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A Study for the Implementation of Web-enhanced Relationship Marketing Focused Sustainable Growth Model on Bangladesh Cricket Board

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Abstract

A Relationship Marketing (RM) model has been developed through the analysis of web-enhanced RM focused promotional strategies of five grown sporting cases. Based on the encouragement and consequent approval of Bangladesh Cricket Board (BCB), the potential implementation of the model on BCB has been justified to enable their sustainable growth. A focus group study has been undertaken to justify the potential implementation of the model from BCB perspective. Diagnosing the potential significance, consequences, opportunities and problems of the web-enhanced RM focused sustainable growth model to enabling BCB's growth by generating focus group's impression about the model was the aim of the focus group study. The participants of the focus group study were chosen from the e-marketing experts, practicing in the same market, where the BCB has been operating their businesses. The result of the focus group study has appeared as positive and promising towards initiating a sustainable approach for BCB's operation. A series of web-based RM focused promotions and market offerings are recommended, and the approach of implementing other similar and diverse numerous opportunities are suggested to BCB to initiate their journey towards sustainable growth by implementing the model. The result of the study shows that the web-enhanced RM focused promotional strategies, learnt from one market are applicable in different markets, but the relationship goals need to be accomplished following the target market's needs, wants and demands.

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1. Introduction

Five grown sporting cases have been analysed, where the cases have been utilising Relationship Marketing (RM) focused web-based (websites and web 3.0 applications) promotions and offerings lucratively to attain and retain key stakeholders to sustain their growth. As a consequence, a web-enhanced RM focused sustainable growth model has been developed from the analysis. Nineteen RM indicators (different RM perspectives that an organisation can employ to enhance competitive advantage), four growth strategies, and the concept of Stakeholder Causal Scope (SCS, individual stakeholder's value contributory scope in value-network, composed by key stakeholders) are derived from the case analysis.

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The cases have been positioning web-based promotions and offerings underlying these RM indicators and growth strategies focusing on facilitating prolific SCS in their value-network as a combined web-enhanced promotional effort to enhance competitive advantage in the aim of sustaining their growth.

Actually, the model is derived from the e-marketing (web-based promotions and offerings) sequences, by which the grown cases have been sustaining their growth. The sequences include identifying and utilising web-based promotional tools (website, web 3.0 applications), proportioning the advantages of RM indicators, growth strategies and SCS opportunities with the web-based promotional strategies and key stakeholders' multifarious, diverse goals in the aim of enhancing competitive advantage. Then, establishing a sustainable approach towards continually identify, establish, maintain and enhance RM focused web-based promotions, offerings and associated SCS opportunities through the commercial bond derived from the success of initial SCS(s).

Bangladesh Cricket Board (BCB) as a national governing body of a promising cricket nation of world cricket has been confronting some critical issues (weaknesses and threats) as the key tribulations for BCB to organise sufficient funds to execute its key activities properly, which hinders BCB to meet their mission statement. Therefore, a further study (focus group) has been undertaken based on BCB's initial encouragement and subsequent approval on justifying the potential implementation of the web-enhanced RM model from BCB perspective to enable sustainable growth [Chowdhury 1]. The purpose of the focus group study is to standardise a sustainable growth plan from the opinions and suggestions of e-marketing experts on the findings of the web-based promotional strategies of the grown sporting cases, and the applicability of the subsequent web-enhanced RM focused sustainable growth model from BCB perspective, so that BCB can fruitfully accomplish their mission statement. The result of the focus group study has appeared as positive and promising towards initiating a sustainable approach for BCB's operation.

2. The recommendations to BCB from the findings of the web-enhanced RM focused promotional strategies of the grown sporting cases and the sub-sequent sustainable growth model

The communication sector of Bangladesh, including internet, has changed dramatically within two years. The incentives both from government and public sectors have encouraged this sector progress. That can brightly be reflected by the volume of internet users in Bangladesh. In 2000, just 100,000 of Bangladeshis got internet access, compared to 2007, with 450,000 subscribers. In 2009, over 600,000 of Bangladeshis use internet actively, which reflects a significant growth, over 450% [Ecommerce Journal 2]. Therefore the recommendations of the focus group study intended from a favourable platform for BCB, as the application of the sustainable growth model (Figure-1) is based on e-marketing derived from the findings of the web-based RM focused promotional strategies of the grown cases.

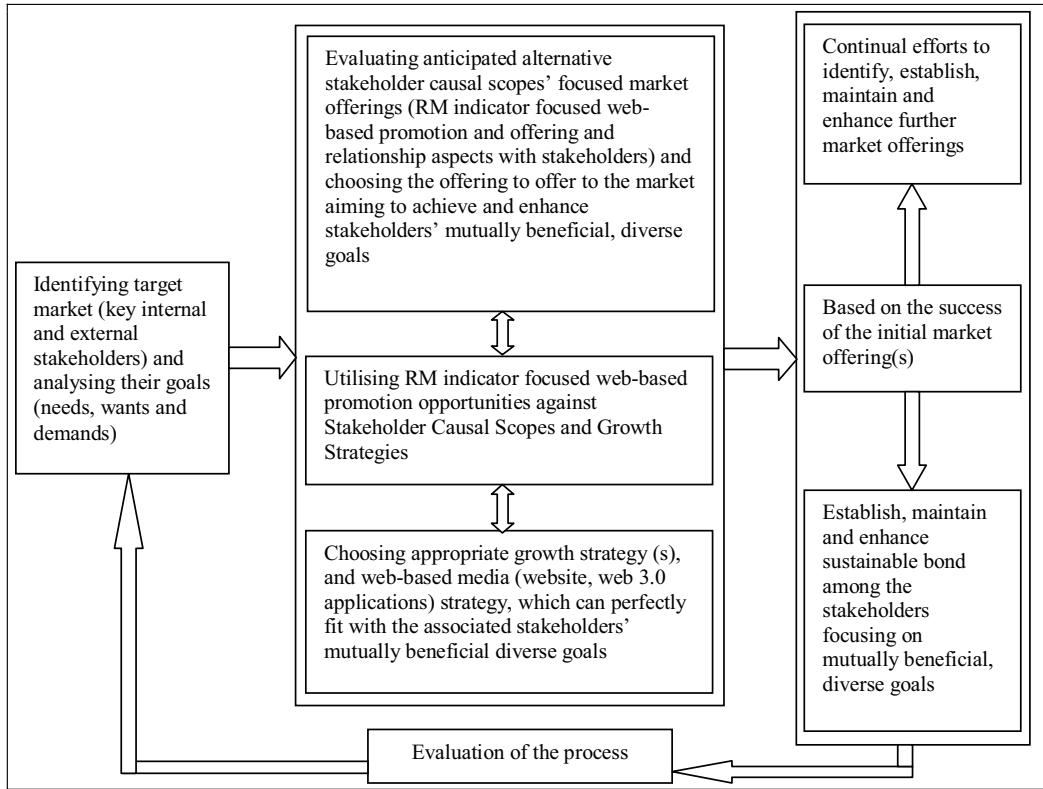


Figure-1: The web-enhanced relationship marketing focused sustainable growth model

The process of the model of Figure-1 trails the following steps:

1. Identifying key internal and external stakeholders and their goals;
2. Utilising RM indicator focused web-based promotion and offering opportunities against certain SCS and growth strategies. Here, the anticipated alternative SCS focused market offerings (RM indicator focused web-based promotion and offering and relationship aspects with stakeholders), and proportionate anticipated alternative growth strategies and online media strategies (website, web 3.0 applications) need to be evaluated following the goals of the associated stakeholders in the aim of choosing the offering to proffer to the target market;
3. Establishing, maintaining and enhancing a sustainable commercial bond among the key stakeholders focusing on mutually beneficial, diverse goals following the continual efforts to identify, establish, maintain and enhance further market offerings based on the success of the initial market offerings;
4. An evaluation procedure needs to be established to discover the further potentials (continual efforts to identify, establish, maintain and enhance further market offerings) of a successful SCS focused market offerings, and to realise the reason of failure of a non-lucrative market offering, focusing on the goals of the stakeholders to identify, where the initial RM focused web-based promotion and sub-sequent SCS focused market offering fail to meet the goal(s).

BCB [3] initiated a recruitment process in September 2009 to appoint a Commercial Consultant to maximise measurable revenue. Similarly, the purpose of the focus group study is to standardise a sustainable growth plan from the opinions and suggestions of e-marketing experts on the findings of the web-based promotional strategies of the grown sporting cases, and the applicability of the subsequent web-enhanced RM focused sustainable growth model from BCB perspective. From this context, two of the examples of the recommendations for BCB from the cases' e-

marketing (RM focused web-based promotions and offerings) practices are demonstrated here, which are centred on the advertised job description of BCB's commercial consultant.

A web-based (e-business) souvenir shop of BCB could facilitate BCB to reach wider range of their target market, as it is cross-referenced earlier of this paper that the e-business in Bangladesh is expanding lucratively. Along with huge categorised and sub-categorised merchandising offerings, BCB could consider to offer various customised and promotional offerings. For example, customers can buy and or send gifts to their desired one including their gift recipient's name, personalised message, desired player's or cricket personality's signature and message on the poster or on the greeting card through BCB's such an online shop. Again, BCB could offer customised gift vouchers. For example, anyone could buy a certain amount's gift voucher from the online shop and send the voucher number as a gift to someone else. Then, the person, who receives the gift voucher, as a present, can log on BCB's online shop through the voucher's number and can buy the gift voucher's amount's products and services as per her or his choice. Such an offering may bring more potential customers to the online shop. Again, BCB could consider selling the title sponsorship of their online shop. On the other hand, BCB could consider developing relationship factor focused brands (one of the nineteen RM indicators, identified from the case studies) for their merchandising offerings to attain and retain a distinctive image. Such as, 'Tiger brand range' (tiger is the adorable name of Bangladesh National Cricket Team [Chowdhury 1]) or any other suitable brand name chosen by BCB. Again, individually or in association with commercial partners or sponsors, BCB could offer various value-added promotional offerings.

Moreover, BCB could consider offering 'Tiger Savings Accounts' (in general, banking business, nowadays is online centred along with its' offline application) and 'Tiger Credit Card' in the partnership with any commercial bank. BCB's negotiated deal with the bank may offer very competitive saving opportunities to the Tiger fans, as well as BCB could get a bonus payment annually from the banks such as 1 percent or 0.5 percent of the daily average balances held in the Tiger Savings Accounts. Such ventures may help any market challenger of the Bangladesh banking industry to penetrate into the wider range of the market by acquiring more account holders through using the Tiger zeal of BCB. Again, Kula Kulendran, the Executive Vice President and Head of Global Network Services of American Express Bank described that the credit card market of Bangladesh is still untapped [The Financial Express 4], because the credit card business is completely based on e-business, which is flourishing in Bangladesh. Consequently, BCB can utilise the chance to acquire the cream from this untapped market by offering credit cards in partnership with any commercial bank or any other financial institution. Through the negotiated deal with the partner, BCB and the partner bank may promote credit card offerings as following promotional appeal:

By applying for and using the Tiger Credit Card, you will be helping to support the success of your beloved Tiger's progress, because the Tigers receive a royalty from the bank (the credit card provider), every time you use your Tiger Credit Card to make a card purchase. These funds, raised at no extra cost to you, contribute to the development of the Tigers.

Likewise, the above-mentioned e-marketing practices of the grown cases' web-based RM focused promotions and offerings; a series of web-based RM focused promotions and offerings and associated SCS(s) are recommended for BCB from the findings of the case studies. Table-1 shows the recommendations of e-marketing (web-based promotions and offerings) opportunities for BCB, where some of the recommendations, BCB can implement directly online through websites and web 3.0 applications, and some of them; BCB can implement online and offline simultaneously, following their web-enhanced promotions similar to the cases. The recommendations are classified against BCB's commercial consultant's advertised job responsibilities.

The analysed grown cases have been sustaining their growth through promoting online and offline SCS focused market offerings, described in Table-1, following their web-based RM focused promotions and offerings and subsequent SCS opportunities against the described market offerings. The case analysis shows that the success of such an initial SCS focused market offering facilitates further SCS opportunities, which helps to sustain organisational growth. For example, BCB may approach for sponsorship to any commercial bank for any of their events following the success of BCB and the commercial bank's initial credit cards offering to the market. As a result, a continuous sustainable approach of identifying, establishing, maintaining, evaluating and enhancing further SCS opportunities from the success of initial SCS, and the commercial bond among key stakeholders derived from that initial success has been standardised from the finding of the case studies. Therefore, the web-enhanced relationship marketing focused sustainable growth model (Figure-1) has been evolved from this continuous sustainable approach of the grown cases to identify, establish, maintain, evaluate and enhance further SCS opportunities from the success of initial SCS to attain and retain organisational growth. Similarly, the approach is also recommended to the BCB to

implement other similar and diverse numerous SCS opportunities from BCB's own creative initiatives, based on the successes of the SCS opportunities derived from the recommended SCS focused market offerings of Table-1.

Table-1: Classification of the stakeholder causal scopes from the findings of the case studies' web-based promotions and offerings based on the key responsibilities of BCB's Commercial Consultant

Key responsibilities of BCB's Commercial Consultant	Stakeholder causal scopes against the key responsibilities
<ul style="list-style-type: none"> ● Sponsorship identification, evaluation and strategy development: <ul style="list-style-type: none"> ● Sponsorship rights negotiation; ● Evaluation of sponsorship success, weakness and improvement opportunities; ● Sponsorship of property (team, league, event, venue); ● Ensuring sponsor services and related Public Relation services. 	<ul style="list-style-type: none"> ● Tiger television (web-tv) and television serial ● Coaching and umpiring offerings ● BCB's Cricket Mascot ● Schools and club cricket ● Disability, indigenous and life-style cricket competition ● Souvenir shop ● Ticketing, hospitality and events ● Fans' Restaurant ● Publication ● Nutritional products and sports science academy ● Tiger Cricket Family (BCB's proposed membership offerings) ● Building partnerships (sponsorship and commercial partnership) opportunities, such as <ul style="list-style-type: none"> ● offering credit card in the partnership with any commercial bank ● Proposed Bangladesh Cricket League like Indian Premier League
<ul style="list-style-type: none"> ● Use of cricket for marketing promotion including endorser's event marketing 	<ul style="list-style-type: none"> ● Coaching and umpiring offerings ● Schools and club cricket ● Disability, indigenous and life-style cricket competition ● Souvenir shop ● Memorabilia auction ● Ticketing, hospitality and events ● Tiger television (web-tv) and television serial ● Fans' Restaurant ● Research and Development focused Customer Relationship Management Database ● Nutritional products and sports science academy ● Tiger Cricket Family (BCB's proposed membership offerings) ● Proposed Bangladesh Cricket League like Indian Premier League ● Publication
<ul style="list-style-type: none"> ● Ensuring sportsman endorsements/celebrity appearances 	<ul style="list-style-type: none"> ● Coaching and umpiring offerings ● Schools and club cricket ● Disability, indigenous and life-style cricket competition ● Memorabilia auction ● Ticketing, hospitality and events ● Tiger television (web-tv) and television serial ● Publication ● Tiger Cricket Family (BCB's proposed membership offerings) ● Proposed Bangladesh Cricket League like Indian Premier League
<ul style="list-style-type: none"> ● Involvement with well-known personality 	<ul style="list-style-type: none"> ● Coaching and umpiring offerings ● Schools and club cricket ● Tiger television (web-tv) and television serial ● Publication ● Proposed Bangladesh Cricket League like Indian Premier League

3. A focus group study to justify the applicability of the web-enhanced RM focused sustainable growth model from BCB

perspective

The aims of the focus group study is summarised below according to the general purposes of a focus group study described by Berg [5], Market Research Focus Groups [6] and Focus Group [7] discussion resources:

5. Utilising the ‘Test Concept’ of focus group study by obtaining the group's opinions about specific e-marketing-oriented issues. Here the issue is the RM focused web-based e-marketing opportunities for BCB derived from the case studies;
6. Diagnosing the potential significance, consequences, opportunities and problems of these RM focused e-marketing opportunities to maximise BCB's commercial returns by generating focus group's impression about the RM focused e-marketing opportunities derived from the web-based promotions and offerings of the grown cases and the application of the sub-sequent model in the aim of attaining and retaining BCB's growth.

3.1. Design of the focus group study

The Focus Group study has been designed based on the guidelines of Flick [8], Berg [5], Market Research Focus Groups [6] and Focus Groups [7] resources. A two hour focus group discussion has been conducted online in July 2010 with six participants. The participants are chosen from e-marketing experts, practicing in the same market, where the BCB has been operating their businesses. The participants included are e-marketing and administrative professionals and e-marketing academicians from cricket, soccer and hospitality industries and academic sector of Bangladesh. A brief description about the background and the purpose of the focus group, along with the findings from the case studies were sent to the participants prior to the discussion. Therefore, the participants were familiar about the concerns of the discussion.

The focus group discussion was designed into two sessions. First, a question and answer session was conducted, where the questions were designed to realise participants' views about the potential applicability of the cases' e-marketing practices (RM focused web-based promotions and offerings) from BCB perspective. The participants were requested to indicate their rating in a five point rating system against the questions, where ‘one’ is ‘low significance’, ‘two’ is ‘poor to medium significance’, ‘three’ is ‘medium significance’, ‘four’ is ‘medium to high significance’ and ‘five’ is ‘high significance’ of the cases' e-marketing practices in terms of BCB perspective. After indicating their rating, they were requested to elaborate why they have indicated accordingly. The participants were asked five questions. In the second session, a special exercise was conducted among the participants. The participants were requested to draw a SWOT (strengths, weaknesses, opportunities and threats) against the applicability of the cases' e-marketing practices from BCB perspective.

3.2. The result of the focus group study

3.2.1. The question and answer session

The participants were requested to indicate their rating based on above-mentioned rating system against the significance of the questions related to the following perspectives, where the participants' views are described also very briefly:

- *The question is related to the significance of the applicability of the different background focused case studies' web-based RM practices from BCB perspective:* Three of the participant indicated the applicability opportunities of such strategies on BCB perspective is ‘high’ and rest of the three indicated as ‘medium to high’;
- *The question is related to address all of the potential stakeholders of BCB:* One participant indicated that the potentiality to address all of the potential stakeholders of BCB through such approach could be ‘medium’, whereas another one indicated as ‘high’ and rest of the four indicated as ‘medium to high’;
- *The question is related to develop a commercial bond among BCB's stakeholders:* Two of the participants made ‘no comment’ on the question, while three of them indicated the further opportunity as ‘medium’ and one indicated as ‘medium to high’;

- *The question is related to enhancing BCB’s competitive advantage:* Four participants indicated that the proposition of the case studies to enhance BCB’s competitive advantage could be ‘medium to high’ significance while other two indicated that it could be ‘high’ significance;
- *The question is related to enhance BCB’s commercial revenue aiming to enable sustainable growth:* Two of the participants indicated the potentiality in this regard is ‘medium’, three of them indicated as ‘medium to high’ and rest of the one indicated as ‘high’.

3.2.2. *The SWOT against the recommendations of the case studies derived by the participants of the focus group study*

The participants were requested to draw a SWOT against the applicability of the recommendations of the case studies from BCB perspective in the final session of the focus group study in the aim of initiating BCB’s sustainable growth journey.

Table -2: The SWOT against the recommendations of the case studies in the aim of initiating BCB’s sustainable growth journey

Strengths	Weaknesses
<ul style="list-style-type: none"> • A stakeholder engaging approach • The recommendation is focused on web-based RM as a dominating e-marketing practice • No other sporting organisation of Bangladesh is currently offering such web-enhanced promotion • The recommendation is derived from the practical benchmark e-marketing practices of the grown sporting bodies • The recommendation has the influence to make a pattern on prolific stakeholder interaction as well as make a distinct consuming trend of consumers in BCB’s market • The recommendation is focused on making stakeholders including customer’s interaction easier • The recommendation provides a firm direction towards a sustainable approach 	<ul style="list-style-type: none"> • Some of the offerings are easy to imitable by the competitors • The recommendation needs further close consideration of the target market’s needs, wants and demands prior to applying them • Initially, it could be difficult to motivate the key stakeholders towards some of the recommendations
<p>Opportunities</p> <ul style="list-style-type: none"> • Long-time scale focused • Developing further opportunities from the existing opportunities • Some of the offerings are inter-related, which endow with the opportunities to serve several purposes through single project • The recommendation could be lucratively applicable in BCB’s target market if the market’s needs, wants and demands are properly scanned prior to applying them and if the application been guided according to the needs, wants and demands of the market • Opportunity to develop and enhance a common platform for the development of cricketing culture • Further research and development opportunities • The recommendation could guide to develop and enhance some significant social and commercial development in Bangladesh • Potential on maximising commercial revenue aiming to sustainable growth 	<p>Threats</p> <ul style="list-style-type: none"> • Marketing myopia • Continually identifying, developing, maintaining and enhancing new offers could be difficult sometime • Continually identifying, developing, maintaining and enhancing prolific commercial relationship with stakeholders could be difficult sometime

Continued...

(Summarised from the Participants of the Focus Group Study’s Thought)

3.2.3. Discussion on the result of the focus group study

In the question and answer session, all of the responses of the participants are found to be of ‘medium’, ‘medium to high’ and ‘high’ significance on the potentiality of the recommendations. No responses are indicated ‘low’ or ‘low to medium’ significance. Furthermore, the SWOT shows that the recommendations could initiate an unyielding sustainable approach on maximising BCB’s commercial revenue. Therefore, the result of the focus group study can be concluded as positive and promising, yet challenging (there needs a close control on the weaknesses and the threats) towards initiating a sustainable approach for BCB’s operation.

The participants believe that the recommendations provide the opportunity for BCB to prolifically engage the existing and potential stakeholders towards identifying, establishing, maintaining and enhancing mutually beneficial RM focused e-marketing underlying SCSs. Furthermore, the recommendations could introduce contemporary and innovative e-marketing practices for BCB as it is focused on RM through web-based promotion, as well as derived from the benchmark e-marketing practices of the grown sporting bodies. Again, the participants identified that no other sporting bodies of Bangladesh as BCB’s potential competitors are currently offering such products and services. BCB’s consumers could get a dynamic consuming trend as BCB can connect their customers towards various new and dominating market offerings concurrently. The recommendation could make stakeholders including customers’ interaction much more convenient and easier than current offerings through offline and online offering options. Indeed, according to the participants, the recommendation proposes a firm and distinct proposition towards a sustainable approach for BCB’s operation.

According to the participants, the recommendations show a solid foundation on a sustainable approach for maximising BCB’s commercial revenue along with numerous further opportunities focusing on its’ long-term outlook. The participants think that the recommendations can be conveniently applicable in BCB’s market, but it is required to properly understand the target market’s trend, needs, wants and demands and the recommendations should be applied as the solution of those needs. Furthermore, they advocate that such marketing initiative offers to initiate further opportunities from the fruitfulness of existing opportunities. Again, such offerings allow BCB to serve their sponsors and commercial partners too. Therefore, the participants of the focus group study think that such inter-related marketing initiatives allow BCB to serve several purposes through a single initiative. According to the participants, such an e-marketing package provides the opportunity to develop and enhance a common country-wide platform for the development of cricketing culture under the brand name of ‘Tiger Cricket Family’. Again, BCB could initiate social activities in association with any sponsor or commercial partner while such initiative may concentrate on enhancing their promotional messages. Again, through web-based database centred market research and development opportunities, which can initially be initiated through BCB’s proposed ‘Tiger Cricket Family’ focused membership database, BCB can utilise this to nurture a sustainable approach aiming to continually maximise commercial return.

4. Implication and conclusion

The purpose of this paper is mainly to discuss the findings of the focus group study that has been undertaken to justify the applicability of the web-enhanced RM focused sustainable growth model on BCB. For this, initially the background, significance and application of the web-enhanced RM focused sustainable growth model, and its’ development procedure have been demonstrated briefly. Then the purpose, design and findings of the focus group study has been described, which has been undertaken following BCB’s initial encouragement and sub-sequent approval on justifying the model’s applicability from BCB perspective to strengthen its commercial return in the aim of attaining and sustaining its growth. E-marketing experts’ views have been recognised on the applicability of the e-marketing (web-based promotions and offerings) practices of the grown sporting cases, and the sub-sequent web-enhanced RM focused sustainable growth model from BCB perspective through the focus group study. The result of the study appears as positive and promising, yet challenging because of few weaknesses and threats, where needs BCB’s close control. Also, the study recognises that the web-enhanced RM focused promotional strategies, learnt from one market are applicable in different markets, but the relationship goals need to be accomplished following the target market’s needs, wants and demands, which facilitates the understanding of different e-markets’ inter-related preceding and emerging issues.

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