

**UNIVERSITY OF WALES TRINITY SAINT DAVID
UNDERSTANDING AND ENGAGING IN THE
CUSTOMER EXPERIENCE
(BMSW5103)**

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INTRODUCTION

Customer experience has become over the years extremely important for any organisation maintain a good relationship with customers has become the main duty for employees and management; thanks to the new technology, the market has grown to become global and the satisfaction of the customers has become increasingly difficult to achieve, because customers, given the wide choice, are very demanding and unpredictable. An organisation needs to understand customers behaviour, attitudes, thinking and values to adopt a strategy to engage them and made every experience with the company excellent to encourage them to come back and avoid the competitors. Customers Understanding Experience requires deep ongoing listening by an organisation to his customers to what motivate delights or annoys them. Understanding customers experience with the company is important to evaluate which strategy to adopt with applying quantifiable measures to reach an

excellent level of satisfaction by customers. The next level for the company must be the engagement of the customers, where the company apply the understanding and evaluation of the clients to the organisation, engaging customers, exposing new ideas and solutions to old problems. (White,1986) .

For an organisation as Grosvenor Casinos, customer experience is the key to the success of their business; Grosvenor Casino is a UK company operating in the gambling sector since 1970 with 53 casinos around the UK; Grosvenor in over 50 years of activity has become one of the favourite places for many people to spend a night beyond just the gambling point of views, but has become an entertainment place. (Grosvenor Casino).

To become one of the market leaders of the sector Grosvenor Casino has adopted a long process that had to lead the company to achieve success and popularity all over the world. Competition in the gambling industry has become intense through the entrance in the market of online gambling platforms, many organisations had to adopt a new strategy to ensure customer loyalty and satisfaction to avoid any change to lose them in favour of a competitor. (Viscov, 2020).

INTERNAL AND EXTERNAL FACTORS

Each management must reflect on the power of internal and external factors, which influence the performance and choice of the company; all the factors that lead companies to forced change are internal and external environments. Internal Environments are based on events, factors, people, systems, structures and conditions inside of an organisation, that are generally under the control of the company; internal factors are closely related to the Mission Statement, Organisational Culture and Style of the leadership of the company, because the organisation bases its principles and objectives on these three fundamental foundations, but internal factors can change the will of the company. (Lumen)

Internal environments act directly on the decision, activities and attitudes and behaviour of the employees. External environments are factors that occur outside the company, but they cause change inside of the organisation because they bring new circumstances that required decisions and actions by the company; external factors are beyond the control of the company because they are based on customers thinking, competition of other organisation, economic change, new technology, political decision and climate changes that are most of the time all factors unpredictable and which the company cannot oppose. Ignoring External factors can be a dramatic mistake for the company because they are extremely relegated to the

grown of the organisation; it is imperative for the management to continuously monitoring and adapt to the possible internal or external forces. For an organisation is extremely important to understand in time the changes to make before these factors can affect the business. Some external factors involving new situations that often change the style of leadership or values of an organisation, can influence new internal factors to resolve from a company with a careful understanding of problems and prompt and efficient response. (Chandler, 1962).

To help the management to monitor the situation can be helpful the Environmental Scanning that help the company to prevent when a change it is needed to the organisation forced by internal or external factors; it is helpful to help the organisation to make their strengths better than their weakness. For this reason, the application of a SWAT Analysis by the organisation is a mandatory action to make. Another powerful tool to use is the PEST Analysis that helps the management to understand the forces that can affect the company and guide them to strategic decision making. Profitability is the most important goal of every company and it is defined by five competitive forces that guide the company to achieve its objectives to challenge competitors and be the favourite of its clients. (Porter, 1980).

Grosvenor Casino had to overcome different difficulties over the year from external factors that have forced the company to change different strategies and achieves different goals; new political decisions as Brexit have reduced the number of employees available for the organisation, forcing them to manage the situation, monitoring the actions of a competitor.(Leadernewspaper,2021).

Another unpredictable factor is the Covid-19 pandemic that has forced Grosvenor Casino to follow Government restriction and close to the public their venues for over one year, making many almost impossible to made any plans for the company and to support their customer relationship in distance to do not lose customers in favour of a competitor. Grosvenor Casino through a strategy key of marketing started a different process to guarantee the future of the company during difficult circumstances.Their strategy was based on their potential of Grosvenor Online Casino that was launched just before the pandemic and have permitted the organisation to be competitive and active in the market as its competitors and to save customer relationship through an efficient and always operative customer service and continuous promotions and engaging customers to their devices. (Yahoofinance, 2021).

Another strategy applied by Grosvenor Casino to managing the losses and helping the society with a social impact was the adaption of some venues of the company to test and trace centre for the Covid-19; this was helpful to the organisation to make some revenue and showing to the public the effort they make in this difficult situations. (Clegg,2020).

Swot

SWOT Analysis is a tool of the management for evaluate the actual positions of the organisation and choose the right strategy to adopt; it is helpful to analyze the strong points of the company and avoid the possibility to be affected dangerously by internal or external factors. SWOT Analysis stands for Strengths, Weaknesses, Opportunities and Threats; for the management is extremely important to understand the strengths and weakness of the company, for in a second moment evaluate opportunities to take and threats to change or adapt. Often Strengths and Weaknesses are relegated to internal factors, while Opportunities and Threats to external factors. Marking the strengths of the organisation make them powerful more than their competitor, also focusing on the weakness of the company make them prepared for a possibly dangerous situation, evaluating the situation leads them to new opportunities and challenges in the market and it is strictly relegated to their strengths because they are helpful to open to new ideas; also the management must be a focus on threats made by the company to be always in lines with their culture. When management makes a SWOT Analysis must be precise and accurate in analyzing any points of view for the organisation for creating an effective strategy to adapt the company to a possible change to make by the internal or external factors. (Scott, 2021).

Grosvenor Casino SWOT analysis:

Strengths: Strong distribution network, highly skilled workplace through development staff, good return on Capital Expenditure.

Weakness: need more investment in new technologies, lack in financial planning, lack of workforce.

Opportunities: New customers to the online channel, lower inflation rate.

Threats: Raising pay level, intense competition, rising raw materials.

Grosvenor Casino SWOT analysis evidence how Grosvenor casino is a strong leader in the casino sector, marking how their strengths points are leading the organisation to be competitive in the market. (DigitGasp, 2021)

Pest Analysis

Pest analysis is a tool used by an organisation when they need to understand and adapts to new situations and new ideas. It is a good strategy used by a company when they need to know more about the business and all factors around it, that can influence the organisation strategy and decision making. Often a Pest Analysis is helpful to evaluate the external factors that can affect the goals and ideals of the

company; anticipate those factors is the objective of an excellent Pest Analysis because it can be helpful to identify new opportunities and avoid possible threats. PEST stands for Political, Economical, Social-Cultural and Technological that are all external factors that can influence the leadership style, strategy and objectives of a company. Political Factors are the new changes made by the legislations or Government and they are outside the control of an organisation; economic factors are the possible effect of a new situation of the economy around the market and they can affect the organisation and also they are outside their control; socio-cultural factors are the new lifestyle and thinking of the people and possible clients of the organisation, that must analyze correctly which values to follow during their strategy; technological factors are the new technologies invention that can influence the market of an organisation and the management of the company must be aware of them for be ready of any possible competitor. (Oxford College of Marketing).

Grosvenor Casino Pestel Analysis

Political environments :

1. Brexit has influenced the strategy of Grosvenor Casino because since Government has enunciated these new regulations about work permission over the UK, the company had to manage the threat of losing its workforce, which accounts for most of the employees.
2. Lockdown measures emanated by the government to marginalize the pandemic of Covid-19 obligated Grosvenor Casino to close all venues and to do not let customers attending the casino for over a year losing most of the clients, in exception for online gambling.

Economic Environments:

1. Forced block on the economy obligated by Covid-19 has forced Grosvenor Casino to change strategies to find new ways to make revenue and possible profit despite the tough situation thanks to the impact of their online casino and the use of some venues as test and trace for the pandemic, through a broad of recompensation in money from the government, while of gratitude by citizens.

Social Environments:

2. Being an example of equal rights for all employees has become of extreme importance for Grosvenor Casino to make all the staff feel included in their work to bring this atmosphere also to customers.
3. Grosvenor Casino has assumed over the years importance to be active in the social life of its employees and customer; the education to correct behaviour and attitudes has been precisely mandatory from Grosvenor management,

that wanted to achieve his objectives to be popular has a retweeted leader market present in everyday life of its customer, making their venues a place to feel comfortable and safe at all the time, even during the pandemic, provide the customer with any support and helps they needed.

Technological Environments:

1. Grosvenor Casino has adopted the strategies to opening its online platform to permit customers to play from their devices to achieve the new competitors of online platforms and other companies that already have approached this new opportunity. The ability of Grosvenor to adapt to the circumstances in time has permitted the company to be reliable from its customer during this forced distance.

Internal Environments:

1. Grosvenor had to manage the request of the employees in front of the Brexit situations where the company was forced to accept to raise the salary to comply with its competitor.
2. Covid-19 pandemic has changed the life of many people, that scared of the situations needed to be trained and reintroduce in a workplace from the bottom given by the long absence forced by restrictions; management must focus on being comprehensive and focus on the understanding of the feelings and attitudes of employees during these difficult times.
(Online-Casinos.com)

Porter's 5 Forces

Porter's 5 forces is a tools analysis of five points to reach for an organisation to make profitability, the management analyzing these five forces will choose which strategy adapt to their business to be competitive in the market. This model can be helpful for a company to increase their profit, but they have to continuously monitor any change to the five forces around the organisation to be ready for any new situations. The first part of the analysis will focus on the competition of the industry, the study of the strategy and services offers by competitors to a customer and how an organisation can play with them offering better offers to customers. The second part will be based on the monitoring of the potential new competitors in the market. The third part will be based on how an organisation can be influence by their supply,

which can oblige the company to accept its conditions or change strategy. The fourth part will be the focus on the importance given by a company to its customers. The fifth part will show to the company the attention to give to the existing competitors and what they are offering to the customers, so the management must ensure to be at the same level of them to be active and competitive in the market.(Scott,2020). Grosvenor Casino is very focused on monitoring the situations of the market and the strategies of competitors, to have a clear vision to which strategy adapt to the new circumstances, evaluating which offers to make to customers and opportunities to find new investors or better suppliers. (Murphy,2018).

ORGANISATIONAL QUALITY SYSTEMS

Organisational quality systems is a self-evaluation from an organisation that is based on the satisfaction and consideration of the customers to the company, using any issues or complicated situations that happened before to their business to improve their services. The management must focus on monitoring and measurement of previous work and self-evaluation from it. This analysis can be helpful for an organisation to analyzing its resources and setting new objectives to achieves. The improvement and development of the organisation is the most important part of an excellent organisational quality system that aims at the improvement of the employees to achieves new goals. (Quality Management Systems). Grosvenor Casino focuses their attention on continuously reviews of their duties to reach through them and customer reviews excellent quality systems to provide their customer's assistance to any issues. (Grosvenor Casino)

Net Promoter Score

Net promoter score is a system that helps to track and increase the satisfaction of a customer of an organisation. It is based on reviews of customers given to other people of the company; often it can be used a scale evaluation where customers can express their satisfaction from zero to ten points, subdividing them in three-part based on their answers, the model will analyze the satisfaction making a percentual and getting the result, the organisation will choose what changing can be done to improve the quality experience of the customers during their journey in the company. Also, the understanding of the responses of the customers must be listened to by the management because it regards all the changes and development that must be done by the company to achieves the satisfaction of customers and encourage them to promote the company; collecting customers reviews often, it is an excellent work to have a clear vision of the quality systems to help the company to improve services and offers to make customers happy. (Perceptive Customer Teams,2019).

Balance Score Card

Create value for the company is the objective of any organisation that aims to achieve its financial objectives; a balanced scorecard is a strategic plan based that subdivided an organisation into four-part to achieves the prospective financial objectives through process and decision making that aim to the customer's satisfaction. An organisation to have an efficient process must focus on training, innovation and business climate that give greater value to customers; These factors are the effect of balance sheet numbers because development inside of company makes a change to their profitability, so the management must monitor the effect of any innovations made to the organisation and its impact to customer satisfaction. In the second part, the management will focus on the scorecard that is based on objectives to make through the various process with deadlines and numbers to respect. Through customer evaluation, a company will understand the effect of the strategy used and if the objectives will be achievable. (Smartdraw, 2021).

Internal Audits

Internal Audits examine the strategy of an organisation and management systems that provides the information needed by the company to check if systems and process are working efficiently or changing are needed; internal audits serve several purposes like ensuring adherence to procedures, ensuring the effectiveness of the system, providing information for management reviews and identifying opportunities for improvement. These processes are all related to each other to ensure development to a company and a better customers experience. Every time something changes one of the processes, the management must report and analyze it, if the error came by the employees must train them to the plan of the organisation. If an organisation want to make changes to their prestigious and manual, they must reflect on their previous quality manual to check what needs to be changed or adapted differently. (Jha,2021).

Following prestigious and rules is the key to the success of Grosvenor Casino, which applies the same values and attitudes in every venue around the country to guarantee the same respectful and satisfying treatment at every visit of the clients. (Grosvenor Casino)

Servqual

When an organisation want to focus on its business to increase profit and reduce cost, often is helpful to make a servqual dimension to measure service quality, that is a model that subdivided the dimensions into five skills that the company need to reflect its customers; reliability and responsiveness are skills to perform a perfect service at any time and any use of the company by clients, another two important abilities that an organisation must ensure to provide are assurance and emphasis that guaranteed individual attention, knowledge and courtesy from employees to customers to ensure they feel comfortable safe and included, followed by the evident tangibles of the company that evade evidence the physical evidence of service with modern equipment and professional appearance of employees. There are several attributes to follow from a company to provided to its customers by these skills to maintain a good relationship with them. Often the model is associated with a questionnaire to provide to customers to measure the quality service of the systems because it can be helpful to understand the customers perspective, understand the difference between an organisation and its competitor from the clients' point of view through different cultures to evaluate the strategy to adapt to increase the quality service. (Toolshero,2021).

Grosvenor Casinos focus on customers experience because the competition is high in their sector and they must ensure the satisfaction of their customers after every visit to their venues and encouraging customers to become the first promoter of the company, making them feel important and participate through rewards and offers. (Grosvenor Casino)

BUSINESS OBJECTIVES OF THE ORGANISATION

Before fixing any business objectives of an organisation, the management must set the vision statement with the strategies and the purpose to follow during all process, for this reason, the company fix goals to achieve through missions and purpose to complete. Aims is what lead the organisation to improve and be competitive in the market, so is mandatory for management to let employees understand the importance of complete their duties in an efficient way always. (Commercemates,2021).

Profit / Revenue

Profit is the surplus of the income over the expenses of an organisation, while Revenue is the process where an organisation make a profit from different activities on a particular occasion. They are strictly related because their difference makes the profitability of the company. Every organisation focus to increase his revenue because its impacts choose the fats of the company, can change its strategy and choose the goals to set. The difference between them is that revenue given profitability every day to the company to invest, while the profit is profitability make from all the activities removing the expenses. (Surbhi, 2019).

Social Impact

Always more companies are getting involved to be active in the everyday life of their customers and employees bringing them new services and educating them to behave in the society. Social impact is the set of factors that a company wants to convey about itself, through attitudes, behaviour and values transmitted to customers and employees; an excellent plan from the management to set goals to achieve be active in the social impact on people helps the company to attract new customers and possible investors. For this reason, is mandatory for a company to set values to follow on every occasion and ensure they are brought out by its employees inefficiently and professional way. Challenges of social impact from organisations are always seen as positive reviews by public opinion. (Goodfinance)

Market Leader

Becoming the market leader of a business complete to have the power to make an influence on the market and be favourite then competitors, every organisation work hard to become the market leader of its sector, often associating large investments to obtain fast developments and innovations before then competitors and to have a better knowledge of customer experience through the frequent chance to submit reviews. Understanding what people are looking for and how to offer it in the best possible way is the market key of the market leaders who, through a careful analysis of competitors, of the market and their customers, choose their market strategy by relying on processes studied through accurate analysis. (Perez, 2021).

CUSTOMER RELATIONS

Customers relations is the process that an organisation uses to continually develop a positive relationship with its customers; an activity is done by the company as marketing research, active customers service and PR communications are strictly relegated to customer relationship and it is a good result, but while these activities are promoted to increase selling or help a customer with a sell, customer relationship aims to be more closer to the everyday life of the customers. The objective is to achieve high customer satisfaction making them loyal to the company, avoiding competitors and aiming to become the market leader of the business. Customers thinkings are rapidly changing so a continuous customer relationship keeps the organisation aware of strategies to adapt to achieves an excellent customers quality system. (Law, 2020)

Customer relations is the main process through Grosvenor leads its relationship to its clients and understand their thinking of the company, to make new plans to remain a market leader, increase profit and be competitive. (Grosvenor Casino).

Adoption model/AIDA

AIDA model is the process that describes what leads customers through the purchasing of a product or the choice of service, so it is helpful to the management of an organisation to understand the perspectives and vision of clients and basic on it its strategy. AIDA stands for Attention, Interest, Desire, Action; Attention and interest the power to getting and keeping the attention of the customers to the offers of the company to create a desire of it and encourage a customer to make an action buying a product or using services offered by a company. (RYTEWIKI,2021). The power of a complete understanding of their customers helps Grosvenor Casino to adapt its attention to customer desire and offering them the services expected. (Grosvenor Casino)

Hofacker

Hofacker model is the process to evaluate the support offers to the customers and their satisfaction; usually, management use this model to monitoring their development on customers relationship and for analysing new solutions to develop the effective communications to customers. (Hanlon, 2016).

Customer Engagement

Customer engagement is the relationship achieved between an organisation and its customers through a focused and efficient customers relationship, that aim to achieve customer satisfaction to ensure loyal and gratitude by clients to the company for the excellent work done. Management must focus on customer experience, evaluating reviews and feedback to develop new strategies to increase customer satisfaction; often an organisation use offers and rewards to its customers to increase their interest in the company and it is easier to approach them and have a quickly understand of the thinking about the organisation. (Qualtrics).

CRM Systems – Software

CRM Systems stands for Customers Relationship Management and it is designed to help an organisation manage and protect customer data to evaluate the best way to provide an excellent service to every different customer to make their experience always unique and positive with a company. (Salesforces)

Conclusion

This report was based on the importance of understanding and engaging customers by a company to increase profitability; the impact of the evaluation from the clients to the company influence the strategy marketing to follow to be competitive in the market. The quality process leads a company to achieves objectives relegated to customer satisfaction to increase the popularity and profit of the company. Customers thinking are changing rapidly so it is mandatory for management to adapts its organisation to be prompt and efficient at all the time to offer the best experience ever to a customer, making them promoter of the company to other people and encouraging them to come back to them, where they can find understanding by any member of the staff. A company must have a correct reading of the market that helps them with the choice of the rights strategies, overcoming its competitors in time and efficiency. (Studypurpose,2019).

Grosvenor Casino was ready to change in front of internal and external factors its vision and plans for the future to ensure to provide to customers what they attend from the company; the company managed many challenges, but their prompt decision making, through efficiently analyze of situations and changing, has helped the organisation to build a strong company with a social impact in the life of its customers that are finding in Grosvenor Casino, a place where spend their time enjoying their times with any desire or request. (Grosvenor Casino).

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