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ASSIGNMENT TITLE

Understanding & Engaging in the Customer Experience

MODULE

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GROUP

2

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EXECUTIVE SUMMARY

This report has been commissioned by the ASDA management Team to explore 'the benefits of engaging in ethical trading and building sustainable resources, to the customer relationship'. The report will also explore the 'possible impact organizations quality systems may have on the customer relationship'.

- A) The first part of the report will explore the areas of CRM, Ethics, Sustainability, Customer Experience and their importance. It will also briefly look at the application of CRM in some UK supermarkets and specifically explore and highlight the 'failings' of ASDA with regards to Ethics and Sustainability.
- B) The second part of the report will look at various a literature reviews, quality models and theories that may assist ASDA ltd in improving their Customer Relationship Management (CRM). The main focus of this part of the report will be on 'Quality' and its link to measuring/improving CRM.
- C) The third part of the report will look at good practices ASDA should apply to mitigate the failings identified in part one of the report and to improve their overall CRM. It will conclude with some key recommendations on areas of Ethics and Sustainability, and their impact on CRM

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Introduction

ASDA is one of the most popular supermarkets in the UK, and in the past has seen tremendous growth and profit. Whilst it still remains as one of the top four supermarkets in the UK, it is now facing a lot of challenges and competition from other supermarkets. ASDA was originally created by merging two small businesses together in order to become more competitive in the marketplace. This policy paid off and ASDA became very popular with customers who welcomed and adapted to a convenient and hassle free way of shopping for their grocery and dairy under one roof. ASDA capitalized on their success, developed and expanded the business to include more products and eventually became market leaders in their field. However they are now facing many internal and external challenges. The challenges of modern society are very different to the environment in which they had established themselves. The onset of the digital age has forced businesses to conform to new ways to meet new challenges. Today's customers are more knowledgeable and opinioned, they have more options and are not as loyal to brand as their predecessors, hence ASDA need to also adapt and adopt ways in which to attract satisfy and retain customers in order to maintain their position in the market.

This report aims to explore ASDA's Ethics and Sustainability options, and provide information and recommendations which can be adopted into the Customer Relationship Management policy.

What is CRM and why is it important?

Customer Relationship Management (CRM) is concerned with managing customer information and relationship, by monitoring and nurturing customer touch points (Homburg et al. 2015; Schmitt 2003) In order to build and maintain customer loyalty (Armstrong et al, 2017).

This process is sometimes also known by other names such as Continuous Relationship Marketing, Customer Relationship Marketing, and Customer Relationship Management. In order to benefit from the information tactically, customer information has to be “mined” by companies and useful information separated from non useful information (Ellis, 2011). Information mining (usually a ‘bottom-up’ practice) allows companies to focus on ‘related information’ and develop processes and initiatives which will allow them to improve the ‘Customer Care’ aspects of the company. In a lot of instances the information gathering and service delivery aspects are automated processes which become a key aspect of the sale force/customer care/management operations of organisations (Buttle, 2004). CRM capture can consist of all the accumulated knowledge a company possesses on particular customers such as their history, needs, product enquiries, service requests. The customer experience ‘data capture’, provides subjective information from the customer about the company. CRM should therefore be a primary consideration for businesses if they are to attract, satisfy and retain customers (Izquierdo et al. 2005).

What is Ethical Marketing?

Ethics, defined by the Oxford Advanced Learners Dictionary, in its plural form is the ‘moral principles that control or influence a person's behavior’ and in its singular form is ‘a system of moral principles or rules of behavior’ (Oxfordlearnersdictionaries.com, 2020). It is generally accepted that anything morally right is Ethical. When ethics is applied to the world of business and Marketing the principles of acceptable conduct and standards are a necessity that should be followed in order to safeguard people’s rights, the environment and overall sustainability. However ethics are often compromised by Marketing Organizations due to performance and finance orientated objectives and pressure. Sometimes the compromises border on attempts to take advantage of situations and even deceive customers outright. Laws and regulations have been designed to protect consumer rights and interests from unethical practices by business and marketing organizations, with limited success since businesses constantly search for new

ways to market products and services, Hence the overall ethical practice strategy and moral responsibility comes down to individual business. Some organizations take the issue seriously and even have training programmes for employees whilst others businesses take it less seriously. Almost every department and process of a business can have ethical implication.

What is Sustainable Marketing?

Sustainable marketing refers to marketing activities that aim to meet the needs of the consumer in a manner that the needs of future generations will also be safeguarded and preserved.

Under the concept of sustainable marketing, company marketing must support the best long-term performance of the marketing system. It must be guided by five principles of sustainable marketing:

Companies should consider 5 important orientations from the 'firm Prospective' when creating sustainability policies in order to support and secure long term viability (The Good Shopping Guide, 2020).

These five sustainable marketing principles are:

- Consumer-oriented marketing,
- Customer-value marketing
- Innovative marketing
- Sense-of-mission marketing
- Societal marketing.

However, the overall sustainable marketing goals of long-term consumer and business welfare can be achieved only by taking into account the 'customer perspective' and tailoring the policies to align with customers expectations through ethical and sustainable marketing conduct. Thus, ethical marketing is the cornerstone of sustainable Marketing (Kotler, et al, 2017)

For a growing number of companies, sustainable development is becoming increasingly important in their activities. 62% of executives believe that a sustainable development strategy is critical to staying competitive today, and another 22% believe that this strategy will happen in the future (IMD business school, 2020).

In short, sustainability is a business approach that considers how a particular organization

operates in the ecological, social and economic environment. Sustainability is based on the belief that developing such a strategy can extend the life of a company and secure its future. As people's expectations of corporate responsibility increases and demand for corporate transparency becomes more prevalent, companies realize that professional communication and good will are no longer enough, and that sustainable development is the way forward.

Ethics and Sustainability issues of popular UK supermarkets

Love them or hate them, supermarkets offer very convenient and comfortable shopping experiences, and most British citizens use them regularly. They play a central role in today's retail economy and have strong powers for producers, individuals and the way food is grown and transported. Although some supermarkets have a long way to go, others are making great efforts to use their power to do business ethically in ways that produce the least harm.

Some of the major issues surrounding the ethical strategies of key supermarkets have been in the areas of Environmental considerations, Animal Testing, and Accurate and Fair Marketing strategies.

Some supermarkets have been strongly criticised for their strategies relating to ethics and sustainability more than others. Often the public is not aware of these issues until they are highlighted in the media. The supermarkets have a tendency to highlight their positive contributions to the public and distort negative facts through systematic and well organised marketing methods.

Tesco, who like to promote themselves as human rights supporters were rated the worst for product sourcing, worker rights, pollution, palm oil, technologies, and several others (Ethicalconsumer.org, 2018).

Marks and Spencer, which is one of the best supermarket in respect of ethics and integrity, product sourcing and good management was also been criticised for its Tax Avoidance tendencies.

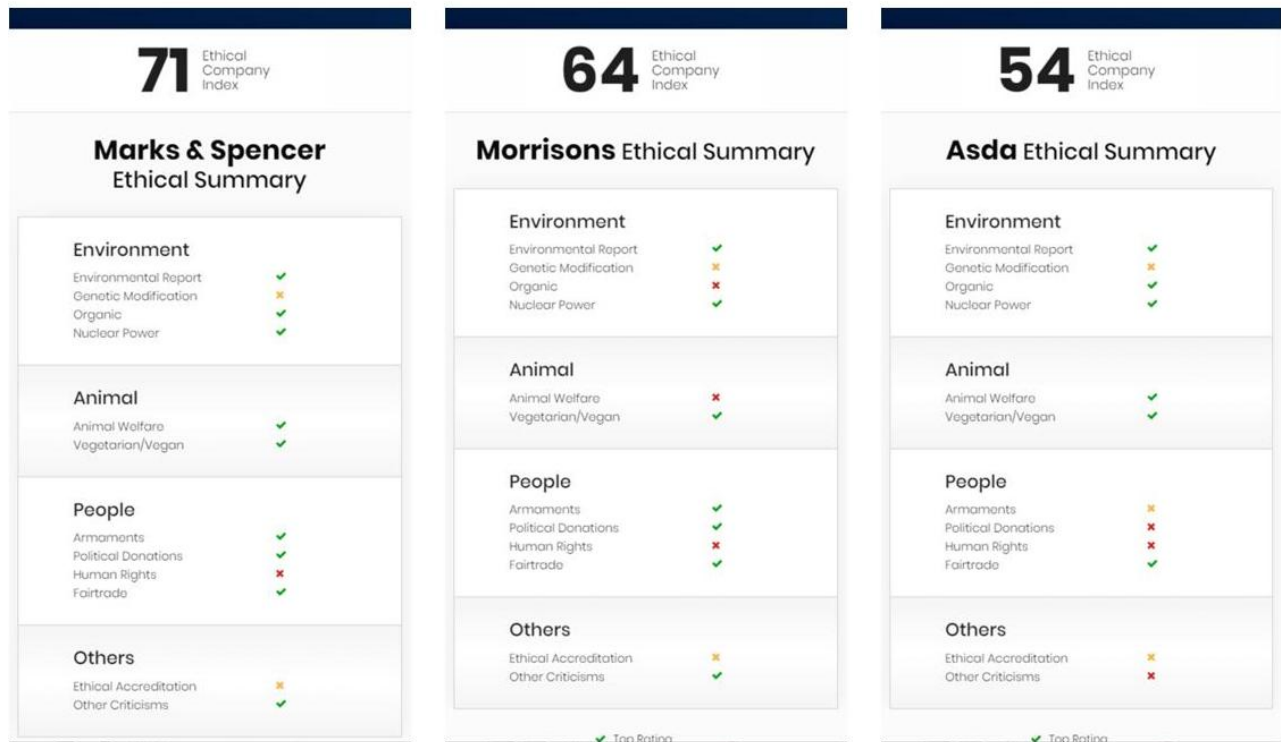
ASDA was found to be in ethical violation of equal pay issues in 2018 (Ethicalconsumer.org, 2018) and in 2019 they were rated the worst supermarket for stocking (and indirectly condoning) 'Animal Tested Products'.

These supermarkets have also been found wanting in their sustainability policies and each has launched its own measures to address these issues and more importantly to convince its customers through CRM that they are environmentally friendly.

Supermarkets Ethical Comparison Table

Marks & Spencer	71	Ethical Company Index Score		More Ethical Info
Sainsbury's	71	Ethical Company Index Score		More Ethical Info
Waitrose	71	Ethical Company Index Score		More Ethical Info
Budgens	68	Ethical Company Index Score		More Ethical Info
Lidl	64	Ethical Company Index Score		More Ethical Info
Morrisons	64	Ethical Company Index Score		More Ethical Info
The Co-operative Food	64	Ethical Company Index Score		More Ethical Info
Aldi	54	Ethical Company Index Score		More Ethical Info
Asda	54	Ethical Company Index Score		More Ethical Info
Tesco	54	Ethical Company Index Score		More Ethical Info
Iceland	50	Ethical Company Index Score		More Ethical Info

The Good Shopping Guide (2020).



The Good Shopping Guide (2020).

Marks & Spencer has promised to mitigate the waste generated through their practices and reduce up to 80% of carbon emissions.

Tesco declared its commitment to adopting sustainable businesses practices, by promising not to harm the environment through its business practices (Tesco plc.com, 2020).

ASDA has also taken steps which appear to be sustainability orientated, such as successfully reducing their carbon footprint in their operations.

ASDA has highlighted some key areas in which to invest money and effort as a result of their 'Green is Normal' sustainability study' (your.asda.com. 2020) conducted in consultation with 6000 ASDA shoppers.

Who?

A panel of 6,000 Asda shoppers aged 16 years and older, with an average of over 3,300 participating in each survey.

The margin of error associated with a sample of this size is $\pm 1.8\%$.

What?

The values, attitudes and behaviours around sustainability.

The Sustainability Study has explored sustainability broadly and also in issue-specific detail.

When?

Monthly between January and August 2011.

The research is ongoing.

How?

An opt-in, monthly online survey of approximately 15 questions sent to the 6,000 members of the Asda Pulse of the Nation Sustainability Panel.

Results are broken down by key demographics such as age, gender, region, and socio-economic grade.

Our partners, Populus, grouped the population into six segments based on attitudes towards sustainability. This was done by a cluster analysis of the March data. A discriminant analysis then identified which questions are most indicative of a person's group. These were used to assign people to a segment.

The five areas identified and targeted for improvements as a result of the survey are:

- 100% sustainable products target
- Save money for customers
- Cut waste
- Support the community
- Use Everyday Experts for information gathering

Whilst ASDA's intentions of commitment will be welcomed by their stakeholders, are they sufficient to tackle the issues of ethics and sustainability that ASDA is confronted with?

When one considers that for every £1 of household spending in the UK, around 49p is spent in the supermarkets, of which 33p of it is spent in the four major groups of supermarkets (ASDA, Morrison, Sainsbury's, Tesco) the full size and power of the supermarket businesses come into perspective. Are these businesses who provide almost half the household products in the UK,

operating in an ethical way?

Are supermarkets following rules and legislations as they were intended, and are they re-investing in sustainable practices to safeguard for the future?

For the ethical buyer, these are important and relevant questions, and influence their decision making process when choosing which supermarket to shop at (Ethical Supermarkets Comparison - The Good Shopping Guide, 2020).

In this digital era, a brief search on the internet is sufficient to provide the average customer of all the positive and negative aspects of large corporations in relationship to their 'stated' ethical and sustainability policy versus the actual one that is in 'practice'.

How 'Ethical' is ASDA?

ASDA is one of the UK's most popular supermarkets, with its spacious aisles, huge product lines and low prices; it is a one stop shopping centre for everyone's household needs. ASDA's and its parent company 'Wal-Mart' have increasingly come to the limelight for quite a few negative issues, ranging from accusations of discrimination to slave labour (Ethical Consumer, 2020).

Various ethical questions about ASDA and her parent company, Wal-Mart have been raised over the years, leading to their ratings suffering in the Ethical consumer index.

The failings are in different categories, including:

- Climate change
- Environmental reporting
- Habitats and resources
- Pollution and toxic substances
- Weapons and military equipment
- Human rights
- Labour rights

- Supply chain management
- Irresponsible marketing
- Financing irregularities
- Antisocial finance
- Animal welfare
- Tax Avoidance
- Association with political activities

Most failings of large corporations can be managed, mitigated or controlled by the CRM department so that they do not have proportionate negative impact on the business, however sometimes negative aspects do get exposed, and the public gain access to information which have a very detrimental effect on the organisation.

Some of ASDA's more major failings which have been exposed to the public domain are explored in more details below:

ASDA'S failings on 'Labour Rights'

In 2017, 9,500 women filed preliminary claims alleging that their roles as field workers were considered "women's work" and that their salaries were lower than the equivalent work performed by their male counterparts in the company's warehouses.

Attorneys acting on behalf of 15,000 current and former ASDA employees have filed a claim for equal pay against the company. In December 2019, an article was published entitled "ASDA Salary Equality Case in the Supreme Court" dated August 2, 2019 (Ethical Consumer, 2020).

ASDA'S failings on 'Environment'

In July 2019, ASDA received average ratings in their policy of sourcing and supplying palm oil following a questionnaire conducted by Ethical Consumer Ltd in 2016.

The information ASDA supplied at the time said that all 16,706 tons of palm oil used in ASDA products were sustainable palm oil under the 'Roundtable on Sustainable Palm Oil' (RSPO) scheme. The RSPO is a non profit making **social** non-governmental organizations (NGOs), to develop and implement global standards for sustainable palm oil.

However in 2017 it came to light that almost 50% of the palm oil ingredients were certified by Book and Claim, the lowest level of certification available and not RSPO as claimed by Wal-Mart, the parent company which was a member of the RSPO. Amongst other things ASDA and its parent company Wal-Mart have failed to live up to the standards required on many issues of ethics and sustainability, and have not made adequate ethical progress in the areas of suppliers and workforce.

ASDA and Wal-Mart received low ratings for timber sourcing, which is especially significant because Wal-Mart sells so many wood products and a huge number of ASDA products use paper or card-board as wrapping material. Wal-Mart declared zero net deforestation targets by 2020 without providing any supporting details. Needless to say the target has not been reached.

ASDA committed to "obtaining 100% FSC or PEFC certified wood by 2020" as a result of joining the WWF-UK forestry campaign and received a better rating.

ASDA'S failings on 'Animal Welfare'

ASDA and Wal-Mart were both found to be selling products linked to issues around Animal Rights in 2019. They were also selling non organic products labelled as organic products and free range products

ASDA received average rating for 'Animal Testing' despite continuing to sell animal tested products in their stores and going over their own fixed cut of date. ASDA's parent company Wal-Mart is considered one of the worst businesses for Animal related issues, and do not have a set policy on Animal Testing. However they sell many Animal Tested products in their stores (Ethical Consumer, 2020).

ASDA'S failings on 'Tax Avoidance & Political Influence'

As stressed earlier ASDA is company within the Wal-Mart group and as such its activities are directly linked with that of the bigger retailer. Although Wal-Mart is registered in Delaware, a state in the USA, it has its executive offices in Arkansas another state in the USA which is 1,505 kilometers away. Critics of Wal-Mart say the reason for this is Tax Avoidance/Relief. Wal-Mart also has many holding companies in places considered tax havens, such as Luxembourg, Switzerland and the British Virgin Islands. Since there is no reporting of finance or tax on a country by country it is strongly suspected that Wal-Mart and ASDA are complicit in anti-social financing.

Wal-Mart is known to spend huge amounts of money on lobbying for tax reforms. In 2018 alone Wal-Mart spent \$2,144,415.58 in the USA alone. Wal-Mart also donates heavily to political parties. In the 2018 election cycle Wal-Mart donated \$393,500 to the Democrats and \$587,000 to the Republicans. It is estimated total donations for the 2018 period was around \$1,162,000.

Ethical Consumer observed the lobbying activity of Wal-Mart on [Opensecrets.org](https://www.opensecrets.org) and concluded that in the 2020 USA election cycle, Wal-Mart had contributed \$993,204 in political donations. Are these donations goodwill gestures for political affiliation? If so why are both political parties being supported? Providing huge amounts of financial aid to prospective government candidates must have some sort of payback.

The millions of dollars spent on tax reform lobbying and political donations are in direct contrast to the amount they have spent lobbying around issues on climate change, the grand amount of \$0 (Ethical Consumer, 2020).

ASDA'S failings on 'Other Areas of Ethics'

ASDA has other failings that are not as well known as those highlighted above such as Employee Management, Product Packaging, Distribution, Promotion, Pricing, Consumer Rights, Marketing, Transparency and many others.

So how can ASDA address these failings in a co-creative way, taking into consideration the Firm Perspective and The Customer Perspective?

In order to improve quality and create viable CRM policy, the principles must be based on sound theory as well as practicality. ASDA is known to conduct research in order to improve on its customer service, such as the 'Green is Normal' sustainability study (your.asda.com. 2020) and rise to challenges. They need to conduct similar research into Ethics founded on firm theory and models such as the ones below in order provide Quality.

Defining Quality

The definition of quality is very broad, according to Pryor, et al, (1998, p. 2.3): *"Quality refers to the extent to which processes, products, services, and relationships are free from defects, constraints, and items which do not add value for the customer."*

According to Kotler, et al, (2017, pg. 231): *"Quality can be defined as 'no defects'"*

It is in the long term interest of an organisation to provide good quality to its customers if it is to gain and retain their custom. Many customer orientated companies invest heavily into research and products in order to create products and services that meet with their customer's expectation and satisfaction.

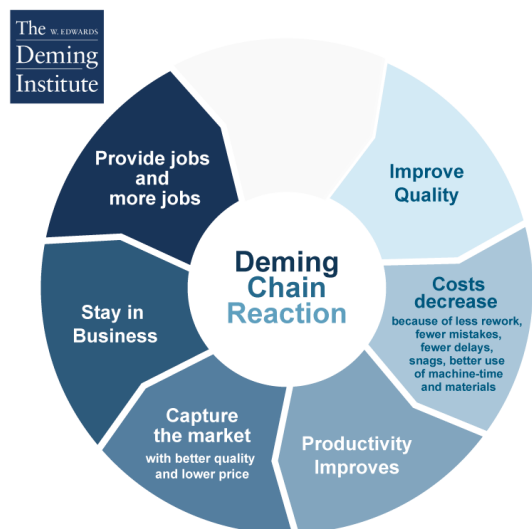
Models and Theories of Quality

There are numerous models and theories on the subject of quality, and businesses and organisations often apply the models that best suit them, in their approach to 'Quality Management'. Amongst the most popular and used models are:

- Deming (Deming's Cycle, Deming 14 points, etc)
- Juran (the Quality Trilogy and the Quality Planning Roadmap)
- Crosby (Crosby's Cost of Quality, four Absolutes of Quality Management)

Deming Theories of Quality:

Deming's theory of quality suggests that in order for employees and management to do their jobs effectively the system has to be good and problem free. If problems exist within the system then carrying out the task will become difficult, hence it is the management's duty to create problem free systems. According to this theory higher quality leads to higher productivity, which, in turn, leads to long-term competitive strength. This theory stresses that due to the lack of mistakes, there is less re-work, delays, better use of material and time resulting in improvements in quality.

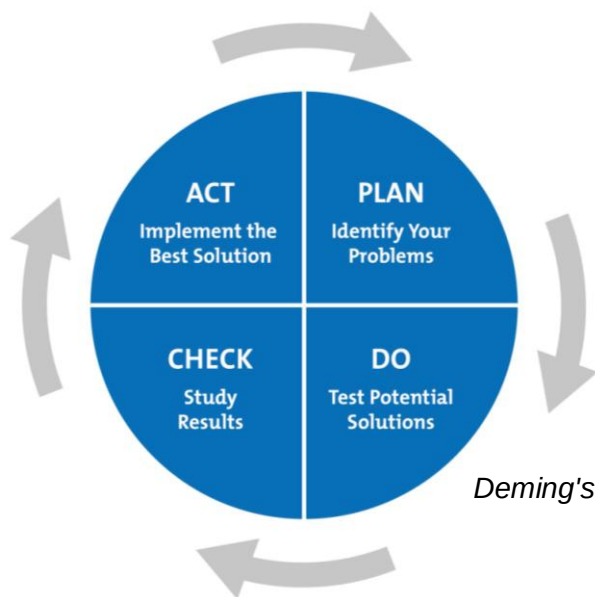


Deming's chain reaction

Deming's approach to quality has been simplified to a system known as Deming 'Plan-Do-Check-Act (PDCA) Cycle'. This process is very useful in identifying and planning activities of improvement before actually implanting the plan full scale. This allows for changes to be made when defects are identified and can be used as a continuous improvement procedure within organisations.

Practical application of Deming Theories of Quality on ASDA's CRM:

If ASDA were to adopt this model and integrate it within their 'Green is Normal' sustainability policy, which is a customer perspective, then this would allow them a 'firms perspective' to evaluate improvement more accurately in a balanced way.



- **(P)** *Plan a change or test (P).*
- **(D)** *Do it. Carry out the change or test, preferably on a small scale.*
- **(C)** *Check it. Observe the effects of the change or test.*
- **(A)** *Act on what was learned.*
- *Repeat Step 1, with new knowledge.*

Deming's 14 points plan for 'Total Quality Management' (TQM) is also very popular amongst big businesses and is as used as the measuring stick for quality related applications. ASDA could benefit from this by using it as a check board for all their quality. Off course not all of the points will be suitable to ASDA such as 'working with only one supplier' and 'No slogans', but they could certainly benefit from 'Creating constancy of purpose toward improvement of product and service', 'Adopting new philosophies', 'Don't award business on price tag alone'. ASDA is guilty of neglecting Deming's rule regarding 'awarding business on price tag'.

Off all the Supermarkets in the UK, ASDA alone does not have a 'Customer Loyalty System' which rewards customers for their continuous patronage, and believe that keeping their prices

low at all times is enough to keep customers happy. Whilst this may be true of some customers it is not true for most. (Citation)

01	CREATE PURPOSE FOR IMPROVEMENT	08	DRIVE OUT FEAR
02	ADOPT THE NEW PHILOSOPHY	09	BREAK DOWN SILOS
03	CEASE DEPENDENCE ON INSPECTION TO ACHIEVE QUALITY	10	NO SLOGANS
04	WORK WITH ONE SUPPLIER TO REDUCE COST	11	NO QUOTAS OR NUMERICAL GOALS
05	CONTINUOUS IMPROVEMENT	12	REMOVE ANNUAL RATINGS OR MERIT SYSTEM
06	ON-THE-JOB TRAINING	13	INSTITUTE EDUCATION AND SELF-IMPROVEMENT PROGRAMS
07	LEADERSHIP	14	INVOLVE ALL WORKERS IN THE TRANSFORMATION

Deming's 14 points plan for 'Total Quality Management' (TQM)

Juran's Theories of Quality:

Dr Juran's concepts and philosophy of quality are probably the most applicable to any business. His traditional quality systems can be established to support strategic Quality management. Amongst his philosophies the Quality Trilogy and the Quality Planning Roadmap are highly regarded.

Juran's Quality Trilogy

Juran's Quality Trilogy emphasises the correlation between Planning, Control and Improvements:



1. **The purpose of Quality Planning** is to make things easier for the operators and producers of goods and services, and enable them to meet customers' needs accordingly. Planning should identify customers and their needs, find ways to procure the products and services needed and devise good systems, to deliver the goods and systems to the intended targets. Deficiency in the planning process will result in faults in later stages.

2. **The purpose of Quality Control** is to align the performance with the plan and prevent things from worsening. It works as the inspection mechanism within the quality system.
3. **The purpose of Quality Improvement** is to reduce waste and improve performance. This third element of the trilogy seeks to reduce errors and find new and better ways to do things, this often results in innovation and break through thinking.

The trilogy usually follows a waterfall system, where the organisation primarily focuses devising a system that will work (planning), then ensures everything is working as they should (control), and finally if it can be made better (improvements).



Practical application of Juran's Quality Trilogy on ASDA's CRM:

ASDA can benefit from Juran's Trilogy by putting in place a robust check and balance system that will reduce effort and increase productivity. ASDA sell a huge range of products in store that are their own brand. Creating a plan to reduce food packaging on certain items could be tested using this method, and if successful could be applied to other items and products. If one examines the contents of a cornflake box, they would find the content actually filled only a half of the box, or at most two thirds. If the box was made smaller, it would reduce cardboard usage and lower the carbon footprint in the world. Almost all food packaging use more material than absolutely necessary just for their aesthetic appearance. If ASDA began a process of Planning, Controlling and Improving on just this one aspect of their business (Package Reduction), one can only imagine the waste reduction and sustainability implications. And if they started following this process for all their products, it could result in a game changer for the supermarket trade.

Juran's Quality Trilogy can be applied to all aspect of ASDA's operations from planning, design, product sourcing, pricing, and service delivery

Juran's Quality Planning Road Map

Juran's Quality Planning Road Map is brilliant for identifying and understanding customer requirements. It is based on a customer perspective and is popularly used for product design and development to meet customer expectations



Practical application of Juran's Quality planning roadmap on ASDA's CRM:

ASDA is a customer orientated business and needs to constantly attract, satisfy and retain customers to the store. In order to do that ASDA needs to identify the customer's needs and procure the products and services the customer wants. Using Juran's Quality planning roadmap and Quality Trilogy can enable them to anticipate and break down customer requirements and produce what the customer needs. ASDA has incorporated many systems to help customers in their store such as 'Self Check Outs' and 'Quick Check Outs' but is still lagging behind Tesco

who have introduced bar code reader for customers to scan their products as they are buying them, without the need to put them through the till scanner. This process allows Tesco's customer to just come to the till and make their payment in a fraction of the time, using the normal procedure. Tesco Identified and responded to their customers need for speed, and responded with a solution aligned to Juran's Quality planning roadmap. ASDA should do the same.

Crosby's Cost of Quality

Crosby (1979) argues that businesses should focus on attention to customer requirements and prevention of product defects.

Crosby



□ Crosby is known for his concepts of “Do it right first time” and “zero defects”. He defines quality as conformance to requirements which the company itself has established for its products based directly on customer needs. He emphasizes prevention management in every area. He gave his own 14 points for quality management which were different from the 14 points of Deming.

0
Defects

Crosby summarises the management approach to quality by asking and answering four questions which summarise the *Absolutes of Quality Management*.

1. What is Quality
2. What system is needed to cause quality
3. What performance standard should be used
4. What measurement system is required

Up to the 1950's it was assumed that quality needed to be improved because it was important, however it was very costly and organisations did not know how much of an improvement needed to be made. Crosby provided the solution through his Cost of Quality Theory:

1. Quality means conformance to requirements, not goodness
2. The system for causing quality is prevention, not appraisal.
3. The performance standard should be zero defects, not that's close enough
4. The measurement of quality is the price of non conformance, not indexes

Crosby also created his own 14 steps system different from that of Juran:

1.	Management commitment.
2.	Quality improvement teams.
3.	Quality measurement.
4.	Cost of quality evaluation.
5.	Quality awareness.
6.	Corrective actions.
7.	Ad hoc committee for the zero-defects programme.
8.	Supervisor training.
9.	Zero-defects day.
10.	Goal setting.
11.	Error-cause removal.
12.	Recognition.
13.	Quality councils.
14.	Do it all over again.

Practical application Crosby's Cost of Quality on ASDA's CRM:

Of all the Models examined so far, Crosby's 14 steps system could contribute the most benefits and practical solutions to ASDA's CRM. The current requirement for ASDA is to identify and address ETHICAL and SUSTAINABLE resources to their customer relationship, and trying to establish the impact of it on their CRM. By committing to this research they have fulfilled the first

criterion of Crosby's 14 steps. The following criterion can be similarly looked at and followed, to achieve their objectives.

Recommendations

The only way an organisation can survive, achieve a competitive advantage and grow is by building relationships (Jorgensen, 2001). Creating and maintaining relationship is of great use in the formation of long term strategic marketing plan (Gummenson, 1987). Successful CRM can result in great rewards and benefits not only for the organisations but also for customers (Pressey, Mathews, 2000). In order to create good customer relationships (CR), organisations need to have a good understanding of customer's expectations, needs, requirements and feedback, and use the knowledge to market the business effectively.

Customer Experience is a construct of many dimensions, and mainly viewed from two perspectives. The 'Customer's Perspective' (Schmitt, 2011), and the 'Firm's' Perspective (Berry et al, 2002). Successful merging of the two perspectives can lead to a 'co-creation' perspective (Chandler and Lusch, 2015).

If one considers customer relationship in the context of 'Customers Perspective', one would have to consider a multitude of factors influenced by a culmination of all the experiences and exposure, whether direct or indirect, that the customer has had with the organization (Meyer and Schwager, 2007)

From an organizational perspective, Customer Experience has to be designed, crafted and offered to the customer in such a way that the customers accept the offering, hence having value propositions in the offering is very important in order to attract, satisfy and retain customers.

The value is based on customer's needs and is subjective to the customer's point of view. It is in a company's interest to understand customer's needs and expectations before, during and after the occurrence of any interaction or experience between them (Berry and Carbone, 2002). Customer experience has therefore been identified as one of the most important research challenges by the Marketing Science Institute (2014, 2016)

In this digital age, customers are becoming more and more demanding in their choice of products and services. Customers now demand better quality and value for their money and are more socially, environmentally and ethically conscious. They want to buy their products and services from ethically and environmentally friendly sources.

However ethics are often compromised by Marketing Organizations due to performance and finance orientated objectives and pressure. Sometimes the compromises border on attempts to take advantage of situations and even deceive customers outright. Laws and regulations have been designed to protect consumer rights and interests from unethical practices by business and marketing organizations, with limited success since businesses constantly search for new ways to market products and services, Hence the overall ethical practice strategy and moral responsibility comes down to individual business. Some organizations take the issue seriously and even have training programmers for employees whilst others businesses take it less seriously. Almost every department and process of a business can have ethical implication.

It is therefore highly recommended that ASDA begin to address the issues listed below:

Areas of CRM	Needs Addressing
Ethics In Product/Package Strategy	Misleading or inadequate information
Ethics In Product/Package Strategy	Excessive environmentally-unfriendly packaging
Ethics in Distribution:	degree of control over the distribution channel
Ethics in Promotion	Truth in advertising
Ethics in Promotion	Marketing to children
Ethics in Pricing:	Deceptive Pricing
Ethics in Pricing:	Unfair Pricing
Ethics in Pricing:	Price Discrimination
Ethics in Pricing:	Price fixing
Sustainable Marketing	Tax Avoidance
Sustainable Marketing	Fair wages to employees
Sustainable Marketing	Fair price for producers/farmers
Sustainable Marketing	Consumer-Oriented Marketing
Sustainable Marketing	Customer-Value Marketing

Sustainable Marketing
Sustainable Marketing
Sustainable Marketing

Innovative Marketing
Societal Marketing
Sense-of-Mission Marketing

Quality Assurance
Quality Assurance
Quality Assurance
Quality Assurance
Quality Assurance

Find and correct defects before reaching market
Strategic Approach
Durability
Perceived Quality /actual Quality
Serviceability / warranty

CONCLUSION

ASDA is the supermarket of choice for many shoppers and has a long history of providing quality goods and services. However its lack of transparency (Palm Oil Scandal), failure to adapt to new technologies and processes (Reward card, Bar code Scanner) and unfair treatment of staff (Law suits of Equal Pay) have reduced its popularity and tainted its image to some segment of the public.

ASDA's commitment to Ethics and Sustainability efforts are commendable, however they are a long way away from achieving high rating like some of their competitors.

ASDA has the potential to become the leading supermarket in the UK, if they adopt a CRM that incorporates Ethics and Sustainability based on the theories and models explored in this report.

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