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Executive summary

Customer engagement and their management is one of the important aspects of business, especially in the retail sector. In the current report, the quality control approaches and customer management strategies of the Arcadia Group has been analyzed. This has been done in order to have an idea of the customer control issues faced by the Saturday staffs of their retail stores. Through the analysis it has been noted that they lacks proper technical facilities and employee skills in maintain the customers. The Saturday staffs lack proper knowledge about the recent fashion trends and fail to guide the customers approaching to their stores. The value, prices of the products and the information system available in their stores also fail to engage customers. Hence, recommendations have been provided to have a staff training and skill development programme in order to have proper customer management.

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1. Introduction

The customer care for any organization means, providing service to the customer during, after the sale of a product. This has an intense relationship with regard to the growth of the business of any organization. In this regard changing of customer behaviour with time and the advancement of technology is also a point of concern. This also exerts effect in the experience of the customers. The current report is based on the understanding the customers experience and its relationship to business growth of the concerned organization. The report focuses on the quality management and, customer relationship management of the organization through the implementation of a proper management plan. This are depending on the feedback from the customers in relation to the customer service that has been provided by the organization. The report also discusses about the barriers in developing and implementing a proper customer relationship management. The current report focuses on the fact of effective implementation of relationship management plan in the concerned retail organization. In this report proper understanding of customer expectation and its professional approach in customer relationship management has been explained.

2. Findings

2.1 Customer experience and business growth

For the growth and development of the business of any organization, the evaluation and valuation of customers experience always play a key role. This is because; the customers are the central focus of any business organization. As opined by Lemon and Verhoef (2016), in the promotion of business, understanding customers level of expectations, valuing their in-store experiences, implementing their feedback in order to develop customer relationship management are the key terms. The management plan for business growth of the concerned organization should have customer oriented approach. Their in-store experience should be properly analyzed for improvement of the business growth of the concerned organization. According to the ‘Theory of Customer Value Hierarchy’, the experience of customer includes effect, attributes of their

experience, and the theme behind their experience. In this regard, the most valuable input is the feedback of the customers. As stated by Wang *et al.* (2016), this contains valuable parameters like their experience with the seller, their experience with regard to the customer care service during and after business.

The customer relationship management includes the standards and quality of the products and services, provided by the staff to the customers. Hence proper maintenance of these factors are required to enhance the efficiency of Customer Relationship Management. As opined by Ren *et al.* (2016), for sustainable business approach the concerned organization should incorporate ethical considerations with regard to the customer's expectation management. This includes, reasonable price of the products, scope for exchange of defective products with a correct one. All these factors are responsible for the growth and development of a business organization.



Figure 1: Relation of customer satisfaction

(Source: Created by author)

2.2 Barriers to customer relationship management

This section of the report discusses about the factors which act as barriers in order to develop customer relationship management in a retail organization. As opined by Fernie (2014), the customer relationship management is a strategic process of managing business for every

organization through the effective interactions with the customers related to sustainability of business. For the development of business in a retailing organization, effective communication with the prospective customers is required. There are several barriers in order to develop an effective customer relationship management in an organization. Çifci *et al.* (2016) stated that in an organization the employees should be accountable that is answerable to their higher authority in order to provide information about the customers feedback, sales details etc on time. **[Refer to appendix 1]**

The absence of their accountability can be one of the common barriers with regard to the effective development of customer relationship management in the concerned organization. The lack of proper information flow in an organization creates a communication gap between the different units of management. Hence, in the concerned organization, absence of systematic data flow can be another obstacle in the efficient implementation of Customer Relationship Management. In a business organization, human resource is the key factor in order to implement any managerial decision, plan and consideration. Doherty, Shakur and Ellis-Chadwick (2015) suggested that lack of this resource becomes a barrier for an effective implementation of any business managerial plan. Therefore, the proper development of customer relationship management is also not an exception. Therefore, lack of sufficient human resource may hamper the customer relationship management execution. This affects the customer centralized approach of service which may get reflected in the sales and services report of the retail organization. The disturbed and unsystematic management of sales report and customer's feedback report creates business gap in any organization (Melero, Sese and Verhoef, 2016).

The irregular arrangement of sales data of products creates an accountability gap in the customer relationship management in a business organization. The feedback report of customers includes valuable parameters for the professional approach and development in Customer Relationship Management (Grewal *et al.*, 2017). Therefore, a logical and strategic analysis of these reports is required to understand the expectations of the customer, their buy-in experience of products in a retail organization. These reports also exert light on the variance of customer's choice, demand for a product depending on their purchasing capability. According to the 'customer behaviour theory' employees lack of decision making ability is a crucial barrier in this regard. As stated by Navimipour and Soltani (2016), the implementation of technical assistance in order to provide a better quality of customer care is another important factor in customer care relationship

management. Hence, lack of the technical improvement of employees as well as service is a factor behind barrier in customer relationship management.

2.3 Relationship of customers with Staff in Arcadia group

In any business organization the relationship between employees and customers is mainly a buyer and seller relationship. In order to the development of customer relationship management in the concerned retail organization, the approach of the employees should be customer oriented. As opined by Robson *et al.* (2016), there is a strong connection of repurchase of products by the customers related to service provided to them by the employees. The existing relationship between staff and customers of the Arcadia group is good. But it required being relevant and sustainable in order to achieve their business target positively. Their annual profit fall by 16% in the year 2017 compared to the last year 2016 (retailgazette.co.uk, 2017). The sustainable business development of the organization means by minimizing the negative effects of the customer relationship barriers.

Approaches	Impact
The staffs of the Arcadia group provide a smart, quick and systematic customer care approach by solving the queries, managing the expectation of their customers.	The expectation management of the customers varies depending on their age, choice, purchasing capability, quality of the product etc as per 'social cognitive theory'. The effective decision making ability and smart delivery of products and services of the staff of Arcadia group helps to manage their customers internationally (Melero, Sese and Verhoef, 2016).
As opined by Peltola <i>et al.</i> (2015), the staff of the concerned retail organization concentrates on the quality of the product, delivery of their customer services.	The modern way of customer- staff relationship in the retail industry includes participation of both in various programmes, events. This is done to value and give importance to the customer by improving their relationship with staffs according to the theory of 'customer value hierarchy' (So <i>et al.</i> , 2016).

Table 1: Approaches taken in Arcadia Group

(Source: Created by author)

All these include a positive degree in the staff and customer relationship of Arcadia group. The commitment of the staffs to the customer in order to value their expectation is a key factor of customer relationship management in Arcadia group.

2.4 Ethical considerations related to customer experience

In the customer relationship management, in order to satisfy customer's expectation, consideration with regard to the ethical issues of the customer needed to be managing. As opined by Verleye (2015), ethical consideration regards to the experience of the customers help in trust and confidence building for effective business growth. As stated by Lau *et al.* (2017), especially in retail industry, the frequency of business threat in terms of market intervention is very obvious and frequent. As opined by Spector (2017), either by global intervention or by local substitutes. Therefore, considering business issues related to the customer relationship management is required to be managing with degree of proficiency. **[Refer to appendix 2]**

As for example, customer issues related to exchange of products, delivery of customer service after sale of the products, satisfying customers by answering their queries, extension in date for exchange, proper information of the products, maintaining their quality etc. All these highlight the fair business strategy of the concern retail organization. This also shows the quality of the business strategy of the customer relationship management. As opined by Spector (2017), therefore, for dealing with ethical issues related to customer relationship there should be a proper ethical business management as per the theory of 'customer value hierarchy'. In the concern business organization, the staff needs to follow specific reference for a particular retail sector. There should be proper information portal for the customers to check about the details of the product. As for example, the variety of the product, price, and quality of the product as well as the availability of exchange offer of a particular product greatly affects customer perception.

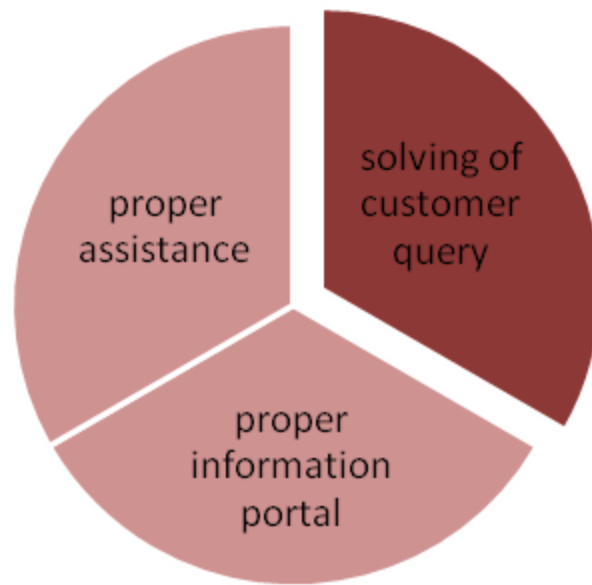


Figure 2: Ethical considerations

(Source: Created by author)

The legal issues related to ethical matters should be solved professionally as per the ‘Consumer Rights Act 2015’ of the government of UK (Grewal, Roggeveen and Nordfält, 2017). Ethical consideration includes fair pricing of the products, advertisement of products, offer availability for the products etc. As a part of ethical business consideration there should not be business monopoly for a particular product in the market. This hampers the business prospect for other organizations according to the business act of the United Kingdom. Related to the ethical considerations of business the retail organisations can apply a cut of pricing strategy in order to inspire the customers (Maslowska, Malthouse and Collinger, 2016). This will facilitate their purchasing of products. Cutting down of prices of the products below a level in order to replace other organization should not be adopted as this violates the business acts of the United Kingdom.

3. Analysis

3.1 The quality system and customer management in Arcadia group

The existing quality system of managing the quality of the product, delivery of customer service in the Arcadia group is required for more improvement for effective customer relationship management. With the development of technology and competition in the market the quality system of the organization should be implemented with visibility to the customer. There should be

proper testing mechanism for checking the defects of the products. After detection of defects the products should be repaired accordingly. Therefore, the existence of effective repairing unit is also needed. As opined by Ryan (2016), then that product should be launched in the market. Sometimes, customer faces problems after the delivery of the product in terms of their quality or quantity etc. The customer should be provided opportunity for the replacement of those products. This requires proper replace management and availability of the information to the customer. This is required so that their confidence for the concern business organization do not break (Baumöl, Hollebeek and Jung, 2016). This is one of the important ethical business considerations in customer relationship management. **[Refer to appendix 3]**

As this helps in order to build the confidence capacity and trust building capacity in the market. The concerned organisation is required to develop their customer relationship management on a real time basis so that the status of the product can be checked with time. The concerned organization manages international customers. As opined by Spector (2017), therefore, understanding the expectations of various customers in this regard includes social and cultural factors also. In Arcadia group, there is a gap in the proper supply chain management system on a large scale in Arcadia group. Issues have been noted in the proper analysis of feedback report of the customers to check their queries of the customers and their complaints related to products and service. The identification and analysis of reasons behind their complaints and queries is important factor for quality management (Voorhees *et al.*, 2017). This will help the customer relationship management to improve the quality system in the concerned organization.

In the Arcadia group the lack in information between the store management and supply management of the products affects the customer service negatively. Hence, quality system of the customer relationship management also hampers. Lack of quality control and information update with time are also responsible in this regard. As opined by Ryan (2016), the quality system of products and services to the customer of Arcadia group is hindering in store management and information management of the concerned organisation. As opined by Spector (2017), the lack of proper information flow in different unit of management in the organization is also impacting negatively in the quality system management of products and customer service. There is a gap in feasibility of products in terms of customer's specific expectation in the concerned business organization (Melero, Sese and Verhoef, 2016).

All these factors, exerts negative impact in the development of business and growth of the Arcadia group. As opined by Ryan (2016), the sustainability of business with the market ups and downs is getting hampered. As the retail organization deals with global customers therefore, gap in proper analysis, depending on cultural varieties and shoppers in-store experience is affecting the management of quality system in customer relationship management. The lack in the varieties of knowledge related to language amongst the employees of the concerned retail group is impacting the customer relationship management. This is because, the organization deals with global perspective (Papagiannidis *et al.*, 2017). The gap in understanding the behaviour of the customer according to the ‘customer behaviour theory’ and ‘social cognitive theory’, there is gap in understanding customer’s psychology, expectation, and communication level in global perspective for the Arcadia group.

3.2 Approaches for understanding and engagement in customer experience

In order to know the customers’ experience and satisfaction level for any product, it is essential to take their feedback. According to Williams *et al.* (2015), the direct face to face interaction with clients and management is most effective to know about their satisfaction level. Direct contact with customers also helps to maintain customer retention of any organisation. Customer retention leads to sustainability of any company and increase their competitive advantage. On the other hand, Vezzoli *et al.* (2015) opposed that, communication through email, catalogues, and Google forms effectively provide the knowledge about customer’s experiences. As opined by Spector (2017), direct mailing to the customer along with providing knowledge of new product, gift vouchers and prime membership helps in increase of market sustainability. In order to understand the experience of the customer the concerned business group can take steps like participation, promotion and inclusion of the customer’s feedback to improve the customer relationship management. By including the in- store experience of the customer, their expectations for visualization of the products and fulfilling their queries etc can work as measurable approach in this regard.

With limited Saturday staffs the managers of the Arcadia group are continuing in the organization. The limited number of human resources impacts the business of the retail organization negatively. As for an example, the annual profit of the Arcadia, fall down by 16% in 2017 compared to 2016 (retailgazette.co.uk, 2017). The global exposure of the concerned fashion store requires versatility of the employees with regard to the sense of global fashion. The

cultural norms behind the fashion play a key role in managing the expectations of the customers. The limited number of Saturday staff in the Arcadia group find it difficult in managing customer's expectations. The existing information system is lacking in its effectiveness in order to connect various management units of in customer relationship management (arcadiagroup.co.uk, 2017). The knowledge of latest trends of fashion amongst the Saturday employees is hindering in order to provide quality information to the customer.

There exists a lack in assistance to the customers within stipulated time. Customers in store experiences are not properly evaluated by the Saturday staffs of the Arcadia group. In the existing situation the staffs are finding it difficult to value the customers efficiently. Therefore, there is a lack in their professionalism. The existing system of tools in replacement management, defect detection management, repairing management of products is not sufficient for the Saturday staffs of the Arcadia group (neopost.co.uk, 2017). The Arcadia group is a famous international fashion retailing organization. Hence, the employees experience global customers in a frequent manner. Therefore, to interact with the global customers the concerned organization concentrates on the versatility of language skill of staffs. This helps to value customers.

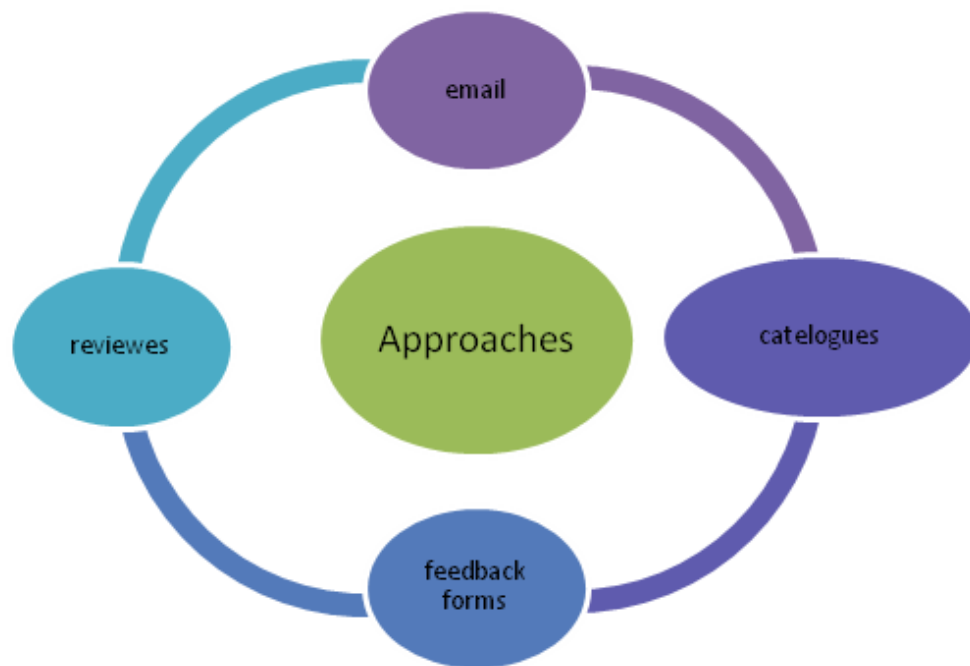


Figure 3: Approaches taken by Arcadia Group

(Source: Created by author)

As influenced by Hingley *et al.* (2015), the existing base of communication skill of limited Saturday staffs is not meeting this important business parameter of the Arcadia group. This is

because, strong and versatile communication skill of staffs helps to understand customer's expectations, their queries, their demand in fashion. This makes customers in-store experience viable, interactive. They get assisted by the staffs and increase their repurchase from the store. Lack of this issue decreases the growth of business. As opined by Fernie (2014), the existing logistics system of the concerned organization operated by the Saturday staff is hindering in meeting the supply chain management of the organization. With the limited Saturday staff the managers of Arcadia group find it difficult to meet the target supply of raw materials and essential designing material of their fashion store. As opined by Mullins *et al.* (2014), this is responsible for the decrease of customer's engagement in the fashion retail store. The coordination capability of the Saturday staff between the understanding of customers demand regard to the current fashion trend and supply of products or information about the products is not according to. This is hampering the customer relationship management (oxfordcomputergroup.co.uk, 2017).

4. Recommendation

In the concerned organization, with limited Saturday staff the manager find difficulties in maintaining an effective customer relationship management. This influences customer's engagement with the Arcadia group negatively in terms of business. Hence, for the enhancement of the customer's engagement in the organization some factors should be incorporated for the development of skills for the Saturday staffs. Since, as the managers deal with limited number of Saturday staff. Therefore, a systematic, real-time flow of information should be incorporated for the employees to deal with customers. So, that there can be proper flow of information between different unit of the organization with limited number of resources. For this purpose the managers should include different technical and skill development programmes for the Saturday staffs. This will help the concerned organization in order to create a sustainable business environment.

The technical programmers include useful knowledge of operational tools related to replacement management, defect detection management, information system of the organization. The skill development programmed includes language programmed, customer care service programmed (Retailstore.co.uk, 2017). These steps will enhance their ability to work in a smart, systematic way in dealing with global customers. So, the sense of fashion and knowledge about latest trends are required amongst the employees. Especially, for the Saturday staff who are limited in

number. For this purpose, the manager of the concerned retail organization should encourage their Saturday staffs in order to develop their sense of fashion and knowledge about internationally latest trends. The managers can promote different workshops, fashion oriented events where the staffs will be rewarded for their innovative thinking, strategy, and creativity. As influenced by Lemon and Verhoef (2016), there exist a direct relationship between the employee's job satisfaction and customer satisfaction. The recognition of talent by higher authority inspires an employee to serve better. Since, the Arcadia group deals with global customers. Therefore, the employees of this retail organization experience various cultural and language differences of the customers. So, there should be a comprehensive language training programmed for the Saturday staffs in order to deal with various customers. This will make them dynamic in nature to serve better.

As influenced by Trainor *et al.* (2014), the decision making ability of employees of any organization plays a key role in understanding the needs and managing expectations of the customers. Therefore, to enhance the confidence of the Saturday staffs the management of the concerned organization should exercise of democratic leadership in a broader sense. These will make the employees independent in taking decision. As influenced by Spector (2017), the manager should make aware the Saturday staffs in order to develop an in- store culture for the better experience of the customer in the store. There should be an approach of assistance in order to provide better customer service within stipulated time. Therefore, the manager should incorporate different training programmed in order to make skilled the limited Saturday staffs for better customer service. As influenced by Doherty *et al.* (2015), the managers should promote accurate tools to detect the defects of the product which will be helpful for the Saturday staffs to work efficiently.

The manager is required to motivate the Saturday staffs by providing them incentives for their better service. The managers should promote ethical work culture amongst the Saturday staff in order to deal moral business issues of the customers. This helps in trust and confidence building of the customers. In turn which help to earn reputation in the market? As influenced by William *et al.* (2015), inclusion of perfect quality control system will help the Saturday staff to provide better information and service to the customers. The managers should prepare a professional guidance programmed for the Saturday staffs so that they can provide better information about how to manage customer's expectations in the fashion retail store.

5. Conclusion

From the findings and analysis of the current report, it is clear that, the Saturday staff of the Arcadia group is lacking in some factors to enhance customer's engagement. The managers of the retail organization are facing difficulties in order to develop an efficient customer relationship management with poor workforce. The existing system of information management, customer care service, communication base of the employees etc. are not sufficient to enhance customers engagement in the business. The proper management of information flow among different unit of business is getting hampered because of the lack of correlation of the employees. The Saturday staffs are required to improve their sense of global fashion in order to deal with international customers. The seller buyer relationship between the employees and customers of the Arcadia required to be assisted by interactive in store atmosphere of the organization. The Saturday employees are needed to be skilled in terms of business ethics, communication, and expectation management of the customers. The staffs are needed to be trained by the management for a smart and professional business approach with the change in market. The Saturday staffs should be technically well trained with the advancement of information technology.

The Saturday staffs are lacking in motivation. Therefore, the managers are required to motivate them by several values driven programmed. The Saturday staffs are poor in workforce. Therefore, the managers are required to inspire them by different event participation, which will increase their versatility. All these will help the staffs to give their better service for customer satisfaction. The quality control measure of the concerned organization is not sufficient for the Saturday staff in order to deal with the customers with full of their efficiency. Therefore, the managers are required to improve the tools or procedure in order to maintain the quality of the product. The logistics management by the Saturday staff is not sufficient to meet the demand supply chain. Hence improvement of all these area will enhance the engagement of customers in the Arcadia. The improvement of all these sectors for the Saturday staff of the organization will enhance the relationship between prospective customers and the staffs. In long run this will contribute the organization towards its sustainable growth.

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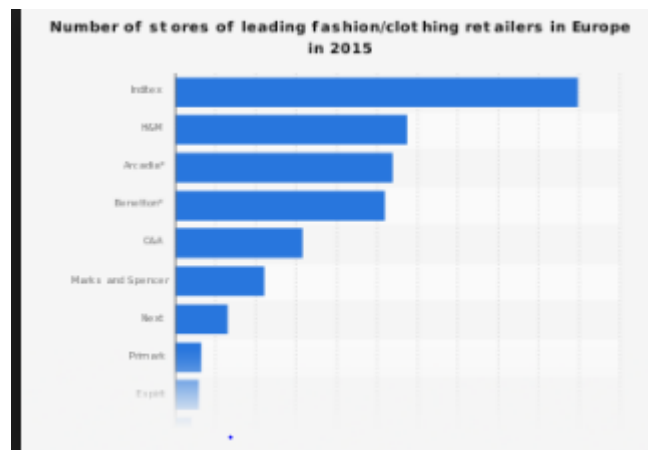
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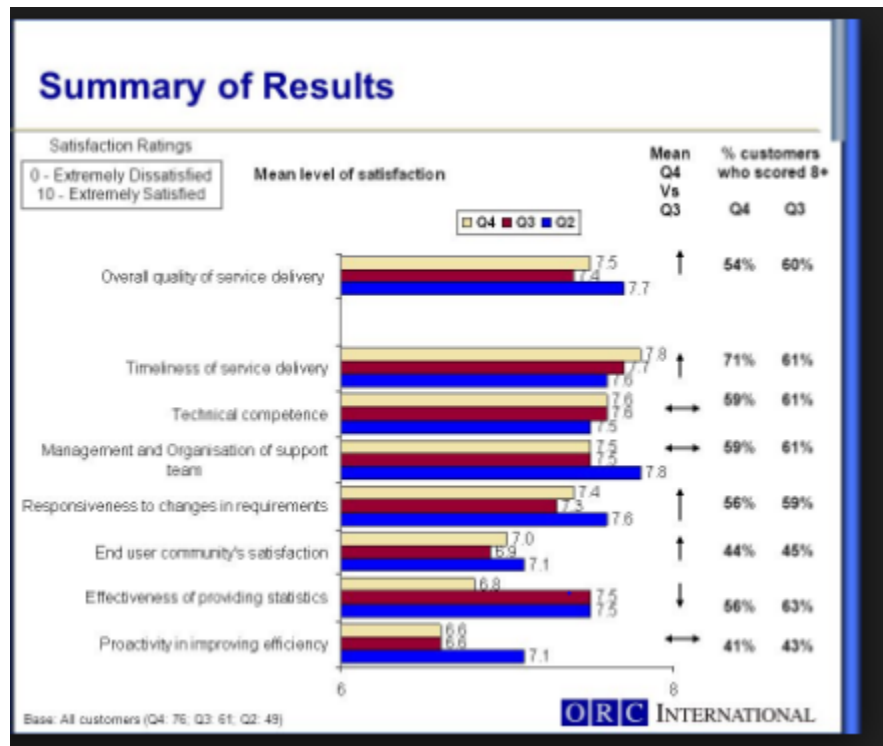
Appendices

Appendix 1: Retail Stores



(Source: <https://www.statista.com/statistics/683198/number-of-stores-of-selected-clothing-retailers-in-norway/>)

Appendix 2: Customer Engagement

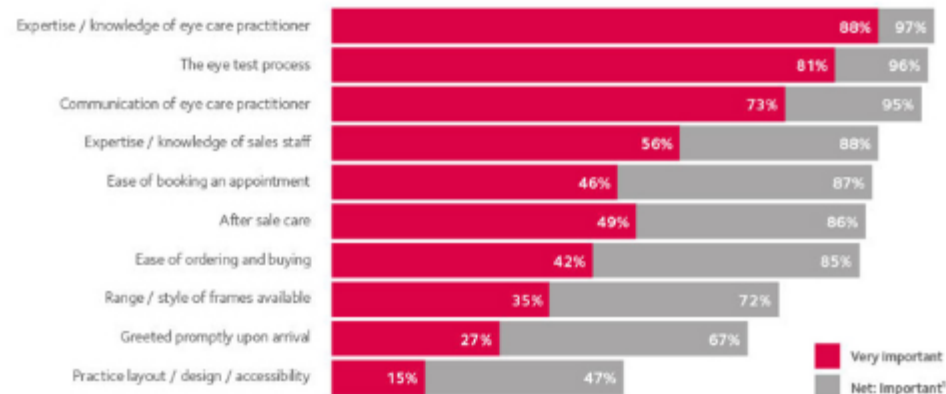


(Source: <https://www.statista.com/statistics/683198/number-of-stores-of-selected-clothing-retailers-in-norway/>)

Appendix 3: Elements determining customer service

Which elements of customer service matter most?

The results show that along with the test process and communication, the level of expertise demonstrated by the eye care practitioner and the front-of-house staff is important to the customer.



(Source: <https://coopervision.co.uk/insightinsight-current-issue/coopervision-customer-satisfaction-research-report-now-available>)