stages and activities requires to build a relationship.

This model by Francis Buttle's, consist in three different stages, in which, the initial phase of customer portfolio analysis, customer intimacy and network development (Buttle & Maklan, 2019).

This model help to the companies to understand their customers and develop strategies to maximize their lifetime value. The activities are primary and support.

The primary has 5 steps in which consist in, customer portfolio analysis to analyse the customer, secondly customer intimacy is where need to engage with the customer and build a database of information, thirdly network development that is utilize the customer data to inform the operations at every department, to optimize the customer experience. And then comes the value proposition development is between customer information and interaction data, lastly step is relationship management is to manage the customer lifecycle, that involves evaluating process, acquisition, retention, and customer development (Team, N,d). The support stage is by following the support criteria must be met for the strategic procedures of the primary stage.

6. How Mandarin Oriental Hotel Group deal with the customer demand and achieve its business objectives by developing and maintaining good customer relationships 24/7/365?

During the pandemic time, the hotel group need to do a framework to investigate the nature of covid-19 and after what precedent it will impact on colleagues and customers before the re-opening without exception. The first step that it has been done for the framework is to understand the customer behaviour, in how they would react. Once it got those profiles, they give train to the staff to recognise each profile, this allows to approach each problem in a way that would contribute to a unique solution and maintain a good customer service (*Bassford, 2020*).

Digitally, Mandarin Oriental resurgence their website to enhance the customer experience and increase consumers interactions with the hotel marketing online. The website features a unique design, informative content, personalization, and price matching, additionally, the brands lifestyle site, Destination MO, Fans of M.O, offers and more features (*Lamb, N,d*).

A world of fan, lunch before Covid-19 is the vision of the future of the Mandarin Oriental Hotel Group, to build meaningful and long-lasting relationship with their costumers called fans. As they believe to have an interaction, physical or digital is an opportunity to create a fan (*Mandarin Oriental, 2022*).

By *James Riles Oriental (2021)*, they incorporate customer attention in across the organisation as they enhance to spread the brand, by engaging and increasingly diverse of client base, by removing impediments of innovation and promoting risk taking and entrepreneurialism, as they encourage and support collaboration to the employees.

In every property page serves as a representation of the specific hotel and location, in where in each page includes information about the rooms and suites, deals, restaurants, spa and wellness, meeting room, and photo galleries, in addition to connect to each property social media pages.

The webpage is offering increased personalization, in which could help translate the on-property luxury experience onto the Web site.

The website support nine languages and plan to add more in the future as the need arises, there is also a dynamic packaging tool that provides a choice of different services and facilities, these include in-room amenities, concierge assistance and dinning and spa (*Lamb,*

N,d). The website is constantly updating, and it refresh occasionally, so that consumers can look at the products, learn about the brand responsibilities, watch videos, and see high resolution articles with improved graphics and design elements.

By relaunching their website with unique and clear design, Mandarin Oriental Hotel Group, has also optimized and rearranged the side for mobile version or tablet, this will help to expand the reach of the brand and will assist with customers, by offering these services it promotes and encourage, customer engagement.

For the hotel group and their property locations, social media platform it helps to interact with the customers directly, and it expands worldwide by applying social media strategy, in order to maintain a consistent brand presence all over the world, Mandarin Oriental actively tracks internet feedback and pursues a distinctive strategy in each property location (*Group, n.d.*).

The digital tool it is used to support and engage customers, with the guidance of Glowing.io, they have created helloMo a messaging service, that it allows the guest to contact the hotel staff at any time 24/7 (*Riley, 2022*).

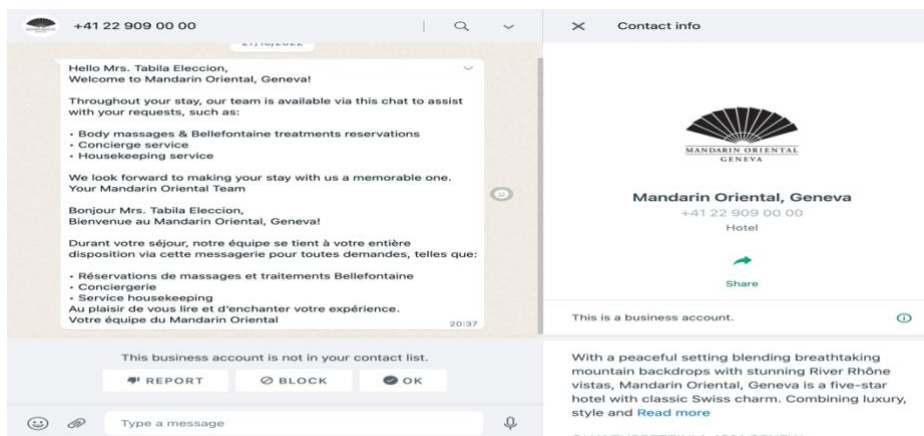


Figure 1 – helloMo, WhatsApp messaging service (Tabila, 2022).

As it can see in the figure above, helloMo is well design and unchallenging, it assists to the guest with their preferences or needs at any time, during or after their stay. Customers can communicate through and get answer.

HelloMo messaging includes texts, WeChat, WhatsApp, additionally it allows to track the conversation all in one place, and it enables the staff member to interact in an effective manner (*Mandarin Oriental, 2022*).

The platform HelloMo by Glowing.io has started on December 2021, and by end of 2022 they are expecting twenty-eight hotels to be utilising the digital messaging (*Mandarin Oriental, 2022*).

Glowing.io is a software digital messaging and engagement, specialized in artificial intelligence (AI). They provide a unique, omnichannel customer experience by human skills, technology, and data. And it helps the staff member to communicate with the customers (N, 2023).

In addition of Glowing.io, Mandarin Oriental Hotel Group have partnered with Infor, a cloud specialized in Hospitality Management Solution, that integrates front-office, as well on technologies to manage occupancy rates, dynamic pricing, and guest profiles. With the platform, it helps the hotel to track with their guest and preferences, make reservations easier, also provide quality service (Fox, 2020).

7. Recommendation

Seven P of marketing is one of the models that it can be recommended. Is a marketing strategy tool, that consist of product, promotion, price, place, people, process, and physical evidence (Assemblo, 2021).

Through characteristics that are specific to each organisation, marketing mix is used to build brand initiatives (N, 2023).

One of the marketing theories that can be recommended is the Ansoff, marketing theory. Consist of marketers in finding chances to increase sales for a company by creating new goods and services, by presenting various combinations for new markets, it helps businesses to enhance sales.(Hanlon, 2021).

This marketing theory have fours strategies, that they are market penetration, product development, market development and diversification (N, 2023).

- Market penetration: focuses on boosting existing product sales to the current market.
- Product development: expand into the current market with new products,
- Market development: using the portfolio's current items to enter new markets.
- Diversification: The goal of this strategy is to introduce new items to new markets. Can be related diversity or unrelated.

Related diversity is when the business continues to operate in a familiar market, and the unrelated diversity is when, the company enters a market or sector, that they are unfamiliar with.

8. Conclusion

The objectives of customer relationship management are simple and clear: to improve customer relationships and promote business growth.

Analysing customer needs or preferences enables organisations to decide which goods or services are most suited for a given clientele. A customer relationship management system aids in the emphasis of a company's relationships with its customers, employees, and technologies. This tool assists in identifying any gaps or areas where the organisation falls short of expectations.

Customer relationship management, by using the updates software and with the artificial intelligences it helps to delivered accordantly the service. As it is important to apply in the system, to have better communication between the company and the customer, and to keep engage, and up to date with the innovation from the company.

Knowing how to keep the customer engage within the company it helps to the organisation, as the customer are satisfied with the service, and they spend and are more devoted, and loyal.

Mandarin applies many AI software as well customer service to have better customer relationship management, as the same time that improve business relationships and improve profitability.

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