

Integrating Organizational Change Management and Customer Relationship Management in a Casino

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Abstract

This research aims to solve the problem: How can casinos manage organizational change programs, and internal and external customer relationship management (CRM) programs? To find a solution, it uses two stages of qualitative methods: convergent interviewing and case research about four departments of a casino in Australia. After a thorough data analysis of documents and interview data, 12 themes were identified and they led to the development of a model of how organizational change management and CRM can be integrated to improve initiatives in organizations such as casinos. The model has seven core elements: Vision, key challenge, objective, measure, strategy, initiative and outcome. A contribution is the development of this evidence-based model of links between the both types of CRM and organizational change management, with an action checklist for managers. Analytic generalization beyond the research setting was done in this research, but more external validation could be done in future research. Managers could use the checklist of actions about this research's integrated model, to reduce the high failure rate of change initiatives.

Key words: Organizational change management; CRM; Customer relationship management; Case study research; Convergent interviews; Casino

Introduction

Casinos operate in a global industry, so the development of online gaming and new casinos in the Asia Pacific has challenged casino managers in Australia and elsewhere with four pressures: Issues related to customer engagement, competition, regulatory restrictions, and the negative impact of global economic cycles (PricewaterhouseCoopers, 2010). These external pressures have forced some managers to consider change management initiatives and the implementation of customer relationship management (CRM) initiatives. However, the implementation of these strategies has often failed in casinos and other organizations (Kale, 2005b; McKinsey, 2008).

There are two gaps in research about these change management and CRM initiatives. Firstly, such research in a casino setting is rare (Kale, 2005b). Secondly, there is no prior research that links the three concepts of internal CRM, external CRM, and organizational change management within casinos in the context of Australia, and little about that link in other organizations or other countries. Indeed, the few existing models of CRM and organizational change management (Desai, 2008; Desai & Sahu, 2008; Kale, 2005b) have looked at only *external* CRM and organizational change management, and only Kale (2005b) looked at them in casinos. Moreover, the studies were at a conceptual level and did not use empirical data.

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Thus this research aims to solve the problem: How can casinos manage internal and external CRM, and organizational change? Our contribution is the development of an evidence-based model of links between the both types of CRM and organizational change management. The model has seven core elements: vision, key challenge, objective, measure, strategy, initiative and outcome. They are captured in an action checklist for casino managers.

This report has five main sections. First, background theory is summarized. Then a conceptual framework to drive data collection and analysis is developed. Next, the two-stage case research methodology is described. Finally, findings are placed within the literature, and their implications for management practice and for methodology are explored.

Literature about the Research Problem

This research built on extant literature about organizational change management and CRM experience.

Background: Organizational Change Management

The management of organizational change is a threefold process of diagnosing readiness for change, implementing change, and sustaining change (Armenakis & Harris, 2002). Moreover, managing organizational change affects organizational members at all levels from top management down to frontline employees (Gilley, McMillan, & Gilley, 2009). Therefore, our model of change management focuses on many human factors in the three phases of the change process and is based on qualitative research that is especially appropriate for complex phenomena (Gummesson, 2007).

Although there are several theories and models about managing organizational change, most organizational change initiatives fail. Indeed, a global survey claimed that some two-thirds of all change initiatives failed (McKinsey & Company, 2008). And the issue of *why* these change initiatives fail has received limited attention in the literature (Buchanan et al., 2005). Some studies point to shortcomings in either the planning or execution of the change process (Gill, 2002; Hoag, Ritschard, & Cooper, 2002). Lack of a valid framework of how to implement and manage organizational change is also a reason (Armenakis & Harris, 2002; Burnes, 2009; Gilley et al., 2009). Nevertheless, the human factor has emerged as the biggest cause for the failure of change initiatives (St-Amour, 2001). We address all these factors in this research.

While there are many research studies on organizational change management, these models and discussions are rarely placed in a casino setting. Only three studies (Kale, 2004a, 2005a, 2005b) and a case study of Harrah's organizational change management program (Kale & Klugsberger, 2007) discuss organizational change management in the context of casinos. The three studies present broad organizational change management imperatives in a casino setting such as selling change and change infrastructure. However, these imperatives require empirical testing and application. Therefore, developing a model that works for the setting of a casino is the useful focus of this research.

Background: Customer Relationship Management

Customer relationship management (CRM) is one of the fastest growing practices in businesses (Foss, Stone, & Ekinci, 2008), and a high priority for organizations (Croteau & Li, 2009). Traditionally, CRM is how an organization manages its relationship with a customer (Pedron & Saccol, 2009; Rababah, Mohd, & Ibrahim, 2011a, 2011b). The term 'CRM' usually refers to *external* CRM that deals with external customers (Hsieh & Barnes, 2006; Kale, 2003, 2005b; Kale & Kuusela, 2004; Watson & Kale, 2003). In contrast, *internal* CRM deals with internal customers, that is, with employees.

The concepts of internal and external CRM can be traced to the services marketing literature (Kale, 2007). More precisely, external CRM has its root in relationship

marketing (Pedron & Saccol, 2009), whereas internal CRM is rooted in employee-focused internal marketing (Kale, 2007). While external CRM has been widely discussed (Pedron & Saccol, 2009; Rababah, Mohd, & Ibrahim, 2011a), internal CRM has not (MyCustomer, 2007). However, there is a relationship between internal CRM and external CRM. While external CRM seeks to acquire and retain a company's best customers and optimize the value of all of its customers, internal CRM seeks to attract and retain the best employees and to optimize the behavior of employees (William & Cusak, 2003b, 2003c). Successful internal CRM is perhaps the most important component of successful external CRM (MyCustomer, 2007).

Integrating these two types of CRM has been studied in the hospitality industry but not in the casino industry. For example, Sigala (2005) argues that CRM implementation in hospitality requires organizational restructuring, and change and cooperation between departments of hotels. But a review of the extant internal and external CRM literature revealed that internal and external CRM *together* is under-researched in a casino setting. Some studies have investigated external CRM in a casino setting (Bowen, 1994; Hsieh, 2009; Hsieh & Barnes, 2006; Joseph & Gupta, 2005; Kale, 2003, 2005b, 2007; Kale & Klugsberger, 2007; Kale & Spence, 2009; Prentice & King, 2011; Watson & Kale, 2003), and there is even a Harvard Business School case study about data mining and external CRM at a casino (Loveman, 2003). But there is still a 70 percent chance of external casino CRM initiatives resulting in either losses or no bottom-line improvement in company performance (Kale, 2005b). And only a few studies have explored internal CRM even in general settings (Eichorn, 2004a, 2004b; Meltzer, 2009; Nykamp & McEachern, 2001; William & Cusak, 2003a, 2003b, 2003c) and only two studies have discussed internal CRM in a casino through the concept of employee-focused internal marketing (Kale, 2007; Kale & De, 2006). Most of these studies merely introduce the concepts of internal and external CRM in casinos along with general managerial approaches. There is no evidence about how internal *and* external CRM can actually be applied in casinos.

Research Setting: Casinos

Casinos operate in a global industry and are experiencing a spending shift towards Asia Pacific and online gaming (PricewaterhouseCoopers, 2010). The development of the Asia Pacific casino market and online gaming has put pressures on casinos in Australia, as noted in the Introduction. One of the biggest challenges facing casinos in Australia is to know who their customers are, thereby ensuring the experience they provide overrides other potential choices. Indeed, the socio-cultural and environmental context of customers impacts a customer's behaviors and preferences. For example, gambling has distinctive historical and cultural meanings for Vietnamese customers in Australian casinos for the meanings are linked to cultural celebrations and cultural views and beliefs regarding luck (Zysk, 2003).

Casinos in Australia: This research focuses in depth on external and internal CRM in one representative casino in Australia. The Australian casino industry is a suitable research setting – it is large, complex and important. *Casinos* are defined as destination venues, and are integrated resorts that offer a range of gaming facilities, dining, accommodation and entertainment options, as well as major conference and convention facilities, for their customers, many of whom are international and interstate visitors (Australasian Casino Association, 2008). Today, Australia has 13 casinos, owned by six different corporations, providing a wide range of table and electronic games, as well as non-gaming services and facilities. Australia has been estimated to be the second-largest market in Asia Pacific, with US\$2.7 billion in revenue (PricewaterhouseCoopers, 2011).

The economic contribution of these casinos to the Australian economy in terms of tourism, import substitution, capital inflow and consumer benefits has been accepted (Allen Consulting Group, 2009; Australasian Casino Association, 2008). Nevertheless, like other forms of gaming, casinos in Australia have drawn debate about their social and

economic consequences weighed against the revenue that they generate (Allen Consulting Group, 2009; Australasian Casino Association, 2008; Australasian Gaming Council, 2010; Williams, Rehm, & Stevens, 2011). In addition, the internal and external pressures facing casinos in Australia noted above mean that casinos will need to know more about internal and external customers, understand their changing needs and behaviors, and ensure they stay close to them (PricewaterhouseCoopers, 2010). Therefore, internal and external CRM and organizational change management in casinos in Australia is worth studying.

The casino investigated in this research is an appropriate example of casinos in Australia but cannot be identified in this report because of confidentiality agreements. Its main businesses include gaming facilities; food and beverage; hotels, retails, events and conferences, and entertainments. It employs thousands of employees and serves hundreds of thousands of customers. Like some other casinos in Australia, the investigated casino has undergone transformational changes in its leadership, operating structures and business strategies. A focus of the casino is how to improve its relationships with employees and customers through change management initiatives.

In brief, some casinos have struggled to deal with people-related issues or ineffective change management in order to deliver their internal and external CRM's promise. So this investigation of internal and external CRM and organizational change management in the investigated casino in Australia has a suitable setting.

Conceptual Framework and Its Research Issues

An initial conceptual framework can be established from background literature to develop the research issues about gaps in the literature to guide data collection and analysis (Perry, 2013; Miles & Huberman, 1994). In this research, the initial conceptual framework was an overall view of how internal CRM, external CRM, and organizational change management in casinos are linked together. The framework had four research issues (RI), as depicted in Figure 1.

To begin, consider CRM. As noted above, most studies merely introduce the concepts of internal and external CRM in casinos and general managerial approaches for their application, and do not have empirical data about them. Therefore, the first research issue of the current research looks more closely at the application of both types of CRM together – how are they actually applied?

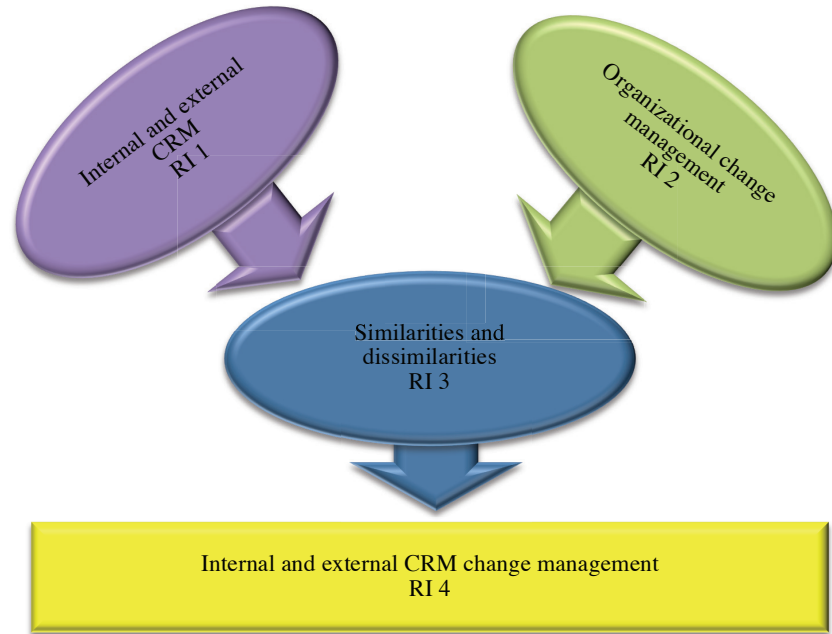
RI 1: How can internal and external CRM be applied in casinos?

After CRM in the first research issue, the second research issue of this research explores how an organizational change management initiative can be managed in casinos. The extant literature of organizational change management in a casino discusses five change management imperatives (Kale, 2004a, 2005a, 2005b; Kale & Klugsberger, 2007). However, these imperatives have not been empirically tested. Thus, the second research issue is about this gap.

RI 2: How can organizational change management be applied in casinos?

The next research issue looks at the similarities and dissimilarities between the internal and external CRM of research issue 1, and the organizational change management of research issue 2. The extant literature recognizes some linkages between external or internal CRM and organizational change management (for example, Kale, 2004a, 2005a, 2005b; Kale & Klugsberger, 2007). However, there is no empirical evidence that links the three strategies of internal CRM, external CRM, and organizational change management, in casinos. Therefore, the third research issue concerns those linkages.

RI 3: What are similarities and dissimilarities between internal CRM, external CRM, and organizational change management, in casinos?



Note: RI refers to ‘research issue’.

Figure 1. Conceptual Framework of this Research.

Finally, based on what has been found about the third research issue above, the fourth research issue seeks to uncover practitioner insights about how internal and external CRM and organizational change management can be actually applied in an integrated way in casinos. The literature has three external CRM and change management models (Desai, 2008; Desai & Sahu, 2008; Kale, 2005b), but they do not include internal CRM. Moreover, these models have not been empirically tested. So the fourth research issue looks for a better model of integration.

RI 4: How can internal and external CRM and organizational change in casinos be integrated?

Methodology of Data Collection and Analysis

To investigate the four research issues, this research used a two-stage research design involving the convergent interview method and the case research method. The design involved decisions about the paradigm involved and about its two qualitative methods.

Justification of the Research Paradigm and its Qualitative Methods

Underpinning any research project is its scientific paradigm. The realism paradigm was more appropriate for this research project than three others. There are four common scientific paradigms: positivism, critical theory, constructivism and realism (Loh, 2012a; Perry, 2013). The essence of our realism worldview is that the phenomena studied are essentially abstract things that are created from people’s minds but are independent of them. This research’s work situation was independent of us. An external reality *out there* existed as a dynamic framework of other people’s interactions; it was a complex social science phenomenon (Godfrey & Hill, 2007, p. 519; Guba & Lincoln, 2005). In brief, this research required a realism worldview.

Within this realism paradigm, this research adopted the two qualitative research methods of convergent interviewing in stage 1, and case research in stage 2 (Loh, 2012a; Perry, 2013). The choice of these qualitative research methods for this research

was justified for three reasons. Firstly, this research investigated the difficult to measure, complex and under-researched phenomenon of organizational change management and internal and external CRM in casinos (Gummesson, 2007; Yin, 2009). Secondly, understanding this under-researched phenomenon required a somewhat inductive approach that sought to build a theory before it could be tested later (Lee, Collier, & Cullen, 2007). That is, the two qualitative research methods could generate rich, detailed and valid data that contributed to in-depth understanding of the context-dependent phenomenon, through the use of words and prior theories (Carson et al., 2001).

Stage 1: Convergent Interviewing

Now consider the process of theory-building that had begun with the use of background theory. Stage 1 of convergent interviewing aimed to identify the key issues in addressing the research problem. Convergent interviewing is a series of in-depth interviews (Dick, 2005; Rao & Perry, 2003, 2007). In each convergent interview after the first one, a researcher probes about important issues that were raised in the previous convergent interviews so that agreements and disagreements among the convergent interviewees are examined. This process stops when stability is reached: when agreement among interviewees is achieved, and disagreement among them is explained. Stability was reached in this research after five interviews.

The convergent interviewees were an academic and managers who were identified during the literature review and/or were recommended by other professionals – a Professor, a Managing Director, a CEO, a Senior Vice President, and another manager. Their role was to identify the issues that the Stage 2’s case research interviewees/practitioners would be asked about. After each convergent interview, adjustments were made to a matrix of the issues displaying the level of convergence (or explained divergence) on each issue raised (the matrix is available from the authors).

Analysis of the matrix of these issues demonstrated that the conceptual framework was sound, as well as suggesting some detailed questions that could be asked of practitioners in Stage 2.

Stage 2: Case Research

Although convergent interviewing is an effective exploratory technique, it is not powerful enough to collect the data required to address all of the research issues in an in-depth way, from practitioners. This Stage 2 case research method was appropriate because its choice was based on three methodological elements: the focus was on the contemporary events, the researcher had no control over the actual behavioral events, and the research problem was a *how* question (Perry, 1998; Yin, 2009).

Limitations of case research: Although case research was appropriate for Stage 2 of this research, four potential limitations and their counter-strategies had to be considered (based on Loh (2012b) and the six authors noted there), and they are summarized in Table 1.

Table 1
Limitations of Case Research and their Counter-Strategies in this Research

Limitation	Counter-strategy
Overly complex or paradoxical theories	Use prior theory and research issues
Lack of external validity	Use replication logic, case selection and triangulation
Time consuming and access constraints	Develop the careful procedures in a case research protocol
Lack of rigor	Interviewer’s guide with questions based on Stage 1’s interviews and on the background theory

Sources: Developed from Loh (2012a) and the six authors referenced there.

Firstly, case research could produce overly complex theories that covered everything from within its rich dataset, or paradoxically narrowing down to idiosyncratic theories. This limitation was mitigated by using prior theory and developing the four specific research issues based on the conceptual framework. That is, the analytical approach based on both the conceptual research issues and the concrete situations of each case helped to reduce complexity.

Next, case research might lack external validity. To address this concern, triangulation was achieved through the use of the multiple sources of data outlined below. Another limitation of case research was its possible time and access constraints. This limitation was countered through the use of a case research protocol (Yin, 2009). The case research protocol was designed to set up a structured approach to the exploration of the research issues, to ensure a smooth sequence of questioning and proper identification of data collected. The case research protocol covered an overview of the case research, relevant field procedures, the case interview guide and the pilot case interview. The final limitation of case research was a concern about a lack of rigor compared to other methodologies. This final limitation was addressed by the development of a case interviewer's guide based on the exploratory convergent interviews and a comprehensive literature review (both are available from the authors).

The single case and its four sub-cases: The single case of this research was a casino - a real world phenomenon within its context, as noted above. This selection of a single case was justified because it met the first criterion of the five possible criteria that can be used to justify selecting a single case: a representative or typical case (for generalizing about experiences of an average situation); a critical one for testing all the conditions of a theory; an extreme or unique case; a revelatory case that was previously inaccessible to researchers; and/or a longitudinal case (Perry, 2013; Yin, 2009).

After the nature of the case had been determined, the number of sub-cases within it could be decided (Perry, 2013) (or embedded cases; Yin, 2009). The four sub-cases in this research were four of the main business units in a casino. For anonymity and confidentiality, these four sub-cases were named sub-cases A, B, C and D. More than four sub-cases would have made data analysis and reporting too somewhat shallow; and less than four sub-cases would limit the analytic generalization (Perry, 2013).

Another influence on deciding the number of sub-cases is replication logic (Perry, 2013). Each sub-case was carefully selected so that it would produce similar findings as another case (literal replication) or different findings than another case (conceptual replication), for *a priori* reasons. This purposeful sampling (Patton, 2002) of the sub-cases followed a replication logic that led to the sub-cases being selected deliberately based on their differences and similarities, and not randomly. There are two replication dimensions, as demonstrated in Figure 2. Based on the first dimension of customer interaction, sub-cases A and C involved more customer interaction than sub-cases B and D did; for example, the A and C business units could have involved table games, and food and beverage. Based on the second dimension of revenue generation, sub-cases A and B generated more revenue than sub-cases C and D did; for example, the B and D business units could have involved gaming machines and hotels, say. Our respondents' confidentiality prevents a more detailed description of the sub-cases.

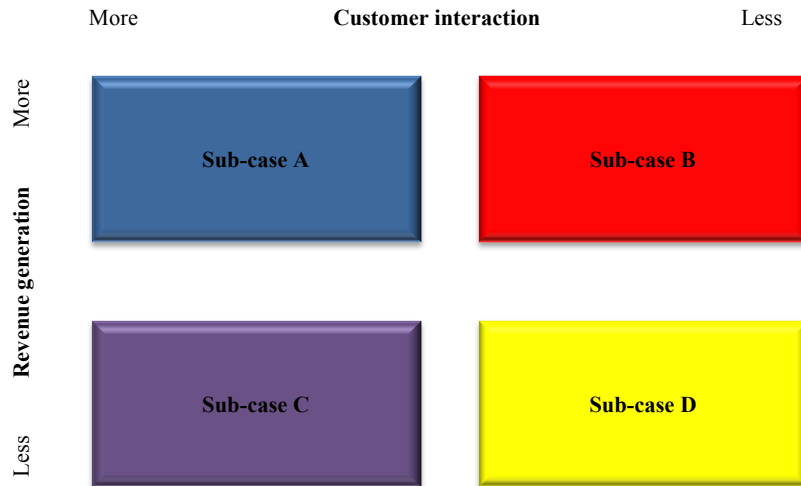


Figure 2. Two Dimensions of Literal and Conceptual Replication.

The four sub-cases were the main sources of revenue of the investigated casino and involved customer interactions. They shared the *same* corporate business and customer objectives. Therefore, findings about internal and external CRM and organizational change management in these four sub-cases might be similar. Based on this assumption, elements of literal replication existed. However, the four sub-cases had different levels of revenue generation and customer interaction. Based on the first dimension, sub-cases A and C involved more customer interaction than sub-cases B and D did. Based on the second dimension of revenue generation, sub-cases A and B generated more revenue than sub-cases C and D did. Therefore, elements of both literal and conceptual replication existed.

Establishing the validity and reliability of case research: The establishment of the validity and reliability of this case research was done by adopting the four, most widely-used tests for judging the quality and credibility of case research designs (Yin, 2009): construct validity, internal validity, external validity and reliability. They are shown in Table 2.

Table 2
Criteria for Judging the Quality and Credibility of this Research Design

Test	Strategy	Research design	Phase of case research
Construct validity	Use multiple sources of evidence	Documentation In-depth interviews	Data collection
	Establish chain of evidence	Case research protocol	Data collection
	Have key informants review draft case research report	Informant verification	composition
Internal validity	Pattern matching Explanation building Rival explanations	Cross-sub case and cross-cluster analysis Prior theory	Data analysis
External validity	Replication logic	Holistic single case research with four sub-cases	Research design
Reliability	Case research protocol	Case research protocol	Research design

Sources: Adapted from Loh (2012a), Perry (2013) and Yin (2009).

Data collection: Case research can collect data from multiple sources (Yin, 2009). This research used two main sources of evidence: documents and in-depth interviews. One source of evidence was documentary data that included written materials such as strategic business plans, marketing plans, human resource policies and procedures, survey reports on employee engagement and customer satisfaction, memos and minutes of meeting. This documentary data that provided information or evidence relevant to the research issues investigated, was used to triangulate the findings reported below.

The other source of evidence of this research was in-depth interviews (Perry, 2013; Yin, 2009). There were 21 in-depth case interviews in this research: five case interviews for each sub-case (one with a customer and four with employees) and an additional case interview with a Group Senior Manager whose responsibilities spread over several sub-cases and who could provide information about the case. The number of 21 was reached when no new information in the data emerged from the case interviews. Together with the 5 convergent interviews in Stage 1, a total of 26 interviews were used in this research. This total number of the interviews in both stages was in the accepted range for a qualitative research project: from 12 to 30 (Crawford & Di Benetto, 2008; Perry, 2013).

These interviewees had solid experience in dealing with internal and external CRM and organizational change management in the investigated casino and/or the four sub-cases. The 20 case interviewees of the four sub-cases were classified into five clusters of similar types of cases. Cluster 1 included four customers of the case and its four sub-cases; they had been selected to represent the range of tiers of customer loyalties. That is, the customers were ranked differently on the tier-system of the casino's loyalty program, and this loyalty program had five different tiers ranking from 1 to 5 in ascending order with rank 5 the highest. More customers were not included because this research is about how customers and employees are handled by casino staff, and so is not focused exclusively on customers. The 16 staff, 4 in each of the remaining clusters 2 to 5, had far more experience of handling far more customers than the experiences of any one customer on their visits to casinos. The four staff in each cluster were the casino's employees working in each sub-case at four different levels of its organizational hierarchy, ranging from frontline employee, through frontline supervisor/manager and middle management manager, to senior management manager. Of course, the staff have to base their actions on their own knowledge of customers and employees that arise from the casino's market research and experience. Thus cluster 1 of customers was included as a mere check on the perceptions of staff, and the customers agreed with the views of the staff.

In turn, the four other clusters included the casino's employees working in each sub-case at different level of its organizational hierarchy, ranging from frontline employee to senior management manager. In short, the number and selection of the in-depth case interviewees reflected the required care taken in this research's design and analysis:

The validity, meaningfulness and insights generated from qualitative inquiry have more to do with the information richness of the cases selected and the observational/ analytical capabilities of the researcher than with sample size. (Patton, 2002, p. 245)

A case interviewer's guide was used in all the interviews for it provided direction, structure and some flexibility to the investigation of the research issues while increasing the reliability of the findings (Yin, 2009). After the opening questions, several questions were asked about the research issues. The guide included a combination of open-ended questions, probing questions and closed questions. Interviews were conducted in the standard ways of qualitative research and included ethical procedures of the research organization based on informed consent (Carson, Gilmore, Perry, & Gronhaug, 2001). A copy of the interviewer's guide can be obtained from the authors.

Data analysis and findings: The data and evidence collected from the two main sources of documentations and in-depth interviews, were analyzed using a three-phase approach: familiarization, coding, and developing themes in the coded data (Perry, 2013). The words *I* and *my* in this report refer to the first author. Firstly, I became

familiar with the data collected by reading through the interview transcripts and field notes, prepared an open coding pass, and wrote the within-sub-case analysis above in the first phase. In the second phase, I placed *codes* on the words, sentences or paragraphs in the data. There were 35 codes that emerged during this second phase (Gibbs & Taylor, 2010). The first codes used came from the research issues, convergent interview findings and interview questions. However, other codes then emerged from the data as my understanding of the data increased. That is, extra codes emerged from the data as I put aside preconceptions and previous knowledge of the topic (Perry, 2013). During this second phase of case research data analysis, the emphasis of coding changed from description to interpretation or analysis (King & Horrocks, 2010).

Now I came to higher-level patterns in the coded data – the third phase of developing overarching *themes* (Neuman, 2007; King & Horrocks, 2010). One characteristic of case research data analysis is continuous cycles of testing codes and themes against the data (Perry, 2013), or continuous feeding back of findings to develop better theories (Jack & Kholeif, 2007). This characteristic proves that the case research demands “close adherence to the data” (Eisenhardt & Graebner, 2007, p. 27) and overcomes the criticism of case research of being too “subjective” (Flyvbjerg, 2006, p. 235). During this third phase of case research data analysis, a final set of 12 major themes was established. These themes were present in all or most of the sub-cases (Gibbs & Taylor, 2010) and provided answers to the research issues.

Overall, a total of 12 themes emerged relating to the four research issues. These 12 themes can be considered as 12 *findings*, and are summarized in Table 3. A very detailed report of all the findings that includes more quotations than could be provided here, is available from the authors via email request.

Consider those 12 findings in more detail. The first six findings about research issue 1 investigate how internal and external CRM are applied in casinos. The discussion started with the exploration of the understanding of internal and external CRM concepts and found that while external CRM has become popular internal CRM is still a new concept (Theme 1.1). While a few interviewees mentioned internal CRM, all interviewees quickly jumped on to discuss external CRM. *‘[We] have different market segments. We treat those a little differently. ‘It is all about the relationship you have with the customer.’* There is also an unbalanced focus on internal CRM in contrast to external CRM (Theme 1.2). *‘CRM-customer focus appears to be a natural step of people in the service industry ... “I’ll do everything customer focus” doesn’t seem to have to be translating to “everything is employee focus”.’* Then, the discussion focused on internal CRM and found that internal CRM is applied as a part of *human resources management* practices (Theme 1.3) while external CRM is applied as a part of *marketing* practices (Theme 1.4). For example, sub-case A employed *‘a structured approach to address management drivers, engaged all frontline managers in issues management and identification of solutions and rebuilt the management brand’*. Although internal CRM and external CRM are separate, they are linked together (Theme 1.5). They can be managed in the same approach that involves seven core elements: vision, challenge, objective, measure, strategy, initiative and outcome. *‘The link is the key ... it is like: employees are almost your customers as well; customers are almost like employees as well ... they go hand in hand.’*

Next, findings 7, 8 and 9 relate to research issue 2 and illustrate how organizational change management is applied in the investigated casino and its four sub-cases. In particular, casinos in Australia are undergoing significant organizational change (Theme 2.1), which requires careful change management process (Theme 2.2). They also have to successfully go through transformational organizational change before leading change (Theme 2.3). *‘We had our restructure twelve months ago with significant change ... I was told that my position was redundant and I needed to reapply. So that was threatening.’* *‘More challenging change is to change the culture when people have been doing same things in the same way.’* *‘This change is a new way of life. It is not a marathon race.’*

Then, findings 10 and 11 relate to research issue 3 and show the link between the internal and external CRM of research issue 1 and the organizational change management of research issue 2. Particularly, these findings found that organizational change management becomes an integral part of internal and external CRM (Theme 3.1) and there is the need for balancing between internal and external CRM (as business solution focus) and organizational change management (as people-related issues) (Theme 3.2). *'I 100 percent agreed with that ... like we're transitioning people through the business you are changing their environment and hoping that they will change their behavior.' 'I think we put an enormous effort on identifying [our business focus], but we don't put an enormous effort into managing people behavior or managing people expectation.'*

Finally, finding 12 relates to research issue 4 and illustrates how internal and external CRM and organizational change management can be integrated into an integrated *model* for casinos. *'We have talked about the core elements of internal and external CRM and those of organizational change management. So, if you are talking about the integration of the two, simply put them together.'* This finding 12 shows how an integrated internal and external CRM change management *model* comprises seven core elements: vision, challenge, objective, measure, strategy, initiative and outcome (Theme 4.1).

Table 3
Research Issues and Findings

Research issue	Theme	Finding	Level of contribution
RI1	Theme 1.1	Finding 1: While external CRM has become a popular practice internal CRM is still a new concept in casinos in Australia.	Medium
	Theme 1.2	Finding 2: There is an unbalanced focus on internal CRM in contrast to external CRM in casinos in Australia.	Medium
	Theme 1.3	Finding 3: Internal CRM is applied as a part of human resources management practices in casinos in Australia.	High
	Theme 1.4	Finding 4: External CRM is applied as a part of marketing practices in casinos in Australia.	High
	Theme 1.5	Finding 5: Internal CRM and external CRM in casinos in Australia are linked together.	Medium
	Theme 1.6	Finding 6: Internal and external CRM in casinos in Australia can be managed in the same approach which involves seven core elements: vision, challenge, objective, measure, strategy, initiative and outcome.	High
RI2	Theme 2.1	Finding 7: Casinos in Australia are undergoing significant organizational change.	Low
	Theme 2.2	Finding 8: Casinos in Australia have to undergo transformational organizational change before being in the stage of leading organizational change.	Low
	Theme 2.3	Finding 9: Casinos in Australia have to manage transformational organizational change carefully.	High

RI3	Theme 3.1	Finding 10: Organizational change management is an integral part of internal and external CRM in casinos in Australia.	Medium
	Theme 3.3	Finding 11: There is a need for balancing between internal and external CRM (as business solution focus) and organizational change management (as people-related issues) in casinos in Australia.	Medium
RI 4	Theme 4.1	Finding 12: An integrated internal and external CRM change management model in casinos in Australia comprises seven core elements: vision, challenge, objective, measure, strategy, initiative and outcome.	High

Discussion of the Findings' New Knowledge

These 12 findings represent three levels of contribution to the literature for this research about internal and external CRM and organizational change management in casinos. These levels of contribution are shown in the third column of Table 3 as 'high', 'medium' or 'low'. To begin, a *high* level contribution indicates a finding that has not been found before about the investigated study areas of internal and external CRM and organizational change management in casinos in Australia, and so it is also a 'clear' contribution. In turn, a *medium* level contribution is primarily an empirical finding that complements existing literature about the investigated study areas, and so it is also an 'empirical' contribution. Finally, a *low* level contribution adds its findings to the already established literature about the investigated study areas, and so it is also an 'endorsement' contribution.

One of the 'high' contributions in Table 3 is about research issue 4 that directly addresses the search problem – the integration of internal and external CRM, and organizational change management. The final model developed about this integration is shown in Figure 3 and is based on all the findings and comprises seven core elements: vision, challenge, objective, measure, strategy, initiative and outcome (the bottom yellow rectangle). That is, the findings not only empirically complement the existing models (Desai, 2008; Desai & Sahu, 2008; Kale, 2005b), but also add the first integrated model of internal and external CRM change management in casinos in Australia. Drafts of this model were shown to the case interviewees after they had answered questions about research issue 4. Again, all the case interviewees showed their interest and support for the evolving model.

As noted, the integrated model shown in Figure 3 has seven core elements: vision, key challenge, objective, measure, strategy, initiative and outcome. It commences with the internal and external CRM change management *vision* (the top middle yellow cylinder box of Figure 3), which paints a picture of what kinds of relationship that the casino wants to establish with its employees and customers (Kale, 2003, 2005b, 2007; Kale & De, 2013). The vision should also place an emphasis on employee and customer centricity and value proposition for specific employee and customer segments. Moreover, the internal and external casino CRM change management vision should be integrated with the corporate vision and strategic objectives (Mack, Mayo & Khare, 2005). Finally, the vision will guide all activities of the internal and external casino CRM change management program.

Next, the internal and external CRM change management *challenge* (the top left yellow rectangle box of Figure 3) is identified. The identification of the internal and external casino CRM change challenge is based on ongoing market intelligence and internal and external CRM change readiness diagnosis (Desai, 2008; Desai & Sahu, 2008). The identification of the internal and external CRM change challenge results in the current status of the casino's relationship with its employees and customers, which needs to be changed or improved.

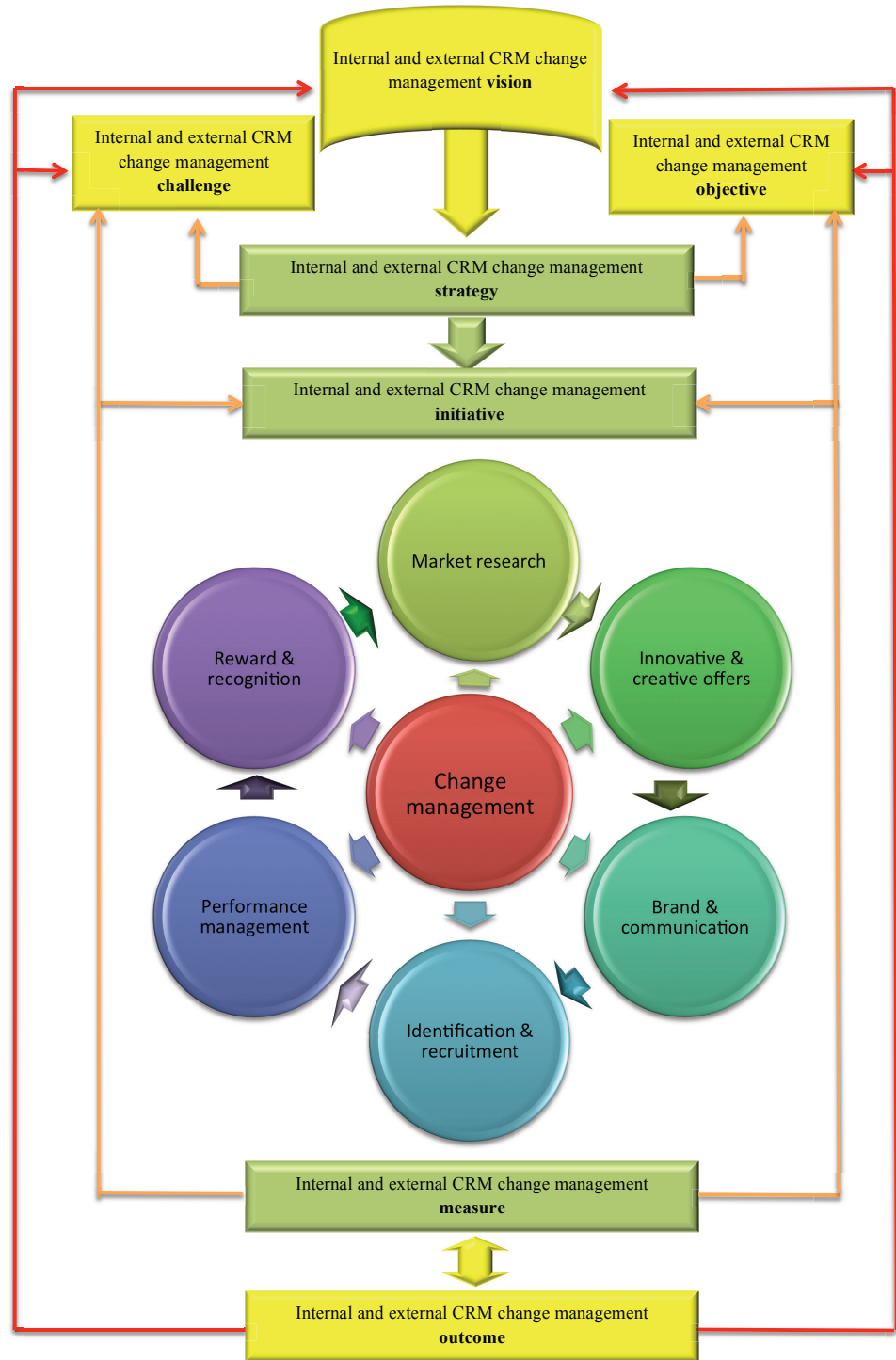


Figure 3. The Integrated Internal and External CRM and Change Management Model.

Then, the internal and external CRM change management *objective* (the top right yellow rectangle box of Figure 3) defines the desired future status of the organization's relationship with employees and customers that it wants to achieve (Joseph & Gupta, 2005; Kale, 2003, 2005b, 2007; Kale & De, 2006, 2013; Kale & Klugsberger, 2007). This objective is measured against a set of internal and external casino CRM change *measures* (the second bottom green rectangle box). These measures can be, for example,

employee engagement scores, employee absenteeism and turnover rates, customer satisfaction and loyalty, customer experience, and organizational collaboration. These measures are also used to measure the implementation of internal and external CRM change management strategies and initiatives. This measurement element links the internal and external casino CRM change management challenge and objective.

To realize the vision and deliver the objective, the internal and external CRM change management *strategies* (the first top middle green rectangle box of Figure 3) must be in place. These strategies describe how the casino achieves its desired relationship with employees and customers (Joseph & Gupta, 2005; Kale, 2003, 2005b, 2007; Kale & De, 2006, 2013; Kale & Klugsberger, 2007). Internal and external casino CRM change management strategies also define the basis understanding of the internal and external casino CRM change management *initiatives* (the second top middle green rectangle box of Figure 3), which are required step-by-step actions the casino needs to take to move its relationship with employees and customers from the current status to the desired future one. There are seven main internal and external casino CRM change management initiatives (the seven colorful circles in the middle of Figure 3) that have emerged in this research: market intelligence, innovative and creative offers, brand and communications, identification and recruitment, performance management, reward and recognition, and change management. In brief, these internal and external CRM change strategies and initiatives must align with the established internal and external CRM change management vision and objectives.

Finally, the *outcomes* (the bottom yellow rectangle box of Figure 3) of the implementation of these internal and external casino CRM change management initiatives are measured against the established measures (Desai, 2008; Desai & Sahu, 2008; Kale, 2005b). Key successful initiatives or factors should be profiled in forms of best practice while key failure initiatives or factors should be profiled in forms of key learning lessons for sharing and future use. Decisions need to be made whether the internal and external casino CRM change management program is continued, revised or terminated.

Implications for Practice

Consider implications for practice of this research. The first implication is for managers to apply the internal and external CRM/change management model (Figure 3). This model integrates internal CRM, external CRM and organizational change management together. A checklist was developed to summarize those details and guide managers when they apply the model in their organization, and is shown in Table 4.

Table 4
A Checklist for Applying the Internal and External CRM Change Management Model

Core element	Guiding question	Input	Output
Vision	What kinds of relationship do you want to establish with your high valued employees and customers?	Align with corporate vision statement and refer to strategic business plans	Defined market position, employee and customer value proposition and segmentation
Challenge	What is the current status of the relationship between your organization with employees and customers?	Based on findings for market intelligence	Established measurable benchmarks such as employee engagement and customer satisfaction scores

Objective	What is the desired status of the relationship between your organization with employees and customers?	Align with the established vision and build on the established measurable benchmarks	Defined the desired future relationship with employees and customers
Measure	How do you know and when you have achieved the desired relationship with employees and customers?	Based on the established measurable benchmarks and existing tracking systems	Defined a set of metrics for monitoring and evaluating the outcomes
Strategy	How do you achieve its desired relationship with employees and customers?	Align with the established vision, objective and the strategic business plans and provide a basis understanding of initiatives	Defined strategies that bridging the current position to the desired destination
Initiative	What are the required actions that you need to make to move from the current status to the desired destination?	Align with the established vision, objective and strategies	Defined a set of specific initiatives for implementing the strategies and detailed actions for executing each individual initiative
Market intelligence	Who are your targeted employee and customer segment and what do they want and need? Who are your competitors and what are their strengths and weaknesses?	Market research, insights and segmentation	Defined the employee and customer wants and needs
Innovation & creativity	What do you have to offer to your targeted employees and customers to meet their wants and needs that the competitors can't offer?	Based on the employee and customer wants and needs and competition intelligence	Innovative and creative offers that meet the employee and customer wants and needs and differentiate from the competition
Communication	How do you communicate these offers to your targeted employees and customers?	Exploit different channels such as events and sponsorship, media and public relations, digital and mobile channels	A detailed communication plan for each initiative

Identification & recruitment	How do you identify and recruit new potential employees and customers?	Human resource recruitment, sales and marketing, and customer relations forces	A detailed action plan for identifying and recruiting targeted employees and customers
Performance management	How do you manage your employee and customer performance?	Based on employee performance management system and loyalty program	Defined clear performance criteria
Reward & recognition	How do you recognize and reward your employees' and customers' good performance?	Employee reward and recognition system and customer loyalty program	Defined clear reward and recognition criteria and procedures
Change management	How do you manage change during the implementation process of these initiatives?	Based on the seven Cs factors	Detailed project planning and management
Outcome	What are the outcomes of the implementation of the initiatives? What next?	Compared the outcomes with the established measures	Exceeded the established benchmarks and achieved the desired objective

The second implication of this research is for human resources management, marketing and operations policies in casinos in Australia and elsewhere. Both the literature and this research's findings recognize the relationship between internal CRM, external CRM and organizational change management. In particular, successful external CRM requires successful internal CRM because happy employees create happy customers. There is also a need for balancing internal and external CRM (as business solution) and organizational change management (as people-related issues). Unfortunately, there is still an unbalanced focus on internal CRM in contrast to external CRM in the casino and related industries. As a result, there is still a low level of employee and customer engagement and satisfaction in those businesses, and ultimately affecting their business outcomes. Therefore, management in those casino and related businesses should review their human resources management, marketing and policies and practices and place a balanced emphasis on treating employees and customers.

A third implication is that the research could be used by educators to enhance the effectiveness of their students when they graduate (Lee et al., 2007), so that they do not continue the poor record of change management and CRM initiatives (Kale 2005b; McKinsey 2008).

Limitations of this Research and Implications for Further Research

This research has some limitations. It collected data from one case and its four sub-cases in Australia. This case selection was necessary because practices of organizational change management and internal and external CRM are context-oriented (Desai, 2008; Desai & Sahu, 2008). That is, the research setting was a well-established casino in Australia where organizational change management and internal and external CRM had already existed. There may be some distinctive cultural, legal and industrial relations aspects of

employee-based management practices in casinos in Australia (Allen, Madden, Brooks, & Najman, 2008). So the findings may or may not apply in other casino-rich regions like Asia, Europe or North America or in other organizations. Further empirical evidence incorporating several case casinos could extend the external validity of this research. Indeed, more research could extend the findings to organizations other than casinos and so add to research about organizations such as hotels similar to Sigala (2005). Doing this additional research could extend the implications of this research to other industries and confirm the breadth of Sigala's findings encountered here. Another limitation is that there was only one rater. Having more would have allowed inter-rater reliability to be assessed. Furthermore, this research is limited to theory-building with analytical generalization of the findings to the literature (Yin, 2009), in a form of contextualization generalization (Lee et al., 2007; Lukka & Kasanen, 1995). This theory-building delimitation is justified by the paucity of research about the research problem. Statistical generalization of the findings to other contexts will require further quantitative research.

Conclusion

In summary, this research extends the hitherto under-researched area of organizational change management in casinos in Australia by establishing the first and complete picture of how organizational change management and internal and external CRM is applied in casinos, in Australia. That is, this research adds to knowledge of internal and external CRM and organizational change management by linking them together in its research setting. In conclusion, this qualitative research ties together three disparate concepts into a model that can be used by managers of casinos in Australia and probably in other casinos, and even in other organizations.

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