



THE STAR

**INTEGRATING
ORGANIZATIONAL CHANGE
MANAGEMENT AND
INTERNAL AND EXTERNAL
CUSTOMER RELATIONSHIP
MANAGEMENT IN A CASINO**

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Las Vegas, 07 June 2016

RESEARCH BACKGROUND

- Challenge of **employees and customer engagement**
- Failure of CRM and change management **implementation**
- Gaps about how to link **internal and external CRM and change management**

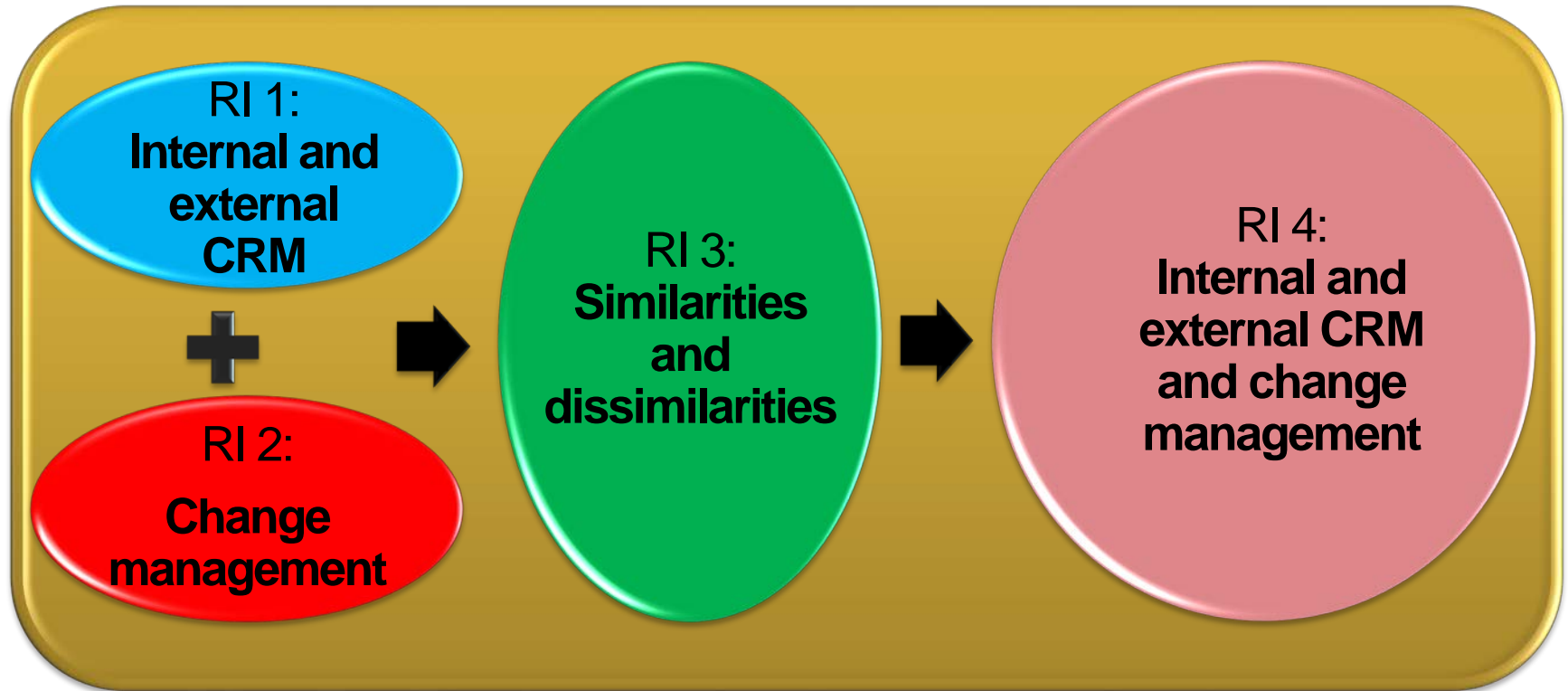
AGENDA

- Research problem and contribution
- Initial theoretical framework and research issues
- Research methodology
- Data analysis and findings
- Final model
- Implications for practice
- What happened after the research project

RESEARCH PROBLEM

How can internal and external CRM, and organizational change management, be applied in casinos in Australia?

INITIAL FRAMEWORK AND RESEARCH ISSUES



RESEARCH METHODOLOGY

- Two- stage *research design*:
Convergent interviewing and case research
 - Five convergent interviews
 - A single case with four sub-cases
- Two *sources of data*:
Documents and in-depth interviews (21 interviews)

DATA ANALYSIS AND FINDINGS

Familiarization

Coding

Developing themes

6 findings about **RI 1** –
Internal and external CRM

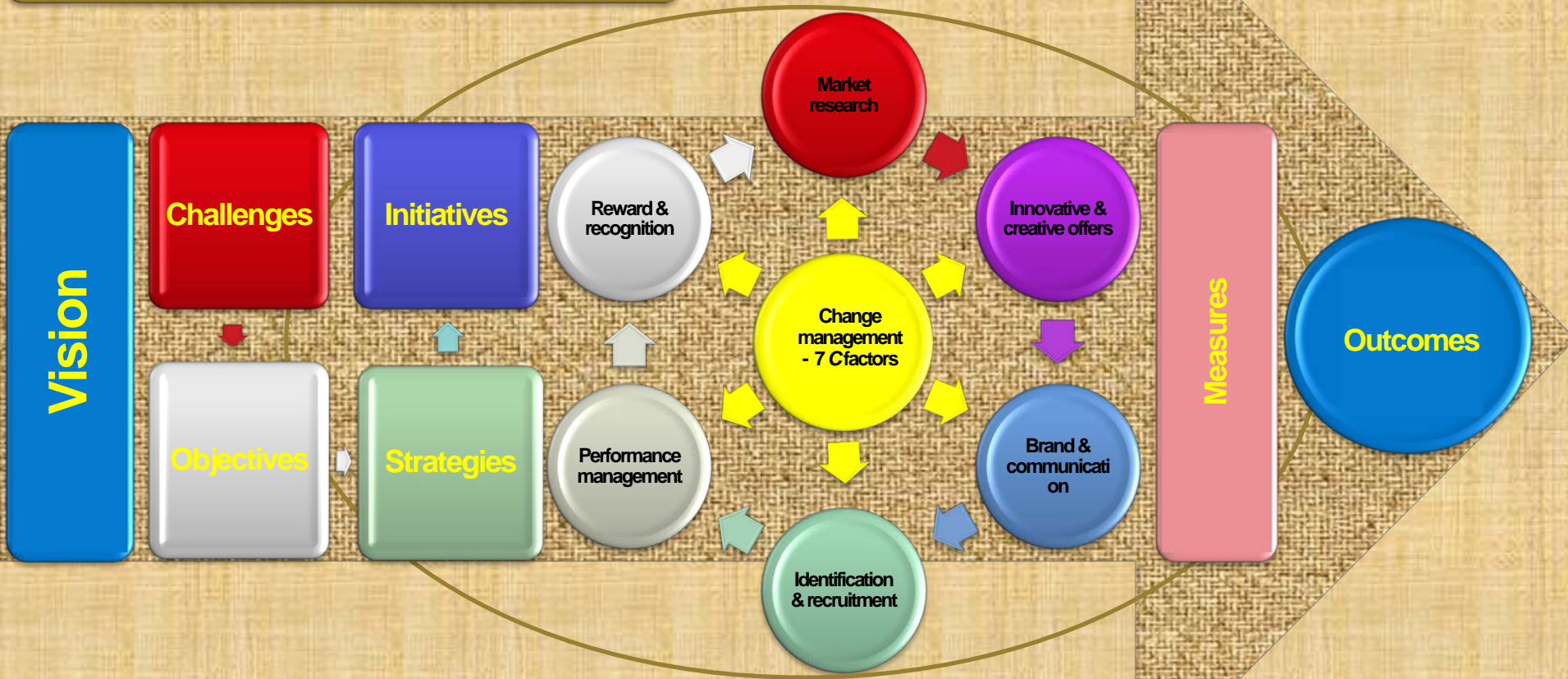
3 findings about **RI 2** –
Change management

12 findings

2 findings about **RI 3** –
Similarities and dissimilarities

1 finding about the **RI4** –
Internal & external CRM change management

THE FINAL MODEL



IMPLICATIONS FOR PRACTICE

- **An action checklist** for applying the internal and external CRM and change management model
- **A balance** between *internal and external CRM*, and between *internal and external CRM (business solutions)* and *change management (people-related issues)*

WHAT HAPPENED SINCE THE RESEARCH?

- Published in *UNLV Gaming Research & Review Journal*, 18 (2) – **available for wider audience**
- Used for The Star Domestic VIP Sales & Marketing Division's annual strategic plan development
- Implemented for a domestic Asian VIP Segment and achieved **45.0% year-on-year growth in revenue**
- Rewarded “**The Leader of the Quarter**” and “**The Employee of the Year**”

CONCLUSION

- **The first and complete picture** of how internal CRM, external CRM and change management are applied in **casinos**
- Linked together three disparate concepts into **an integrated model that has been successfully applied in a casino**



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