

Understanding and Engaging in the Customer Experience

[BMSW 5103]

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Report: 1 & 2

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Table of Contents:

EXECUTIVE SUMMARY
INTRODUCTION
COMPANY BACKGROUND
INTERNAL FACTORS
EXTERNAL FACTORS
CRITICAL ANALYSIS
CUSTOMER RELATIONSHIP MANAGEMENT
ANSOFF MATRIX for BRITISH AIRWAYS
PORTER FIVE FORCES
CUSTOMER SERVICE of BRITISH AIRWAYS
RECOMMENDATIONS
CONCLUSION
REFERENCES

EXECUTIVE SUMMARY

A corporate technique known as customer relationship management (CRM) is employed by firms that wish to make use of technology in order to more effectively manage their interactions with prospects and clients (Roberts, 2022). As a component of their customer relationship management (CRM) approach, businesses will make use of a wide array of technologies. In the end, the purpose of customer relationship management is to bring in new customers while also ensuring the satisfaction of current clients. It is a method for establishing and preserving trust with the individuals that are essential to the functioning and expansion of your company. This study aims to demonstrate the significance of Customer Relationship Management (CRM) technique that is used by British Airways.

The topic of Customer Relationship Management is covered in depth across the different sections of this study. In the first part, we will examine the internal elements that have an effect on the quality of customer service provided by a firm that is open around the clock and every day of the year. The second portion of the study devoted some of its attention to a cursory examination of external factors. In other sections of the study, in addition to providing an overview of the organization that was selected (British Airways), I also explored several marketing and communication strategies. In addition, suggestions were offered on how the customer relationship and the services may be improved in the future.

INTRODUCTION

In today's business world, analysing the consumer experience is becoming more frequent. This provides the company with valuable insight that can be used to better manage development and to build new goods and services. Even while many companies recognize that enhancing their customer experience may serve as a competitive differentiator, it is really rather challenging to create a definition that is both obvious and widely accepted (Schwager & Meyer, 2022). Every kind and size of company might benefit from having a linked customer relationship management system.

By acquiring, structuring, and performing an in-depth analysis on essential client data such as purchasing patterns and individual inclinations. While simultaneously satisfying their consumers' experience needs, businesses improve their grasp of the factors that motivate their clientele. It is of the utmost importance for any company to provide a satisfying experience for its customers (Schwager & Meyer, 2022). The more pleasurable an experience your consumers have, the more business they will return for and the more good reviews they will leave, but at the same time the barrier of consumer complaints and cancellations will be reduced.

The term "total quality management" (TQM) refers to the ongoing process of identifying, mitigating, or eliminating errors in the assembly process; simplifying the aspects of supply logistics; improving the quality of interactions between the business and its consumers; and ensuring that staff members are well instructed. The objective of total quality management is to guarantee that each member in the manufacturing operation is held accountable for the wholesuperiority of the good or service that is conveyed to the consumer (White, 2022). It is possible for the standards that are established as part of the TQM strategy to reflect both the core goals of the organization as well as any existing industry requirements.

Industry standards may be defined on a number of different levels, and one of those levels is the need that a specific firm comply to the many rules and regulations that regulate its operation. Manufacturing products in accordance with an accepted standard might also be considered part of industry standards, even if the standard in question is not supported by formal legislation. According to Total Quality Management (TQM), the people who buy the products you provide are the ones who determine whether or not they are of high quality (White, 2022). The input of consumers is really beneficial to firms since it helps these entities to acquire a more in-depth knowledge of the requirements and needs of the manufacturing process. For instance, the results of consumer satisfaction surveys can suggest that the items do not have sufficient longevity.

COMPANY BACKGROUND

British Airways is the largest British airline with its headquarters located in Waterside, which is close to London Heathrow Airport, which serves as its primary hub. It is the second-largest airline in the United Kingdom, after EasyJet, in terms of both the size of its fleet and the number of people it transports. Long-haul routes to North America, the Caribbean, Africa, Asia, and Australia are just some of the places that may be reached through this airline's network of over 180 countries served by its aircraft. The number of passengers that



British Airways transported in 2019 exceeded 45 million.

The airline began operations in 1974 and was one of the first members to join what is now known as the Oneworldairline alliance (Baucher, 2019). The beginnings of British Airways can be traced back to the pioneering days that followed World War I and coincide with the start of modern flight.

Air travel has seen revolutionary transformations in the century that has passed since the first regularly scheduled airline service in the world began operations on August 25, 1919. Each decade had its own unique set of advancements and problems, all of which helped to pave the way for what was ahead. The fact that British Airways is a worldwide full-service airline contributed to the company's rise to the top of the market.

The airline has developed a significant presence throughout the world's route networks. Because of these factors, the company has been able to maintain its ideal market leadership position in the UK. In addition, its wide network has enabled it to establish a presence in markets all over the world.

British Airways is pleased to be in a position to provide its passengers with the widest range of cabin options on all of our flights, as well as access to business class lounges, complimentary meals on all long-haul flights, and meals served in business class on all short-haul flights (Topham, 2019). Additionally, British Airways is pleased to be able to provide its passengers with the most extensive network of any UK airline.



Inside of British Airways plane

INTERNAL FACTORS

Internal factors refer to the characteristics, conditions, and factors within an organization that can affect its performance, decision-making, and overall success. Some internal factors that affect British Airways include its organizational culture, management structure, employee morale, and financial resources. Additionally, the quality and effectiveness of its strategies, policies, and processes, as well as its ability

to adapt to changing market conditions and customer needs, may also impact the company's performance.

Organizational Culture

The company's leadership decided to alter the company's culture in order to devise a plan that would allow them to continue moving forward while confronting obstacles like the 1981 crisis. As a result of the British government's announcement that it would privatize via the sale of shares, the corporation was also undergoing cultural changes.

Therefore, the company did everything it could to entice prospective public investors who would purchase shares at a lower price (Grugulis & Wilkinson, 2018). British Airline has to make certain adjustments because of productivity issues. Therefore, a shift in the company's culture was essential if output was to grow. This was the company's greatest level of output, and its production percentage compared to other international airlines was 59%. To put it simply, this is about par with what other airlines provide. Service to customers was also slipping as a result of the disruptions. That's why the business has to evolve.

Risk Management

With its complicated and competitive structure and operations, British Airways is subject to strict regulations. There are specific risks that the organization is trying to mitigate, and those risks fall into one of three categories: strategic risks, business operational risks, or financial hazards.

Strategic threats consist of interference from the government, stiff rivalry, a lack of adequate infrastructure, and deregulation and consolidation (Grugulis & Wilkinson, 2018).

Economic circumstances, brand reputation, critical IT system failure, security, employee relations, pandemics, and the collapse of important suppliers are all examples of business and operational risks.

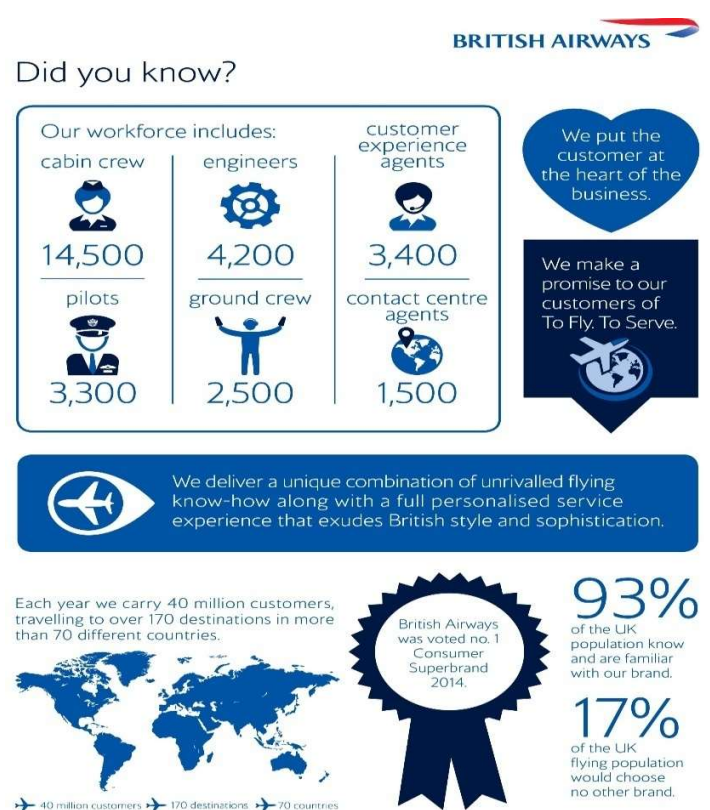


Figure: British Airways overview

Debt financing, financial policies, pension, gasoline costs, and compliance and regulatory issues all provide potential problems for the budget.

Quality Management

Organizational priorities in Quality management and improvement include things like strategic alliance and partnership development, satisfied customers, effective use of technology, and persistent cost cutting. Since its inception in 1987, when it first faced serious competition, the firm has adhered to quality management standards. British Airways' upper management thinks TQM in world-class organizations is essential, therefore they're making it mandatory to execute it.

Since September of 1988, when a new company culture was introduced, British Airways has been conducting surveys. Management at the firm often holds seminars like "Putting People First" and "Leaner to Filter" to help the business become more customer-centric and increase customer satisfaction (Grugulis & Wilkinson, 2018). Quality management enhancement requires British Airways to advocate for internal programs where the corporation invests in its personnel.



Figure: British Airways Customer service

EXTERNAL FACTORS

The environment in which businesses operate is one that is always evolving. Things that occur outside of a company but nevertheless have an influence on how well it does might be referred to as external influences. Their influence may have either a beneficial or a negative effect. A company has no say in the operation of any external forces. The only thing it can do is respond to their actions and make choices that will help it maintain its level of success. Every one of the external influences has the potential to either favourably or adversely affect a company. In some situations, it is even possible for it to be both.

PEST ANALYSIS

Insight about the company's strategic goals, brand positioning, growth ambitions, and threats to productivity may be gleaned through a PESTLE study. It's a useful tool for gauging the viability of current offerings and outlining directions for future innovation.

POLITICAL

British Airways is profoundly impacted by political factors, especially governmental stability and the public's sense of safety. In March 2016, when terrorists attacked the airport in Brussels, British Airways' parent company, IAG, saw a drop of 1.5% in its share price. Furthermore, the airline has lately been embroiled in a political issue after lobbying the UK government for permission to build a third runway at Heathrow airport (Webster, 2022). If the government "twiddles its thumbs" over a third runway at Heathrow, British Airways' CEO has threatened to look for opportunities to grow the company abroad.

ECONOMIC

Inflation, currency exchange rates, and the state of the British economy all have significant and direct effects on the company's bottom line. Since the Group used over 6.9 million tonnes of jet fuel in 2018, the price of fuel is also a major economic consideration for British Airways. Although their business expanded in 2017, British Airways had a drop in fuel costs of £572 million, or 14.6%, over the previous year (Wright, 2022). In addition, several aspects of the economy have an indirect but important effect on British Airways' bottom line. For instance, a decline in corporate clients on critical oil routes caused by the quick fall in oil prices over the previous two years has resulted in a drop in passenger revenue of £301 million, or 3.1%.

SOCIAL

More individuals are interested in eco-friendly methods of operation, including eco-friendly modes of transportation, a sign that public opinion on climate change and sustainability is shifting for the better. Emissions of carbon dioxide are being reduced with the help of governments worldwide. Therefore, British Airways must think about this in order to keep its good name and reputation intact. The public's perception of British Airways has shifted from a "high cost airline" to a "increasingly low cost carrier," helping the firm expand its customer base.

TECHNOLOGICAL

British Airways is the first airline in the world to use advanced remote-controlled gadgets to reverse planes in its short-haul service. The airline is updating its systems to provide on-time service to its passengers both now and in the future. Short-haul flights will be equipped with the Mototok by the end of the year, while British Airways is looking at using the technology to delay long-haul planes in the future (Brandler, 2021). British Airways has introduced self-boarding gates for domestic flights, self-serve bag drop facilities at Gatwick and Heathrow, and a new, simplified connections area at T5 this year.

SWOT ANALYSIS

Strengths

- Industry leader in Airline business with large fleet of operational planes.
- There is a large and reliable fleet of aircraft at British Airways.
- Offices on every continent and a broad range of overseas locations.
- Customer confidence and loyalty.
- Motivated employees and large workforce.

Weakness

- Increased fuel prices all over the world.
- Global economic slowdown due to pandemic.
- Problems have arisen as a result of the opening of Heathrow Airport's new terminal.
- Rising employee cost and taxes.



SWOT Analysis

Opportunities

- Airplanes cost deductions opening chances for fleet increasing.
- Emerging markets in south Asian country as well as other developing countries.
- Third, by venturing into uncharted territories, the corporation has increased its worldwide reach.

Threats

- Tougher competition in the British market.
- Expected Global recession is an imminent threat.
- British Airways and other airlines face a major risk from the rising price of fuel. The rising cost of gasoline has allowed businesses to raise ticket prices regularly.
- British Airways has to invest much in advertising because of the high level of competition in the industry.

CRITICAL ANALYSIS

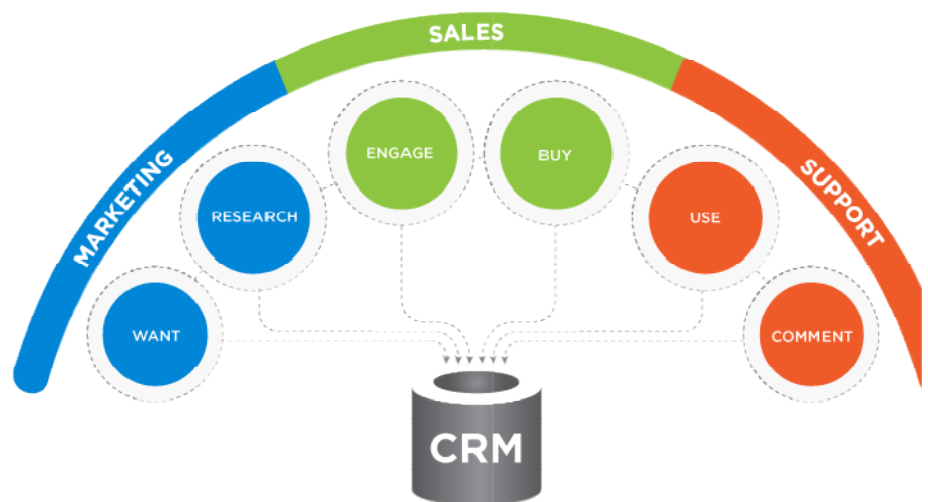
The British airline business endured a great deal of hardship as a direct result of its discriminatory treatment of the labor force and the rates charged to customers. The expansion of BA and the company's overall performance are mostly dependent on detailed business planning and financial

estimates(Roarke, 2020). The capacity of British Airways to spend a bigger proportion of its activities on air, which naturally results in profitable operations based on the degree of efficiency, is also a contributing factor to the company's level of success.

The manner in which British Airway's operational plan was set up was of the utmost significance since this largely dictated the manner in which interaction, delegating responsibilities, and the quality of the overall social and collaborative environment were carried out. The availability of a vast labor was the second obstacle, as was mentioned before, and the corporation was unable to effectively support this workforce (Roarke, 2020). But BA made sure that all of its workers had access to high-quality training so that they could carry out their responsibilities in a professional manner. A bottom-up style of leadership was supported by the new management structure, in which subordinate staff carried out their responsibilities with the least amount of intervention from the top leadership team.

CUSTOMER RELATIONSHIP MANAGEMENT

A sort of data model known as a Customer Relationship Management model outlines a series of procedures that may assist teams in extracting the most value possible from the information they possess. Using data from actual customers, CRM data models suggest actions that may be taken to increase customer lifetime value and provide a competitive advantage for the business. A customer relationship management (CRM) model may help businesses build trust and other good feelings, as well as boost sales and improve interdepartmental communication.



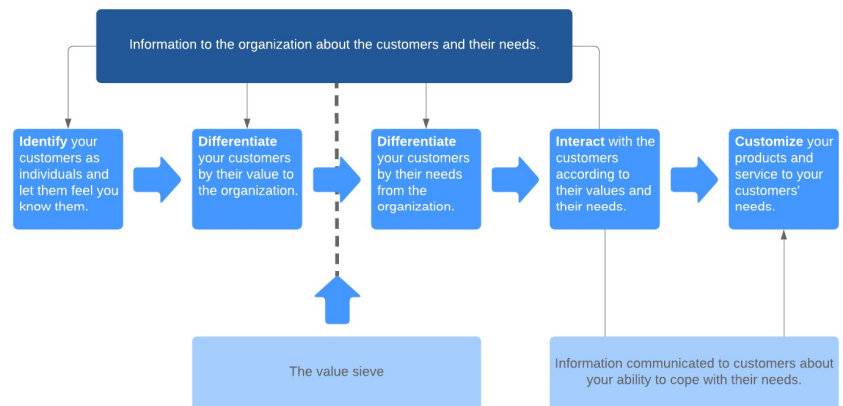
CRM model

Businesses who are skilled at learning about their clients and successfully using that information into future marketing efforts have a significant advantage over their competitors. This is due to the fact that increasing a product's value and continually exceeding a customer's expectations both lead to a rise in that product's profitability.

IDIC MODEL for Customer Relationship

IDENTIFY

When customers are identified, your team has access to a wealth of data that can be used to better understand them and anticipate their requirements (Natalie Skarzynski, 2017). With this information, you may divide your clientele into smaller groups, with the ultimate goal of developing route maps for each.



IDIC model

DIFFERENTIATE

Now that your clients have been divided into manageable chunks, you may sort them into piles based on how much money they're likely to bring in. Clients should be sorted into groups according to the issues they're having. Long-term, short-term, and urgent value should be prioritized when categorizing for clarity.

INTERACT

Having a wealth of knowledge at your disposal is useful, but what really occurs in the field is what matters most. The first two phases are meant to gather the data you'll need to plan and define the customer experience for each kind of consumer across all of your business's touchpoints.

CUSTOMIZE

One of the most powerful ways to show consumers you care is to provide them with individualized experiences (Natalie Skarzynski, 2017). The needs of the contemporary market are always shifting, but you can stay ahead of the curve by listening to consumer input, addressing their concerns, and optimizing the customer experience for each of your target demographics.

VALUE CHAIN MODEL

The purpose of the model is to determine which activities provide your organization the most value so that you may improve your processes to provide a better experience for your customers. This is referred to as a value chain. When you provide clients with more value, you increase the likelihood that they will remain loyal to your brand and promote it to others (Natalie Skarzynski, 2017). The identification of a client is one of the primary responsibilities of a company since it contributes to the formulation of goods and services as well as the determination of the target demographic.

The clients that should be targeted for identification are those who have the potential to contribute to the success of the company and are, therefore, the ones that are most attractive. The study contributes to the creation of a profile of clients, including the requirements that they have. There is no guarantee that a consumer will stay faithful to a company permanently.

The period of time during which a person is considered a possibility, through the period of time during which the person is considered a customer, and even after the person has left the client base are all potentially included in the lifespan of a customer. On the other side, the client may become interested in promoting the services and goods of the firm to their social circle under certain circumstances. In addition, the business is constantly interested in turning the consumer into an ambassador for the firm, which helps to lengthen the total amount of time a customer spends as a client.

ANSOFF MATRIX for BRITISH AIRWAYS

The Ansoff matrix is a method for strategy implementation that offers a platform that may assist managers, top management, and marketing companies in the process of formulating growth plans for the company's future.

Market Penetration

Increased sales of current items in established markets called market penetration. First, the corporation markets its goods



Figure: Ansoff Matrix

vigorously in the UK and other countries. This promotes and secures the items' supremacy in expanding markets. It gains popularity by advertising its goods and giving cheap tickets (British Airways, 2022). Airline price is competitive. British Airways encourages existing customers to fly more by providing loyalty programs with discounts, air miles, and other perks. The corporation periodically revises its on-board meals to meet consumer demands.

Market Development

British Airways expands its customer base whenever it enters a new market by establishing direct flight routes and providing service to that location. The corporation is branching out into other regions via these means. The firm also employs the tactic of appealing to subsets of its current markets by providing variants of its core goods. Examples include low-cost flights between routes and more luxurious flights between certain destinations. The new price structure paves the way for the firm's entry into previously untapped markets. This allows the corporation to expand its operations by adding service between previously unconnected routes, as well as expanding the services it provides on its present routes.

Product Development

The progression of creating new services to provide in already established marketplaces is acknowledged as product development. This is done in a various of ways by BA. The first tactic is to purchase brand-new aircraft and put them into operation on a variety of different routes in order to provide customers with increased levels of comfort, reduced travel times, and improved services (British Airways, 2018). The firm has also created in-flight Wi-Fi on select routes in order to help clients throughout their journey by giving them with continuous access to the internet no matter where they are in the aircraft.

Diversification

For British Airways, expanding into untested areas to sell novel goods is a potentially high-risk business move. The airline achieves this by expanding its fleet and adding new routes for its planes to travel. There may be fewer customers, which means more money lost on marketing and less on aircraft upkeep. To counteract the high cost of airport use, the corporation may engage in vertical diversification by constructing airports in many cities. It has the potential to branch out into other areas of the hospitality industry including hotels, resorts, property management, and so on. After boarding a plane, these are often the kinds of amenities travellers are hoping to find. This is an opportunity for British Airways.

PORTER FIVE FORCES

STRENGTH	FORCE
High	Industry Rivalry • There are both long and the short flights served by British Airways. BA's competitors and it have very little to separate themselves from one another in terms of rates they charge and products they deliver over the longer - term. • The market for short range transportation is more crowded with a large number of smaller competitors. • The direct competitive competition with Virgin Airlines is really severe. An aggressive stance was taken by Virgin Airlines, according to which the business will use any and all measures to fight any attempt at a merger by British Airways. • The consolidation of rival businesses has also contributed to an increase in competitiveness.
High	Bargaining Power of Suppliers • There are two primary aircraft makers known as Boeing and Airbus, both of whom have a substantial amount of market competitiveness. You'll have a substantial bargaining chip thanks to this knowledge. • Since there is only one fuel provider at the airport, British Airways is limited in their options. The historic rights of already established users are given priority when it comes to landing spots. • In order to strengthen their position in the negotiation process, the workers of British Airways participate in collective bargaining via trade unions.
MEDIUM	Bargaining Power of Buyers • Because there is not a high concentration of customers to each supplier, the buyers have less leverage to negotiate. • The increased use of the internet has led to increased levels of consumer awareness and involvement. • Due to current economic circumstances, low-cost airlines are seeing an uptick in the number of customers purchasing their tickets.

LOW	New Entrants • Obstacles of significant significance to new entrants. The atmosphere is already quite competitive. There is also a high requirement for the amount of capital spent. • There are obstructions in the way of people leaving the market, which discourages new entries. It is expected that the failure of recent airlines like XI and Zoom would discourage future entries into the market.
LOW	Substitutes • Short haul flights (Eurostar and Ferries) • Long haul flights (no notable substitutes)

Figure: Porter Five Forces analysis

CUSTOMER SERVICE of BRITISH AIRWAYS

British Airways is the world's biggest international scheduled airline, carrying over 36 million passengers each year to over 216 different locations. Customer satisfaction is British Airways' first priority, and the company takes great pleasure in offering customers a level of service that is unmatched in the industry.

The cabin staff of British Airways are dedicated to providing passengers with the exceptional and traditional British hospitality (BritishAirways, 2022). They are aware of what the requirements of the consumers are and cater to the specific requirements of each passenger, making each one feel unique and important. They have the ability to provide all travellers from all over the globe with an atmosphere that is safe, secure, and welcoming.

Ticket Purchasing

British Airways tickets are available through airport counter as well as their websites. Besides these options, a customer can purchase tickets from other third party reliable websites of British Airways. In addition, clients may sign up to get the lowest deals for ticket not just on British Airways flights, but also on flights with other airlines if they want to do so.

In-Flight Services

The in-flight services provided by British Airways are examples of world-class quality and are designed to provide customers the very best experience possible when they are in the air. The airline has made

improvements to the in-flight meals and beverages in response to the fact that customers report a change in their sense of taste after ascending to altitudes of 30,000 feet (BritishAirways, 2022). The on-board cuisine has a wide selection of both sweet and savoury options. A selection of complementary alcoholic and non-alcoholic beverages, as well as food, is available to passengers at all times.

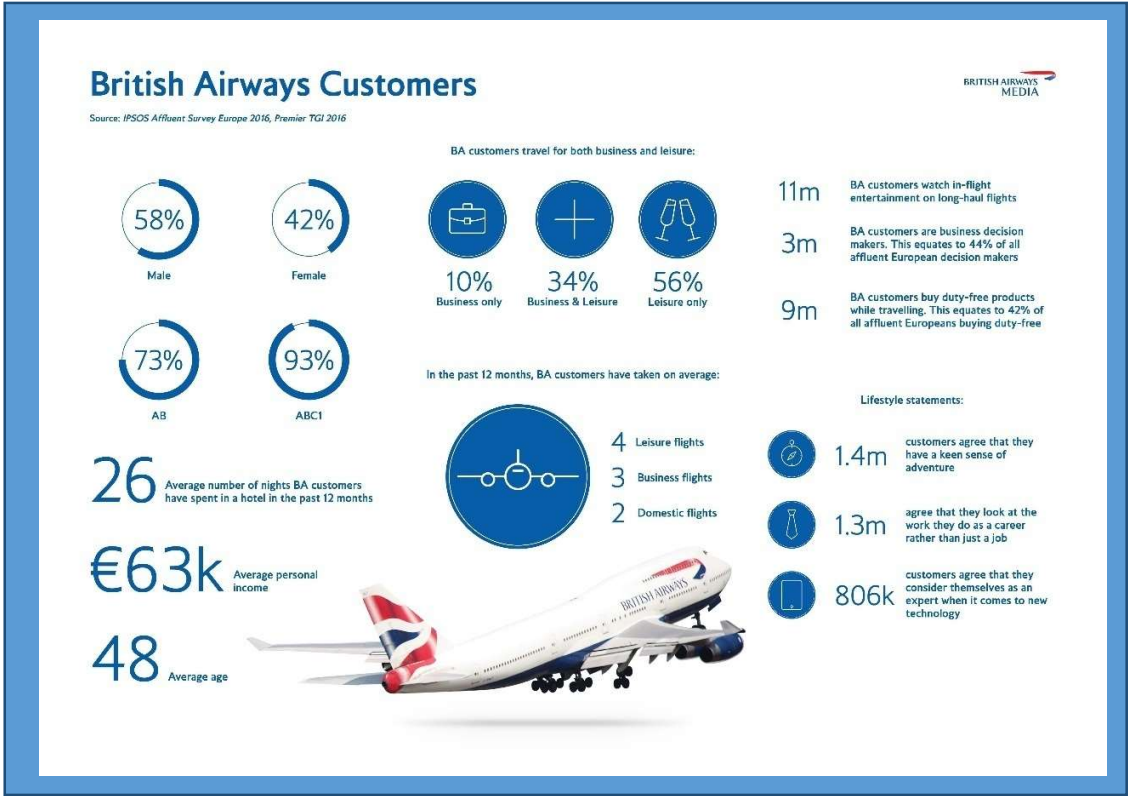


Figure: British Airways customer analysis

Luggage Service

The types of luggage that are accepted by British Airways are referred to as checked baggage, hand baggage, additional or overweight baggage, and other baggage necessities. Before boarding, passengers should have a thorough understanding of what they may carry.

Along with the majority of other major airlines, British Airways often overbooks flights in order to reduce the financial impact caused by customers who make reservations for travel but do not show up. It is possible that a client will not be able to fly on their original flight if there are more confirmed passengers present than there are available seats (BritishAirways, 2022). In this scenario, the customer will be put onto the next available aircraft. This scenario occurs exceedingly seldom. Compensation will be provided to clients in the very remote possibility that this could occur.

Refund Policy

BA makes every effort to settle customer refund claim as fast as possible; but, the processing time for more complicated refunds may be longer; in addition, customer will need to account for the processing time required by their bank.



Figure: British Airways global customer traffic

RECOMMENDATIONS

More contacts between the firm and its customers are necessary in order to provide the customers with the high-quality products and services that will win and maintain their loyalty. The experience that British Airways provides for its customers could be improved by introducing new features throughout the board, including at the check-in counter, in the lounges, and on board the aircraft. This should be a part of their commitment to creating a more premium experience for its consumers. Commitment to ensuring that the organization delivers a premium proposition for its clients throughout their journey, and when they do so, they need to guarantee that sustainability is at the centre of what they are doing.



They need to come up with an even more impressive British Airways and are aware that in order to get to where they want to go, BA will need to continue to make adjustments to the passenger experience by implementing new items such as alternate menus, minimizing the use of plastics, and introducing new technologies. British Airways need to keep investigating ways in which technology may improve the experience of its customers.

The airline ought to roll out a whole new system for tracking bags, one that enables passengers to keep tabs on their luggage using an app on their mobile device while they are in transit. This will help minimize the number of bags that are misplaced. British Airways is committed to providing a travel

experience that is even simpler and less stressful for its customers. As part of this effort, the airline has introduced automatic lounge admission as well as new digital signs across the airport.

CONCLUSION

This research comes to a conclusion by highlighting the need of British Airways implementing a varied business and consumer strategy. The corporation will be faced with a significant increase in customer demand as the worldwide pandemic and economic turmoil begin to improve. British Airways should use a suitable customer relationship model, such as those that were described before, in order to manage huge consumer groups and satisfy consumer needs.

The IDIC model may have a significant effect on the way in which British Airways manages its customers and provides assistance 24 hours a day, seven days a week, 365 days a year wherever in the globe. The organization will be able to operate its operations more efficiently while keeping cost efficiency if they take the time to understand the demands of their customers and use a contemporary customer relationship model.

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