

Title of report: A critical perspective of the impact organisations quality processes have on customer relationship Management.

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Executive Summary

The purpose of this report is to provide an overview of the benefits of engaging in ethical trading and building sustainable resources to the customer relationship. Furthermore, this report will set examples of different organisation sectors with critical analysis of ethical, sustainability and quality management of their organisation. The report will draw conclusion and recommendations for further enhancement of the customer relationship management.

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1.0 Terms of Reference

The editor of Customer Relation online journal Management requested a report on 18.06.19. The purpose of the report is to provide critical perspective of the impact that organisations 'quality' processes have on customer relationship management. This report will be compiled by the researcher of UWTSD. This report will provide benefits and impacts of ethics, sustainability policies and quality management of the organisations. This report is due on 5 July 2019.

2.0 Procedure

2.1. several credible sources; textbooks, Journals, websites, theories and models were researched in order to compile this report.

3.0 Findings

3.1. Definitions of Ethics

“Clearly, ethics is concerned with matters of right or wrong and therefore involves moral judgements” (Armstrong 2012.p100).

Ethics is the process of discovering and protecting our values, principles, and motive. It is a moral conduct, distinguishing what is good or bad behaviour.

According to the BBC (2014), ethics is a system of moral principles and philosophy. It can affect individuals and society on making decisions and distinguishing between what is right or wrong behaviour.

There are different types of Ethics those include; Business ethics and culture ethics.

3.1.1 Definition of organisational ethics

“The way an organization should respond to external environment refers to organization ethics. Organization ethics include various guidelines and principles which decide the way individuals should behave in the workplace. It also refers to the code of conduct of the individuals working in a particular organization” (Management study guide, 2019).

Business ethics are important for organisations to operate successfully, to make decisions in the organisation as individuals or as group of employees. This can be influenced by company's culture, to ensure the values, policies, procedures and CRM system are in best practice.

Furthermore, how managers and employees interact with customers, ethically or unethically., Ethical customer relationship consists of honesty, trust and being loyal to customers, when delivering products and services. This can have huge impact on organisations reputation. In addition, Ethical behaviours are beneficial for the organisation, whereas unethical behaviour can damage the company's reputation, loss in revenue and profit.

According to the career trend (2018) online website, Ethics are important to every organisation because with successful ethical management can increase the productivity, attract and retain talented employees, customers, suppliers and investors. Moreover, successful implementation of ethical codes can enrich the effectiveness of the business in the long run.

According to Moon (et al, 2001)" Business ethics management is largely about managing the risk to an organisation's reputation, and any risk management programme that does not include strong emphasis on behaviour is fundamentally flawed. Programme components such as training, reporting systems and feedback-gathering mechanism must be accompanied by the development of a broader values-based culture that employees see as consistent and believable" (p37).

There are ethical theory's such as the Golden rule ethical test, it can be defined as 'treat others same manner, as you would like to be treated'. Many organisations apply golden rule as a framework for decision- making. (Entrepreneur, 2017).

3.2 Sustainability

3.2.1 Definitions of sustainability

According to Blowfield (2013), sustainability can be defined as, "Business approach that creates a long- term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social development" (p7).

Sustainability can also be defined as persevered resources and energy which can be used for long –term periods. Organisations, Governments and society, have responsibility for economic system. By reducing carbon emission, re-cycling, going green can improve environmental factors.

As Dresner (2008) explained that sustainability is referred to 'limit to growth' and Brundtland's 'sustainable development' is based on limitations of technology and social organisations, on the environments ability to provide resources for present and for the future.

Sustainability as a value is shared by way of many people and businesses who display this value in their policies, day-to-day things to do and behaviours. Individuals have performed a main position in creating our cutting-edge environmental and social circumstances (McGill University). Furthermore, according to Gaza (2013) organisations sustainability is a commitment to the environmental, economic and social factors in a business. It is a framework applied to develop strategies or foundations for the concept of sustainability.

Therefore, organisations sustainability is essential for the company long –term success.

3.2.2 Pillars of Sustainability

The pillars of sustainability and how the areas; environmental, social and economic affect the organisation.

- The Environmental factors – organisations are more focused on reducing carbon footprints and packaging wastes. Also introducing zero – waste initiatives, replacing with recycled or reused material. This will finically save the cost of the organisations.
- The Economic factors- Economic factors have influence on company on who makes decision and moreover there are other factors that affect organisation. Those include; demand and supply, interest rates, exchange rates, taxes, recession and inflation. As the Marketing tutor (2019) stated,” General price levels of commodities is also a key economic factor affecting business and play huge part in its growth”.
- Social- in organisations employees are the stakeholder, the employer's responsibility to support, treated fairly with respect. In addition, business need to focus more on retention and engagement with employees. By providing more benefits for example, better maternity benefits and learning and development opportunities. Furthermore, how they are committed and engaged with the community (Investopedia 2019).

Every organisation needs to be aware when they are focusing on customer relationship, they need to examine the triple bottom line. How to effectively manage the triple bottom line, which will enable to improves customer relationship and products and services of the company.

3.3 Quality

3.3.1 Definitions of Quality

“According to a 2008 study on quality issues in customer- driven organizations, many enterprises define quality in terms of measuring and setting service standards and metrics, with the goals of controlling costs, reducing risks in their vital customer- facing operations, improving customer satisfaction and generating new revenues”(Ditto).

“Quality is what quality does” (Simplicable 2013). Every business need to effectively manage the quality of its products and services. If not managed effectively, the consequences will be that; less productivity, cost more, more risk, also drive customers away to competitors. Therefore, quality is critical to business success.

Every Businesses aim to attract customers and retain potential customers. This can be only achieved by providing good quality customer relationship, by building strong relationship based on trust, commitment, coordination and communication. Moreover, delivering high standard of services, addressing complaints, and resolving problems quickly. In addition Buttle and Naude(2000) claimed that according to their research analysis on assessing relationship quality, the research results indicates that there are five attributes of quality relationship those include; power, trust, integration; mutual understanding of needs , and profit.

There are Quality Gurus, theories that an organisation can follow as guidelines to improve the quality customer relationship management strategies. For example, Juran theory and Ishikawa fishbone theory which, was developed by Kaoru Ishikawa in 1969. This fishbone theory can be applied to identify root cause of the problem (refer to Appendix A).

In the Juran’s quality ‘Route map’. Juran’s theory provides different factors of quality. He focused on quality planning such as, identify customers and what are their needs, and acknowledge their needs and want. Furthermore, quality control- develop processes able to produce the products, optimise process. Also, quality improvements- prove that the process can be produce the product under operating conditions and transfer the process to operations. (Safri 2019 & Juran 1988).

3.4 The impact on CRM system

3.4.1 Definitions of CRM

“CRM is the process of managing all aspects of interaction a company has with its customers, including prospecting, sales and service. CRM applications attempt to provide insight into and improve the company/customer relationship by combining all these views of customer interaction into one picture”(Buttle 2008).

CRM is a tool used in organisations to collect customers data and analyse their preferences, by understanding customers' choices. This will allow the companies to offer promotions, personalised gifts and rewards and retain customers and increase revenue income of the company.

3.4.2 The Ethics impact on CRM system

The ethics impact CRM system as decisions are created, Businesses ought to align the code of conducts to act ethically in organisations. According to the Chartered institute (2019), “ Ethics refers the way an organisation conducts its business, how they treat people, interact with communities, impact the environment, do deals, and make money. Basically, it is about actions and decision”. Ethics are important for all Businesses as it builds, trust, integrity, honesty, loyalty with customers and increased customer satisfaction. As Hill (2019) explained that there are several benefits of high ethical standards, such as increased customer satisfaction, repeat purchases, customers are recommending others also increased profit margin. Moreover employers/employee's responsibility to behave ethically when dealing with customers and suppliers. Selecting right products and provide reliable information about products, not false information this will cause negative impact on organisations, customers will start purchasing from competitors. This kind of unethical behaviour is unacceptable and will affect organisations reputation. In addition, there are disadvantages of CRM systems, there are some concerns regarding the privacy of customers information. Business need to take this in account and ensure to add data privacy policies to their customer relationship management initiatives, to refrain from getting into legal consequences. According to Newman (2014), companies that create and maintain culture of integrity and ethics, when approaching customers, are good reputable organisations with long term success.

3.4.3 The sustainability impact on CRM system

The sustainability impact on CRM system as it is business capabilities of providing resources for the organisation. Businesses need to ensure that products are sourced from sustainable organisations. Furthermore, CRM system enables, companies to build good loyalty with customers and secure sustainable relationship, meeting customers' demands and solving complaints and issues. According to the online Journal article (2013), it has been stated that, there are three most important elements, sustainability depends on those include: resistance, transparency and repeatability.

Sustainability is desirable for organisations both as a long-term approach to enhance employee confidence, and as a short- term response to government legislation. company's responding to needs for simply visible sustainability practices are additionally extra captivating to the new classification of moral traders and regain the value of managing sustainability through authorities grants and extended income to green activist and different members of the society. (do it yourself 2018).

Additionally, there are several advantages of sustainable Business, which include in the following;

- Increases productivity, reduces cost, attract potential employees, attracts Investors,
- Builds strong brand image and competitive advantage
- Increase Business ability “to comply with regulation” (Environmental Leader 2016).
- Reduce waste and become environment friendly
- Happy, satisfied, shareholder.

3.4.4 The Quality impact on CRM system

Quality is one of the important aspects of the CRM system, because Organisations aim is to provide good quality products that meet customers requirement. The implementation of the CRM emphasis on involvement of engagement with customers in a long – term relationship, also understand the preferences of individual customers' needs and want. This will maintain good quality relationship and therefore improve quality management.” Quality Management is always based on customers' needs and expectation” (Havlicek, Breckovo and Zampeta ,p16.2013).

Moreover, quality in CRM is also about ethical and sustainability, to make sure the Organisations measure how they produce products, by monitoring, testing, samples of finished products. As Havlicek (et al 2013) explained that there are four stages of quality Management such as, 1. Quality monitoring, 2. Quality control, 3. Quality assurance 4. Total Quality management. There are quality Models an organisation can implement and improve quality Management system. Those include; TQM and BSC Model, the Balanced Scoreboard Model (refer to Appendix B &C) sets up targets to achieve in the quality policy, associated in following;

- Customer Relationship Management
- Management of Innovational and educational activities
- Finance management
- Internal process management (Havlicek, Breckovo and Zampeta 2013).

3.5 Ethical and Sustainability in Businesses

3.5.1 Tesco plc

Tesco is the one of the largest food retailers in the world. It operates 2,318 store and employees 326,000 within UK, Europe and Asia. (Tesco plc). Tesco products range from grocery and general merchandise has diversified, to include, banking, insurances services, and electrical good as well as telephone equipment and airtime. Tesco's mission statement is “Be champion for customers, helping them to enjoy better quality of life and easier of living” (Tesco plc).

Tesco Corporate responsibility programme was launched in 1998. Company's core element of the Ethical trading programme is their promise to be ethical and responsible when they buy and sell products. The programme consists of four pillars those include;

1. 'Value- ensuring we work with suppliers who share our values '
2. 'Monitoring -getting to the truth about conditions for workers in our supply chains'
3. 'Improvement- supporting our suppliers to improve'
4. 'Transparency- being open and honest working with others.' (Tesco plc 2014).

Moreover, Tesco sources their own-label including Tesco exclusives brands, services and goods in their Tesco stores in the UK. Also, the organisation is the founder member of the Ethical Trading initiative (ETI). ETI base code is set of standards and rules which all Tesco suppliers need apply to ensure the employees work condition is safe and hygienic. (Tesco plc 2014). Also, the organisation introduced "our little help plan" (Tesco plc) for the sustainable for all products. Tesco has Environmental impact through their sourcing/operation which includes, forest, marine, farmlands and fresh water and climate. It is a commitment for them to sustain over long term, with the approach to improve, Transform and advocate (Tesco plc).

In 2013, Tesco set an out a global challenge to reduce food waste by 2030. Furthermore, the organisation launched community cookery school for food waste donations also to remove plastics packages from fruits and veg and making packaging re-cyclable by 2025. (Mitchell 2019). They have planned to source 65% of electricity from renewable sources by 2020, such as wind and solar. Also reduced its carbon emission by 41% in last 10 years. "Tesco is one of the first key players to recognise the financial and environmental benefit" (Independent 2017).

3.5.2 Tesco Quality management system

To improve customers services and employee development, the company implemented Nice Universe quality management software. Tesco has good consistent approach to quality management, products are monitored, tested and checked throughout the supply chain, even before stacking on shelves. As for the customer relationship Tesco has Clubcard this provides detailed information of customers, so this will allow, Tesco to understand customers better. Therefore, consistency is the most important factor of customer services, in today's organisations where there are increased competition and both customer choice and empowerment are increasing (Mills 2017).

3.5.2 Santander Bank

Santander bank is a diverse retail and offer services to the general public and to companies, with 14,760 branches globally. It offers products and services, ranges from current accounts, saving accounts, mortgages, ISA, Investments, car Insurance, Travel Insurance, personal loans and improve communities, the bank invested in the non- profit Organisations (Santander).

Santander group guarantees Ethical, Social, and Ecological criteria are appropriately pursued when leading businesses. Furthermore, the bank has several policies, codes, protocols, code of conduct and guides that cover in every department, and banks carry out Annual Review sustainability policies.

Sustainability commitment, the bank's main role to help the growth of both sustainable and inclusive. By delivering high standard, good quality customers services, meet the requirement of customers, helping clients set up businesses, also help the community for the local economies. Moreover, to provide support and guidance for the people to get the education and training (Santander Group).

In addition, the bank finances Renewable energy, supporting with smart technology such as green tech. Furthermore, have contributions towards to make good balanced inclusive economic and social system (Responsible banking report 2018).

5.2.3 Apple Inc

Apple Inc is an American Corporation founded by Steve Jobs and Steve Wozniak 1976. It manufactures computer software, consumer electronics, iPad, iPhone, online services, cloud services, accessories etc. The company mainly focuses on the four Ps those include, products, promotion, price and place (Panmore Insititute 2019).

Apple commitment on sustainability, Apples target is to achieve "a net zero impact on the world's supply of sustainable virgin fibre" (Think progress 2015). The company generates renewable energy and continue further (wind, solar, bioges, geothermal and hydropower)

Apple has good quality products and customer services, as the company has implemented the Total Principle Quality management system to achieve their company and social goals. (Course BB 2019).

3.6 The researcher identified the Gaps of Ethics, sustainability and quality

3.6.1 Tesco plc

- Unethical -In 2014, the Guardian investigation reveals that, found slave labour, were horrific conditions. In the production of seafood sourced to Tesco. The company failed to have policy on sourcing conflict minerals.
- In 2016, the company received worst ratings from ethical consumer, for its lack of policy on the use of toxic chemicals also worst rating for palm oil policy
- Gaps of quality-Tesco product recall of bottle drink (Robinson fruit shoot and Apple blackcurrant) as a precautionary measure (Express 2019)
- Packaging filled with wrong products, this product can be health risk for allergy or milk intolerance customers (Cambridgeshire live 2019).

3.5.2 Santander Bank

- Unethical practice- Santander bank was penalised for investment advice failings and incautious decisions.
- Also fined for failing to pass inheritance money to bereaved families

- No gaps in quality- the bank has been ranked in the highest, performing bank, for the overall service, quality, competitiveness and transparency

3.5.3 Apple Inc

- Unethical practice- 2014 report from China labour watch (CLW) found that number of serious health and safety environmental human rights violation in Apple supplier factory in China (Ethical consumer 2019).
- Apple did not make progress on improving conditions of workers.
- Unethical hiring practices in its supply chain
- According to the Channel News (2017), that Apple used child labour in the manufacturing factory in China, school children were employed to 11 hours a day without getting paid.
- Apple received worst ratings from the ethical consumer for the environmental reporting in 2016
- Poor environmental performance for instance; no future dates of products, conflict in minerals
- In 2016 received worst ratings from ethical consumer award for strategy used to avoid tax.
- Apple was suspected in tax fraud allegations
- Product recall on wall plug adaptors sold between 2003 and 2010
- Wall plug adaptors caused six incidents globally (Young 2019).

4.0 conclusion

It has been found that Apple has unethical supply chains also, Banks are unethical and unsustainable. Therefore, it is highly essential for organisations to quickly improve, for that the implications are managers need to develop a culture that emphasis on ethics, social responsibility, sustainability and adaptability.

5.0 Recommendation

Tesco

- Tesco needs to be cautious and responsible products packaging and regularly monitor
- Safety checks of products
- Review the Golden ethical test regularly
- Review the sustainability pillar for supply chain

Santander

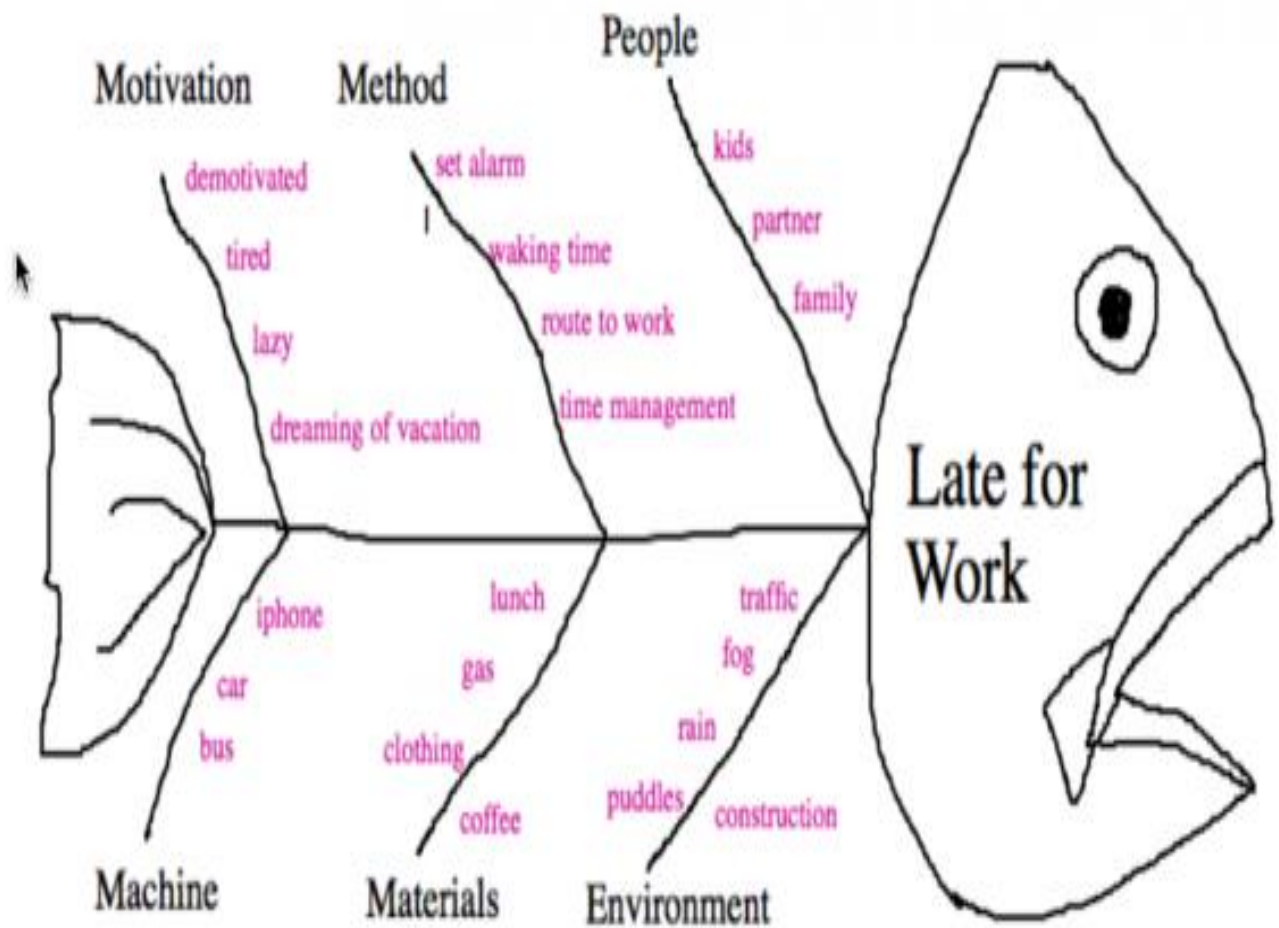
- To apply the golden ethical test
- Santander bank is making progress on sustainability for that the bank has launched strategic framework for sustainability, this will make the bank more responsible. According to the ethical performance online website (2019),” Santander's ambition to be a responsible bank and to further integrate social and environmental consideration into Business decisions”.

Apple

- _Stop child labour in manufacturing in china, uphold human rights
- Apply the golden ethical test
- Review the electronic products, according to the health and safety regulations or update policy for safer working environment and society
- Apply the Ishikawa fishbone theory to identify root cause of the problem
- Review the sustainability pillar

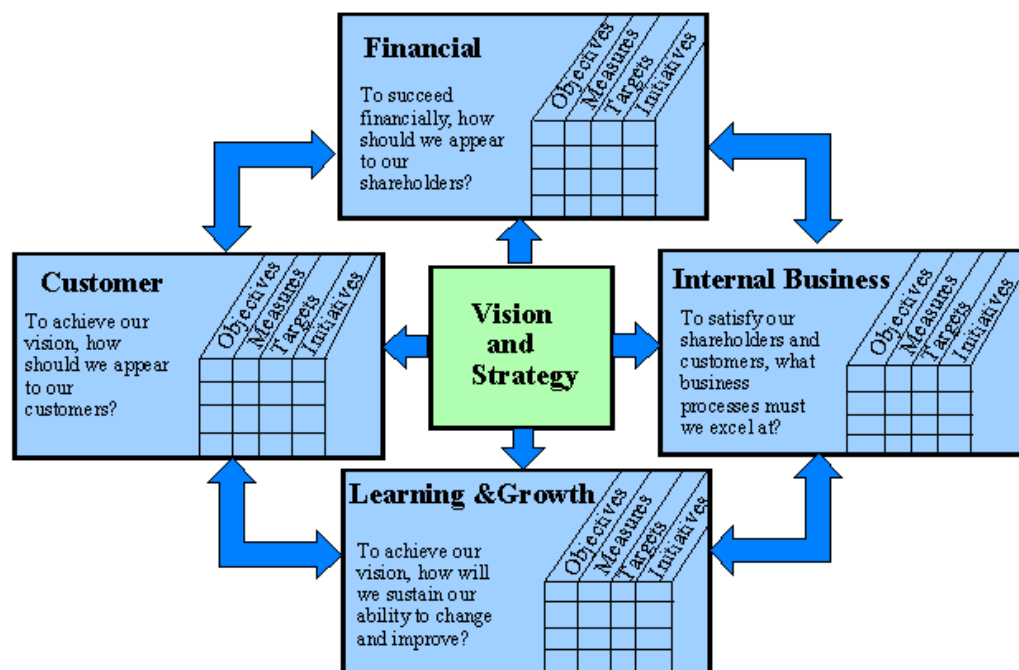
Appendix A

Ishikawa fishbone diagram



Appendix B BSC Quality management model (Kral,2010, Havlicek,2009)

Balanced Scorecard Framework*



* Adapted from Kaplan & Norton, 1996. *The Balanced Scorecard*. Harvard Business School Press: 9. Original from HBR Jan/Feb 1996, p. 76.

Appendix C

Japanese model TQM (Havlicek, 2011)

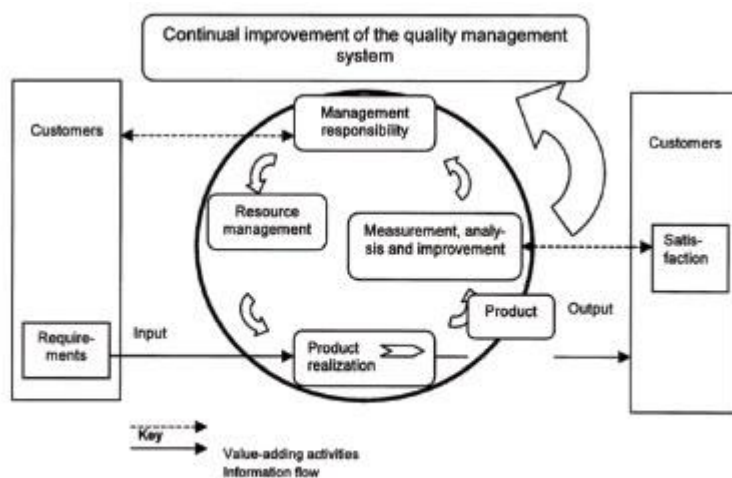


Figure 1—Deming cycle within TQM (source: ČSN EN ISO 9001)

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