

ATALLA AHMED KHALED SHABAN ABDELGAWWAD

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LECTURER: MOHAMMAD RAHMAN

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EXECUTIVE SUMMARY:

In this report, I will discuss the Background of the chosen company, which is British Airways. Then I will discuss the influence of internal and external factors (including COVID-19) on British Airways' customer relationship management and quality processes. Then I will discuss the Five Porter Forces and Marketing Mix (7PS) of British Airways. Then I will talk about three different Customer Relationship Management Models we studied during this term. After that, I will use one and apply it to the company I choose to talk about, which is British Airways. Then I will give some recommendations. My conclusion about the report and then I will put all the references I have used to do this report.

INTRODUCTION

Importance of Quality Processes and Customer Relationship Management

Quality Process Definition

(According to Law Insider; n.d.) It refers to the quality assurance procedures, methods and mechanisms that guarantee consistency and control in producing a product or service. (According to Gbscorporate.com; n.d.) That means that the quality process is needed to reduce waste, provide consistency, more customer satisfaction, higher profitability, lower costs, increased the morale and motivation of the staff, and meet the customer's standards.

What is Customer Relationship Management (CRM)? (According to Marshall Hargrave; 2022)

Customer Relationship Management refers to the principles, practices, and guidelines that an organization follows when interacting with its customers. It is needed to improve customers' overall experience. Having

CRM in your company is important because it merges the internal business environment and external business environment because creates a synergy that is profitable for the business and the customer experience.

Benefits of CRM

As reported before, CRM is important because it helps businesses to organize and centralize their information on customers, helping them to get easier access and customer support.

Main Types of a CRM (According to SPOTIO; 2019)

There are three main types of CRM Systems:

- **Operational:** this is the most common type of CRM used in many industries. It is excellent for handling customer-facing communications because it helps businesses manage their daily sales, marketing, and customer service operations.
- **Analytical:** it gathers, stores, and analyses information about your customers. Generally, it includes customer data, marketing data, sales data, and service data. Is best for getting an overall picture of the sales, marketing, and service performance as it gathers, stores, and analyses customer information from multiple teams.
- **Collaborative:** it enables organisations to collect, organise, and share customer information across multiple teams. Is best for connecting multiple teams and improving customer loyalty.

Both CRM and Quality Processes are important in business to have good customer service.

Report Outline:

In this report, I will analyse some elements of Pestle, a SWOT Analysis, and a Marketing Mix (7P) to analyse British Airways' internal business environment and external environment and the impact on Customer Relationship Management. After that, I will analyse IDIC Model and QCI Model, and Payne and Frow's Five Steps Process. After discussing CRM model Analysis, I will discuss how British Airways can overcome its CRM problems using the IDIC Model with its four steps. After that, I will offer some recommendations based on the IDIC Model to help resolve British Airways CRM and other recommendations.

COMPANY CONTEXT (Background, Internal and External Environmental Analysis):

Background of British Airways

(According to Britannica; 2018) British Airways PLC, was formed in April 1974 in the fusion of British Overseas Airways Corporation (BOAC, formed in 1939), British European Airways (BEA, formed in 1946), and their associated companies. But they existed for many years before, more precisely in 1924, four small companies merged to form an airline company named Imperial Airways LTD. Which was able to fly to Europe, Asia, Australia, and imperial territories in Africa. In 1936, three other airlines merged to form British Airways, it was used for domestic and northern European flights. In 1938, the government decided to merge Imperial Airways and British Airways forming British Overseas Airways Corporation (BOAC), formally established in 1939. (According to British Airways; 2009) BOAC was created to serve under the control of the Air Ministry. British European Airways (BEA) and British South American Airways (BSAA) were created to serve Europe and South America respectively. The Boeing 747 came out in 1971 and it was the first wide-bodied jet. In 1974 with the fusion of BOAC and BEA was created British Airways (BA). In March 2008, the Queen opened Heathrow's Terminal 5 and the orders for the new Airplanes A380s, and Boeing 787 were announced. Lord Marshall of Knightsbridge retired to be succeeded by Martin Broughton.

Internal Factors that Influence Quality System

SWOT Analysis of British Airways

SWOT is an acronym word that stands for Strengths, Weaknesses, Opportunities and Threats. It is mainly used in the business industry to analyse those four steps.

(According to Admin; 2023; British Airways SWOT Analysis 2023; The Strategy Story)

STRENGTHS:

Some of the strengths of British Airways (according to Admin; 2023) can be a Strong Brand Name and Reputation, Extensive Route Network, Oneworld Alliance Membership, Modern and Diverse Fleet, Strong Loyalty Program, Economies of Scale and Synergies, Strategic Partnerships, and Premium Customer Experience. Now I will discuss them one by one.

- **Strong Brand Name and Reputation:** British Airways has a high reputation because of its quality services and reliability. This help to attract new customers.
- **Extensive Route Network:** British Airways operates in over 180 countries. This allows them to offer convenient and efficient customer connections.
- **Oneworld Alliance Membership:** Thanks to the partnership with other airlines, you will have the same treatment as British Airways with their partners.
- **Modern and Diverse Fleet:** Having a modern fleet helps to reduce operational costs, a more comfortable experience and minimum environmental impact.
- **Strong Loyalty Program:** For loyal customers, British Airways offers something called Avios Points that give them benefits, upgrades and many other advantages.
- **Economies of Scale and Synergies:** British Airways and other brands, are part of the International Airlines Group (IAG). This helps them to reduce costs, improve efficiency and competitive advantage.
- **Strategic Partnerships:** British Airways has agreements with other airlines to help expand the market and their network.
- **Premium Customer Experience:** This service is offered to premium customers who want to have all the exclusivity British Airways has to offer.

WEAKNESSES:

Some of the weaknesses of British Airways (according to Admin; 2023) can be Dependence on the UK Market, High Operating Costs, Labour Relations, Impact of External Factors, Ageing Infrastructure, Environmental Concerns, and Competition from Low-Cost Airlines. Now we are going to analyse them one by one.

- **Dependence on the UK Market:** British Airways rely too much on the UK market, so if anything, bad could happen in the UK economy, it could affect British Airways negatively.
- **High Operating Costs:** British Airways faces high operating costs. Unlike Low-Cost companies that have a lower cost.
- **Labour Relations:** British Airways need to maintain positive labour relation because it is crucial to ensure customer satisfaction and smooth operations.

- **Impact of External Factors:** These factors cannot be controlled by British Airways, and they can affect the profitability and operational stability of the company.
- **Ageing Infrastructure:** Upgrading and expanding any infrastructure requires very high capital to invest. So, if they need or want to upgrade any of their airports, they need to keep this in mind.
- **Environmental Concerns:** British Airways and other companies are working to reduce carbon emissions and to use more sustainable emissions.
- **Competition From Low-Cost Carriers:** British Airways have competition from low-cost airlines especially on short trips to go to Europe. Because they have lower prices most of the time.

OPPORTUNITIES:

Some of the opportunities that British Airways can have (According to Admin; 2023) are: Expansion in Emerging Markets, Strengthening Partnerships and Alliances, Focusing on Digital Transformation and Innovation, Expanding Ancillary Revenue Streams, Sustainable Aviation and Environmental Initiatives, Cost Reduction and Operational Efficiency, Enhancing Customer Service and Loyalty, Targeting Niche Market and Segments. Now I am going to analyse them one by one.

- **Expansion in Emerging Markets:** British Airways could expand in territories like Africa, Asia, and South America. This will also help them to not depend only on the UK market.
- **Strengthening Partnerships and Alliances:** British Airways could expand its network and enhance its service by forging alliances with other airlines company.
- **Focus on Digital Transformation and Innovation:** Technology evolves every day, so British Airways need to keep always improving its website and mobile app will help them improve its customer experience and will have increase in revenue.
- **Expanding Ancillary Revenue Streams:** British Airways can expand its business by offering more services (hotels, insurance and rented vehicles). By doing these they will have more income and profit.
- **Sustainable Aviation and Environmental Initiatives:** British Airways can invest in more sustainable aviation (alternative fuels, new technologies and something better than carbon). This will also help them with their reputation because they want to reduce environmental impact.
- **Cost Reduction and Operational Efficiency:** By improving its structures and optimizing its process, British Airways could compete more with low-cost companies and improve its financial performance.
- **Enhancing Customer Service Loyalty:** By investing more in training for employees, a customer feedback system and improving their service, British Airways could gain more reputation and loyal customers.
- **Targeting Niche Markets and Segments:** By offering more premium service, British Airways could attract more high-value customers. Doing this will differentiate them from competitors.

THREATS:

Some of the threats that British Airways may face (according to Admin; 2023) are: Intense Competition, Economic Fluctuations and Geopolitical Uncertainties, Regulatory Changes and Compliance, Fuel Price Volatility, Labour Disputes and Workforce Challenges, Cybersecurity Threats and Data Breaches, Health Crises and Pandemics, Climate Change and Environmental Concerns, Currency Fluctuations. Now I am going to analyse them one by one.

- **Intense Competition:** British Airways faces competition not only from other airline companies but even from vehicles like trains and buses that can have a lower price.
- **Economic Fluctuations and Geopolitical Uncertainties:** These two things can affect consumer spending and travel demand negatively if there are conflicts and instability in the world.

- **Regulatory Changes and Compliances:** British Airways may face new rules that can cause operational challenges and increase costs.
- **Fuel Price Volatility:** Due to fuel prices always changing, this can impact the profitability of British Airways negatively.
- **Labour Disputes and Workforce Challenges:** British Airways needs to maintain positive labour relations, such as employee retention and talent acquisition because it is important to succeed.
- **Cybersecurity Threats and Data Breaches:** British Airways rely on its digital system for almost everything. They need to be careful to not suffer damage from hacker attacks. Because if it happens, they will face financial losses and reputation damage.
- **Health Crises and Pandemics:** During Covid 19 Pandemic, in 2020 and 2021, British Airways' revenue declined by 75%. This means that British Airways need to be careful if they will have to face similar threats in the future.
- **Climate Change and Environmental Concerns:** Due to the environmental impact, and the pressure to reduce emissions to help with climate change, British Airways needs to be careful with restrictions, new regulations and many other things that could impact their business negatively.
- **Currency Fluctuations:** This plays a huge role because it could result in increased costs or reduced earnings, depending on the movements of the currency. That means that it can affect its revenue and profitability.

External Factors that Influence Quality System

PESTLE ANALYSIS of British Airways

Pestle is an acronym word that stands for: Political, Economic, Technological, Social, Environmental, and Legal. Those six steps are mainly used to analyse a business.

(According to Adamkasi; 2023; PESTEL Analysis of British Airways | Free Pestel Analysis)

- **Political Factor:** Like any other company, British Airways also gets affected by the change in government policies (for example taxes and fees and safety and security). Factors like Brexit also affect the terms of relations and trade agreements with European countries and other countries.
- **Economical Factors:** (According to Momin, Abdul; 2022) At the start of 2020, the number of Covid-19 cases increased rapidly in the UK and the rest of the world. Because of that, the government-imposed lockdowns to prevent its spread. The company lost over £6.4 billion during the pandemic period because of low passenger revenue and due to expensive fuel and currency hedges. (According to Adamkasi; 2023) Some of the most important economic factors are exchange rates, fuel prices and consumer spending.
- **Technological Factor:** British Airways use some technology to collect post-flight feedback from passengers. Using technologies will save the cost of data collection and time by not doing it manually; it will also provide a way for customers living in different countries of the world to connect with British Airways.
- **Social Factor:** The first thing people look at when they plan to travel is the price. Cheaper the ticket is, the more travellers it will attract because no one wants to spend extra money on tickets. British Airways, knowing that people think like that, decided to reduce the legroom of its plane to add extra seats to offer cheaper tickets and compete with low-cost airline companies.
- **Environmental Factors:** (According to Adamkasi; 2023) These factors include issues of climate change, air and noise pollution, and waste management.

1. **Climate Change:** it is a significant concern for all airline companies because they produce significant amounts of carbon emissions. This is why British Airways and other airline companies are trying to reduce their carbon emission to minimize the impact on the environment.
 2. **Air and Noise Pollution:** These two are a concern for every industry and community located near airports. This is why British Airways need to take measures to minimize the impact on air quality and to reduce noise pollution in the area they operate.
 3. **Waste Management:** it is important because every company generate a big amount of waste during its operations. This is why British Airways are trying to reduce, reuse, and recycle waste to minimize their impact on the environment.
- **Legal Factor:** (According to Momin, Abdul; 2022) British Airways is subject to all aviation-related and country-specific regulations, including fairness, discrimination, and disability. Violation of any such law can result in heavy fines, in the worst-case scenario even a ban, which will damage the brand image and their reputation. (According to Adamkasi; 2023) British Airways also have laws related to labour and employment, such as minimum wage, workplace safety regulations, and collective bargaining rights can all have an impact on the company's costs and operations. They also need to adapt to laws related to air travel, immigration, and visa of the countries they operate in to avoid legal issues.

PORTER'S FIVE FORCES of British Airways

(According to Adamkasi; (2023); Porter's Five Forces Model of British Airways | Porter Analysis)

The threat of New Entrants

There are various barriers to entry in the airline industry including the big investment required to start, and the effort required to gain the desired market share due to the huge number of already established airlines, very little product differentiation is present, so it is difficult to build up your competitive edge, maintenance cost required, and the unavailability of distribution channels. Even if someone enters this industry, it is not easy for them to gain a customer base. This is why for British Airways there is a low threat of new entrants.

Threat of Substitutes

When we determine the substitutes available to the customers compared to British Airways, there are trains, cars, buses, ships, and any other mode of transport available that a person can use instead of aeroplanes, or even another Airline company. If a person is looking to travel and has a low budget, the person might choose something different from British Airways. If a person is looking to travel with convenience and save time, there is a high chance that they will choose to travel with an aeroplane like British Airways, which is the target of British Airways. This is why British Airways has a moderate level of threat of substitutes.

Bargaining Power of Buyers

Most customers care about the price of a trip, and they are also aware of their rights. They know that they have many choices when it comes to choosing the method to travel. Unless the customer is very much loyal to British Airways and very much satisfied with their service, they can choose any other airline company or even another method to travel. This is why British Airways have a high level of bargaining power over buyers.

Bargaining Power of Suppliers

Suppliers for British Airways include the suppliers supplying the aeroplanes, fuel, and labourers. There are not many suppliers for aeroplanes because it is very difficult to do, because it requires huge investments.

They also cannot survive without fuel or crew. When the suppliers are less, the power is not with buyers, that is why they need to have a good long-term relationship with the suppliers to not have problems. This is why British Airways have high bargaining power over suppliers.

Industry Rivalry

British Airways have huge competition on different levels, with local airlines and with international airlines. Local and international airlines, they have a very big and intense competition in price, convenience and in service. This means that British Airways need to maintain its quality to remain in the industry and maintain its market value. This is why British Airways face a high level of industry rivalry.

Marketing Mix of British Airways (According to HowandWhat.net; 2021)

Marketing Mix is needed to evaluate the effectiveness of the airline's 7Ps (Product, Price, Promotion, Process, People, and Physical Evidence)

- **Products and Services of British Airways:** British Airways offers four different travel classes for its passengers. These are Economy Class, Premium Economy Class, Business Class, and First Class. Each one of them offers a different type of service.
- **Pricing Strategies of British Airways:** British Airways offers different prices that depend on the passengers' economic circumstances, for example, economy class for normal customers or first class for high-value customers.
- **Place or Distribution Channels of British Airways:** The main hub of British Airways is situated in London at Heathrow Airport and has a significant presence at Gatwick Airport too. Also, they fly to over 180 destinations around the world.
- **Promotional Strategies of British Airways:** British Airways use traditional media and digital media like TV advertisements, social media, and newspaper to promote its services. They also have a massive advertising budget and do not have a problem spending it on good advertising.
- **People Strategies of British Airways:** British Airways has more than 42 thousand employees. They welcome people from anywhere and people with diverse backgrounds because they believe that every person has their value to offer to the company.
- **Process in British Airways:** In British Airways, different functions have different processes. Passengers can check in online or at the airport. In a restricted number of locations, British Airways also offer a service to get the passenger's bags collected from their home and checked in, but this service is not available everywhere.
- **Physical Evidence of British Airways:** The physical evidence of British Airways could be elements like the cabin design, the look of the website, the logo, and many other things.

CRM MODEL REVIEW

IDIC Model

(According to Shruti Thakur and Priya Chetty; 2019) The IDIC is the acronym for identify, differentiate, interact, and customize, is a model developed by Peppers and Rogers in 1995. This model helps to assess the expectation of customers and their value to the business.

(According to Anon; 2019) The four steps of the IDIC Model are:

- **Identify Customer Expectations:** A business to work towards CRM must identify the needs, wants and preferences of the customers. To do that you will need the information of the customers (name, address, what they like and purchase).
- **Differentiate Customer Expectations:** Not all customers have the same value to the business. That means that you need to differentiate them based on their current and projected lifetime value.
- **Customer Interaction:** It helps to understand customer expectations and how they relate to business products and services. It also helps collect feedback and opinions from the customers.
- **Customizations to Meet Customer Expectations:** After finishing the customer interaction, you can analyse them to develop customized one-to-one service. This is needed to ensure that the customer's needs and expectations are met.

QCI Model

(According to Business News Daily; n.d.) QCI is the acronym for Quality Competitive Index and this model mainly focuses on managing customers than improving the relationship. It has eight components that are:

- **Analysis and Planning:** Put every data that the customer present, then see what value the company can bring to the customer.
- **Proposition:** See what your customers' needs are and serve them.
- **Information and Technology:** Use your technology to add customer information to your CRM and analyse the data.
- **People and Organization:** Put some employees responsible for managing customer feedback, like service enquiries and online reviews.
- **Process Management:** You need to make sure that your sales and customer service teams are constantly supporting customers.
- **Customer Management Activity:** It has three elements which are:
 - **Acquisition:** it is needed to obtain and learn about new customers
 1. **Penetration:** it is needed to collect information about your customers and to help them feel connected to your business.
 2. **Retention:** it is needed to keep customers engaged in your business, and it can include regaining back the trust of dissatisfied customers.
 3. **Effect Measurement:** Analyse the performance of the team to see how their work corresponds to sales.
- **Customer Experience:** Do the same thing as the previous step but analyse your customer satisfaction instead of sales volume.

Payne and Frow's Five-Step Process

(According to Insightly.com; 2022) It was invented in 2005 by two Australian professors named Adrian Payne and Pennie Frow. It has five steps, and it is used to help companies maintain long-term relationships with customers. The steps are:

- **Strategy Development:** is divided into two main components, which are customer strategy and business strategy. For business strategy, you need to develop a strategy around your product with clear short, mid, and long-term goals. For the customer strategy, you should create a profitable and excellent customer experience.
- **Value Creation:** After finishing the first step, you must create a connection between your customer and business strategy to find out how you and your customer can bring value to each other.

- **Multichannel Integration:** After the first two steps, for every change you will have you will need to communicate it by your channels.
- **Performance Assessment:** It helps you understand how well your customer strategy is impacting your business strategy.
- **Information Management:** This is the process that involves gathering, analysing, and implementing data-based insights.

Application of IDIC Model to British Airways CRM Problem

After my CRM models Analysis, I will discuss how can British Airways handle the CRM problem using the IDIC Model. (According to UKEssays.com; 2011) There are four steps to follow which are:

- **Identify:** British Airways have identified its frequent customers who travel with them most of the time with the help of their information registered in the system of British Airways.
- **Differentiate:** British Airways have a different approach with loyal and frequent customers compared to customers that are not frequently flying with them. To loyal customers, they offer discounts for their next programmed trips and many other advantages.
- **Interact:** Interaction with customers is one of the most important things not only for British Airways but for any business. You need to interact with your customers to provide a better service answering their inquiries and complaint so you can solve them to keep up with your reputation.
- **Customise:** British Airways should offer a special service and offers for loyal customers according to their preferences. For example, they should prioritise or fast check-in to their loyal and frequent customers without charging them more.

RECOMMENDATIONS

In the end, we can say that British Airways has been affected by the Covid 19 pandemic, like any other Airline company. Especially because nobody was able to travel nationally or internationally during that period. Now the situation is different, and everyone can travel. But my recommendation is for them to prepare themselves if something like the Covid 19 pandemic happens in the future. Another recommendation could be to expand to new territories around the world by making agreements so customers could choose to travel with them instead of choosing another company. Another recommendation I have is to reward their loyal customers with more benefits because most of the benefits are for high-earning customers, they could give their loyal customers offers like fast check-in and implement discounts on anything related to British Airways (like other companies do) by making agreements not only with airlines companies but even with hotels and renting car companies around the world and the UK.

CONCLUSIONS

In this report, I discussed many things. In the first part, the introduction, I discussed the Quality Processes and Customer Relationship Management and the benefits you get in your company by using them. After that, I discussed the background of the chosen company, which is British Airways. After that, I discussed the internal factors and external factors that influence the Quality System. For the internal factor, I discussed SWOT Analysis and every step it has (strengths, weaknesses, opportunities, and threats). For the external factors, I discussed PESTLE Analysis and all the steps it has (political, economic, technological, social, environmental, and legal). I then discussed Porter's Five Forces and its various steps (). Then I discussed the

Marketing Mix, more precisely the 7Ps. After that, I discussed the IDIC Model and explained the four steps it has. Then I discussed the QCI Model with its eight components. After that, I discussed Payne and Frow's Five Steps Process and its five steps. After that, I tried to apply the IDIC Model to British Airways CRM Model using its four steps. After the CRM part, I discussed the recommendations I have for British Airways.

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