

STUDENT NAME:

WILLIE HARDING

STUDENT NUMBER:

2009425

PROGRAMME:

BA (HONS) LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

COURSE TITLE:

UNDERSTANDING AND ENGAGING IN THE CUSTOMER EXPERIENCE

LECTURER:

NISHI RAMSURRUN

DATE:

03/05/2022

Contents

1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	4
3. BACKGROUND OF COMPASS-GROUP	4
Opportunities.....	7
a. Involvement in promotional campaigning and corporate social activities.	7
b. Constantly in innovation according to their business models	7
Threats.....	7
6. The Porter's Five Forces	9
This will examine the external threats to Compass-Group	9
1. Threats of New Entrants	9
2. Bargaining Power of Suppliers	9
3. Bargaining Power of Buyers.....	10
4. Threats of Substitute Products or Services	10
5. Rivalry among the Existing Competitors	10
7. Customer Relationship Management (CRM)	10
8. Customer Life Cycle.....	12
9. Marketing mix	13
10. Total Quality Management (TQM).....	16
11. Customers Satisfaction	16
12. The Five Dimensions of Service Quality of Compass-Group	17
13. Communication Mix.....	17
1. Advertising, ...	17
2. Personal selling	18
3. Sales promotion	18
4. Public relations	18
5. Direct marketing / Internet marketing.....	18
14. Marketing Strategies Based on Maslow's Hierarchy of Needs	19
15. Evaluation	19
16. Conclusion.....	20
17. Recommendation.....	20
18. REFERENCES	21

1. EXECUTIVE SUMMARY

The report is about Understanding and Engaging in the Customer Experience, whereby part one shall cover the internal and external factors affecting Compass-Group Plc. U.K and Ireland.

Part two shall cover the organisation's business objectives and customers relationships, and in addition the use and implementation of the (CRM) Models Customer Relationship Management and relevant theories and tools shall be defined and their importance within, including SWOT analysis which examines Compass-Group's Strengths, Weaknesses, Opportunities and Threats and Porter's Five Forces which examine external factors of the organisation, followed by referencing.

2. INTRODUCTION

This report is about the quality systems of an organisation and customer relationship management

The report is related to Compass-Group United Kingdom and Ireland (PLC) Public Limited Company which is the chosen organisation where the writer is currently employed.

3. BACKGROUND OF COMPASS-GROUP

Compass-Group United Kingdom and Ireland Limited founded in 1941 by Jack Bateman, very large catering and hospitality business oriented, a global leader in food services, providing delicious, nutritious and quality meals to millions of people or customers across 45 countries, with main headquarters in Washington in the United States of America and regional office in London in the United Kingdom, employed over 500,000 thousands staff of different nationalities and diversity. The organisation has a very huge turnover on a constant basis as shown below:

	INDEPENDENT AUDITOR'S REPORT	
	Independent Auditor's Report	185
	FINANCIAL STATEMENTS	
	Consolidated financial statements	195
	Group accounting policies	201
	Notes to the consolidated financial statements	211
	Parent Company financial statements	289
	Parent Company accounting policies	291
	Notes to the Parent Company financial statements	293
	SHAREHOLDER INFORMATION	
	Shareholder information	296

2021 PERFORMANCE AT A GLANCE	
UNDERLYING REVENUE¹	STATUTORY REVENUE
£18,136m	£17,908m
2020: £20,198m	2020: £19,940m
UNDERLYING OPERATING PROFIT¹	STATUTORY OPERATING PROFIT
£811m	£545m
2020: £561m	2020: £294m
UNDERLYING OPERATING MARGIN¹	STATUTORY OPERATING MARGIN
4.5%	3.0%
2020: 2.9%	2020: 1.5%
UNDERLYING BASIC EARNINGS PER SHARE¹	STATUTORY BASIC EARNINGS PER SHARE
29.5p	20.0p
2020: 18.6p	2020: 8.0p
GLOBAL FOOD SAFETY INCIDENT RATE	GLOBAL LOST TIME INCIDENT FREQUENCY RATE
-38%	-37%
Since 2017	Since 2017
2020: -43% since 2016	2020: -42% since 2016
GREENHOUSE GAS INTENSITY RATIO	Key
7.2 tCO₂e/£m	APM
2020: 7.5 tCO ₂ e/£m	Alternative Performance Measure (APM) (see pages 268 to 274)
	KPI
	APM which is also a Key Performance Indicator (see pages 26 and 27)

1. We track our performance against underlying and other Alternative Performance Measures (APMs) which are not defined by generally accepted accounting principles (GAAP). Accordingly, the relevant statutory measures are also presented where appropriate. The Group's management believes that these APMs reflect our strategic priorities of growth, efficiency and shareholder returns. Certain of these measures are Financial Key Performance Indicators (FKPIs) which measure progress against our strategy (see pages 26 and 27). The Group's APMs are defined in note 32 and reconciled to GAAP measures in notes 3 (segmental analysis), 6 (earnings per share) and 32 (non-GAAP measures) of the consolidated financial statements.

(compass-group, 2021).

Financial report for the year ended 2021 was £17.9 billion and 2020 was £19.9 billion a decrease of 10.2% due to the effect of Covid-19 crisis and also listed on the London Stock Exchange and FTSE 100 Index.

(Compass-Group, 2021).

4. Challenges: Internal and External

However, internal challenges such as shortages of staff in delivering food services to customers during the Covid-19 crises was ineffective, many employees were afraid of the virus and abstained the workplace and the ineffectiveness of operational equipment in the production of goods, example packaging ready-made foods for customers due to shortages of spare parts reason being the closure of many spare parts shops during the covid-19 crisis has been identified as one of the major challenges in the organisation. The VRIO and SWOT analytical tool will be implemented.

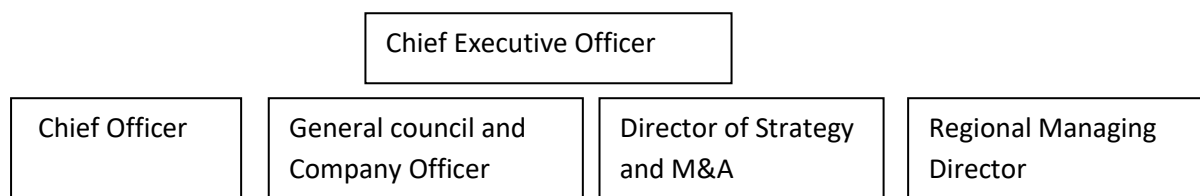
The VRIO analysis tool is used to check and analyse the measures and the success of Compass-Group's resources and sustainable There are four factors: Value, Rarity, Imitability, and Organisation

Value relates to the specific needs that will drive the organisation's products and services and the capabilities they provide for the customers in order to be advantageous of at all time.

Rarity, the resources of Compass-Group's are they available and how accessible they are in the competition?. Reference to the organisation's annual financial report above they are always accessible because resources has been set aside to be utilise and it also creates a room for success when mixed with value, in addition it check if products and services are running low in supply and high in demand will need to be adjusted.

Imitability.is the ability the organisation's competitors to imitate their products or services will be difficult to imitate, in producing their products differently in style, designed and in quality completely imitable

Organisation is the internal analysis of operation of the business and the structured for creating a sustainable competitive advantages over the organisation's competition success, According to their organisational chart shows that they are well structured and organised in doing their business. Diagram below:



(Compass-Group. 2021)

5. SWOT

The SWOT tool is used to analyse and identify the Strengths, Weaknesses, Opportunities and Threats in Its framework for matching Compass-Group's goals, programmes and capacities to the environment which they operates. (MindTool, 2022).

Strengths

- a, Has the ability and strategies to acquire inferior companies thus will increase the growth of the organisation
- b. Continued strongly to maintain as world leader in food and support services over others in the industry such as: Aramark and Sodexo catering companies.
- c. Huge knowledge superb experience marketing strategies.

Weaknesses

- a. Small lost in marketing shares in the niche categories due to the constant pressure by new entrants in the segment being unable in tackle the challenges presently.

Countering them the need to build internal feedback mechanism directly from sales team.

b. Has a higher attrition rate and to spending more on training and developing employees at a higher attrition rate in contrast to its competitive rivals in the industry, example, Sodexo and Aramark catering companies.

Opportunities

- a. Involvement in promotional campaigning and corporate social activities.
- b. Constantly in innovation according to their business models
- c. markets developments regularly thus leading to dilution of other competitor's and this advantage thus will enable Compass Group to increase its competitiveness compare its arch rivals.

Threats

- a. Skilled workforce in short supply in certain global market represented threat to steady growth of profits for Compass-Group in those markets.
- b. Profits are stable in this industry has led the increased number of similar smaller players in the industry few years pushing down pressure on profits on sales due the intense competition
- c. As local distributors strengths grows it has presents a threat in some markets causing competition pay higher margins to the local distributors.

External factors affecting the organisation during covid-19 such as PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental) examines the key external factors that affects and guide an organisation in strategically decision-making.

Political, this deals with government regulations and political stability. There are variety of ways in which politics can influence Compass-Group's business. On a large scale, example, the United Kingdom government can creates laws and regulations that may affect or change the way Compass-Group operates even though they might tend to disagree with the new changed law, however will still legally obligated in abiding by such and may also influence the organisation's business operation on a smaller scale because of the relationship with politics. Example, the case of Covid-19 crisis the United Kingdom government had to involve themselves and intervene by implementing lock-down decision after having several meetings and consultations with various stakeholders regarding the crisis and then made the final

critical decision regarding the crisis situation. In addition competition against other organisations for clients or market shares can be political in nature and influence the way the organisation chooses to operate. However, politics on the other hand whether on a small or large scale can change organisational operations and should be ready to adjust for any change to the government's law

Economical, in the of economical growth or decline and also competitive pricing which is another factor in financial decisions Compass-group had to make on daily basis thus if there are crashes in the market or recession it will directly or hit or impact on the sales of the organisational operations and products, also if customers are no longer able to afford buy the organisation's products or choose to spend their money somewhere else especially when some of their customers are now using the organisations technological applications to place in food orders presently, this will directly impacted the organisation. On the other hand, affecting the company when the economy is good and customers are able to spend more money or invest more money. Any changes in the economy the company must have strategies to be able to adjust and accommodate such for their survival.

Sociological factors, these are cultural norms and expectations such as age distribution; career attitudes; health and safety population and growth rates, health consciousness, society and public opinion's expectations all of these are large external factors that forces the organisation to re-evaluate the way they operate their business. The honest operation of Compass-Group to their stakeholders and society is that If the public has a negative perception of the organisation, it could have a detrimental impact on the them because society has a very high expectations for the organisation to be socially responsible

Technological factors, the emergence new technologies are continually in very wider use as at present example, robotics and artificial intelligence and robotic equipments, affecting the organisation's products or services. Technology has formed part of today's workforce and has changed the way organisations do their business over the years to now and still continues to make waves with every new technological innovation. The incorporation of technologies into the organisation's business is a very important development and maintain a success for the organisation and also up-grading or u-dating is need for constant use to be able to leverage and however making it challenging at times for organisation and their employees to keep up.

Legal, refers to the changes in legislation thus impacting on organisations and the way they do their businesses, any changes to legislation will have an impact on the organisation's employment policy, imports and exports tariffs, access to materials, quotas, resources, and taxation, would have an effect on the organisation and must comply and act appropriately.

Environmental, example monitoring and reduction of food wastes by creating ways to address wastages along the value chain and also continued to raise awareness with consumers, global warming and the need to switch to sustainable resources; ethical sourcing, pandemics and other emergencies. (CIPD, 2021).



Above diagram refers to Compass-Group environmental challenges. (compass.com, 2021)

6. The Porter's Five Forces

This will examine the external threats to Compass-Group

1. Threats of New Entrants

The entry of new competitors in this sector brings in new innovation, newer ways of doing thing and thus putting pressure on Compass Group through ways of lower their pricing strategy, reducing costs and provide new value propositions to the customers. These will force organisation to manage these challenges and build an effective barriers safeguarding its competitive position.

2. Bargaining Power of Suppliers

Organisations in this catering sector buys raw materials from many suppliers. Some suppliers are in dominant position creating decreasing margins of Compass-Group's earnings in the market and also some powerful suppliers uses their negotiation

powers in extracting higher prices from firms in this sector thus overall impact of higher supplier bargaining power on the other hand lowers the overall profitability of the organisation.

3. Bargaining Power of Buyers

Normally buyers are very demanding they regularly wanting to get the best offerings that are available by paying the minimum price as possible by doing this they put pressure on the organisation's profits in the long run. However, the smaller and more powerful these customers to the organisation and the higher the bargaining power of these customers and higher their ability in seeking increased discounts and offers.

4. Threats of Substitute Products or Services

When the production of new products or services exists and matches similar customer needs in different ways, the profit of the industry absorbs these penalties. Classical example Uber and Black taxis are both substitutes in transporting passengers..The threats of a substitute services or products are high in offering the some valued operational proposition that is unique and different from present offerings of the industry.

5. Rivalry among the Existing Competitors

If the rivalry amongst the existing competitors in this catering industry and it is very intense and this causes prices to drive down and decrease the overall profits of the organisation, thus Compass-Group operates in a highly competitive catering industry. Example, Aramark and Sodexo, are all in the catering industry This competition will affect the overall long term profits of Compass-Group.

7. Customer Relationship Management (CRM)

The evolution of customer relationship management started in the 1980s on to the mid-1990s whereby companies started to use Informational Technologies (IT) in automating of customer processes and with discrete customer-centric applications (Baltzan, 2012) and later in the 1990s, companies start to integrate these discrete systems into the now known Customer Relationship Management, and this is exactly Compass-Group has been implemented in their business.

Customer Relationship Management is a business strategy this involves in managing all aspects such as accounting, order fulfilment inventory and customers service system of a customer's relationship that Compass-Group uses to increase customer loyalty and retention and to maximise their profitability, revenue and customer satisfaction by organising around customer segments, fostering behaviour that satisfies customers, and implementing all processes before reaching the customer and also to improve long-term growth through a better understanding of their customers' behaviour. In addition, Is the relationship between the business and its customers whereby each party contributes and expects something from the relationship. Customers always expect value for their money and at a lower price especially when quality is good, and on the other hand Compass-Group expect money as well from customers especially if the customer is profitable and in return or exchange Compass-Group will give certain degree of loyalty for goods and services.

Customer Relationship Management is not just based on technology, but a strategy, process, and business goal that Compass-Group has embraced on an enterprise wide level. An organisation cannot survive without its customers because they influence the way business is conducted and the interactions of organisation with customer to best serve them while staying aligned with evolving business goals in growth and profits.

Compass-Group uses the Customer Relationship Management (CRM) models such as, the Identify Differentiate Interact Customise (IDIC) Model and Quality competitive index (QCI) models in their business daily operation to keep their customers and to dissuade them from acting in ways that may lead to unprofitable relationships and thus will lead to the lost of business for the company. Capturing and maintain customer needs, motivations, and behaviors over the lifetime of the relationship facilitate the use of customer experiences for continuous improvement of this relationship. Thus it is all about strategy, organisation, marketing and informational technologies with all shareholders in the business.

The implementation of the Model (IDIC) Identify, Different, Interact and Customise, here is that the organisation collects information such as customer's name, address, and purchasing history each time of contact across the company, in order to get better understand of their needs, wants, and purchasing behaviours or habits.

They differentiated or segmented their customers only based on their current and projected lifetime value, because by doing this to their customers based on those that are value to the company are prioritised and more relationship and interactions efforts are optimised thus bringing in profitability thus they know that not all customers will have the same value to the business but by providing better services in order that the customer experience is not only buying the good or services but also the cognitive and affective outcome of the customer's

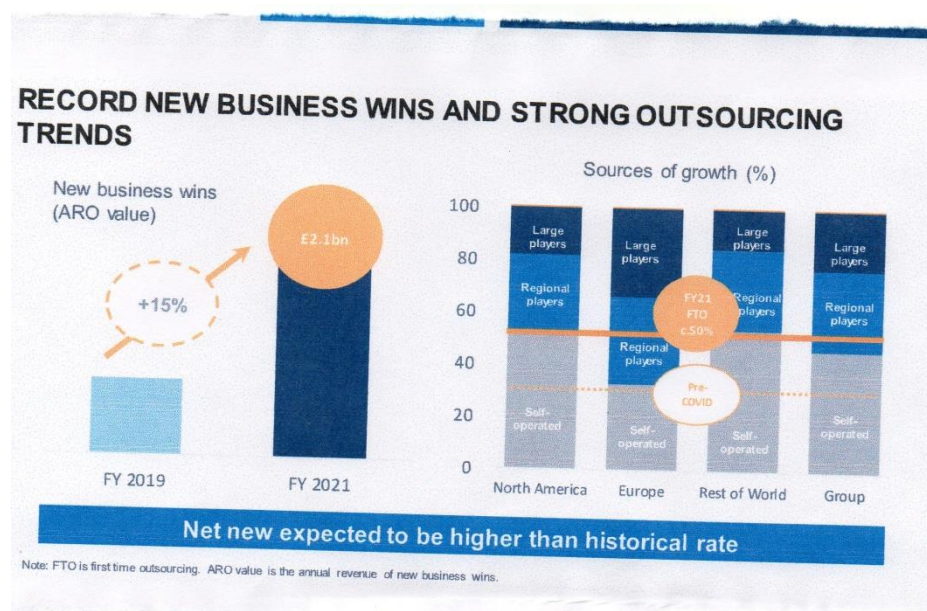
exposure to the organisation, or the interaction with the organisation's products, processes, people, technologies, services and any other outputs of Compass-Group because when customers do any business with a company, buying the products by the customer and they also want to experience or interact with other types of the organisation's output.

On the other hand, if the customers' expectations of their experiences are not met or underperformed it will be for them or they may defect to another competitors who will meet their needs or any other organisation who will provide them with a better experience.

8. Customer Life Cycle

However, Customer Life Cycle of customer has various stages they go through in their relationship with an organisation, the core stages are: (a) Acquiring the customer (b) Retention and (c) Customer development.

The first thing about customer experience is, cognitive impressions and secondly, affective impressions addition to that including value and quality, all of these in turn influence the customers to buy in future and word-of-mouth intentions the reason being, the customers interact with all of the sales, marketing, and service outputs of the organisation which Compass-Group has been using in a very effective way which has led to the success and more growth of their business as diagram shown below:



(compass.com,2021).

The Customer Relationship Management plans are used effectively by the organisation for interacting with their customers in analysing, categorising and then develop customised interactions. Example, for valued customers are often offers loyalty benefits or rewards to encourage retention in order to continued spending. doing this helps them learning more from each interaction to continually improve future interactions.

Customising on one-to-one service with their customers is paramount to the business, however this goal is to ensure that customers' needs and expectations are always met and that they have to be pinpointed them individually sometimes on a large or very narrow scale. Customer Relationship Management is all about strategy, organisation, marketing and Informational Technologies implementation.

9. Marketing mix

The using of the 7 P'S after the organisation has produced their products or services, they need to be marketed in various ways or channels and the are:

1. Product or Service

Customer cares about the product or service that will benefit them. The (QCI) is been implemented here, because of this, priorities are taken into consideration in making the product to the best it can be by the organisation and optimize the product lines accordingly thus product considerations involve every aspect of that which the organisation will be trying to sell. However consideration such as: quality, packaging, design, features and options. The challenge here is the creation of the right 'bundle of benefits' that meet the need of the customer. it can happen if customer needs change, there should be an addition to the 'bundle of benefits' to improve the offering, creation of new versions to that of existing products, or launch brand new products in satisfying the customer as diagram shown below.



(compas-sgroup.com, 2021)

2. Price

This brings in revenue for the organisation, it is important to get the right price and not only to cover costs thus the organisation needs to generate profit but will have to do some research information to know what customers are willing to pay and gain some understanding of the demand for their products and services. This is a catering organisation and they are in constant market watch with similar competitors.

3. Place

Refers to place where customers make their purchase physically in store, via websites or through an application. Compass-Group has a variety of places and spaces where their products and services are sold physically, some are, recreation grounds, Hospitals and some offices and also with the presence of online that is very active currently has taken their product and service straight to the customer by using the Compass-Group's application on the customer's smartphone.

4. Promotion

Promotion in the marketing mix is all about the organisation communicating messages to its customers out there whichever way or stage they could get in the buyer's or customers' journey in generating awareness, interest, desire or action for the product. Direct public relation and advertising, marketing activity, branding and to the public as well as more recent developments to marketing activities such as product placement, and social influence. Promotion is just a way of raising awareness and telling a story concerning the brand or product to encourage the engagement of consumer.

5. People

The organisation's people are always at the forefront to interact with customers by talking to them face-to-face, taking orders and processing of enquiries and attending to complaints in person, through social media, or via the call centre and online chat, The forefront people constantly interact with customers throughout their journey and become because they the face of the organisation for the customer in handling such situation. They are highly trained in getting the knowledge of the organisation's products and services and how to they are used, the ability to access the organisation relevant information and the experience to build valuable relationships with customers by implementing the Customer Life Cycle skills.

6. Process

This stage of goods processing, the organisation should ensure that the right products or services are delivered to the right customers and must be in good condition, and also ensure customer service follow-up to begin the building of a relationship with the customer which is very valuable for the future marketing activities. However the using of technology now a day plays very important roles in having a strong organisational process, thus technology facilitates good relationships between the customer and Compass-Group or brand as well. Thus with the use of technology it helps to quickly gather valuable consumer data which then enables the organisation in refining more marketing strategies and brings in highly and personalised marketing thus encourages the consumers making more purchases the more specific and seamless the organisation processes are, the more smoothly processes can be carry out.

7. Physical Evidence

Physical evidence provides tangible cues of the quality of experience the organisation is offering and this is the moment of truth. the physical evidence of goods quality well displayed products and well-presented people or staff illustrated at this point can be very impressive in the eye of the customers, such evidence is therefore also form part of the brand experience thus will be associated with service delivery. Physical evidence in Compass-Group catering when displayed very appetising can be particularly useful when a customer has not ever bought from the

organisation before and needs of some reassurance, or is expected to pay for the product or service before it is delivered. Diagram shown below:



(compass-group, 2021).

10. Total Quality Management (TQM)

Such management tool is use within the organisation because the production foods and services to their customers are always up-dated by adding more values for customers requirements and satisfaction including retaining them such as:

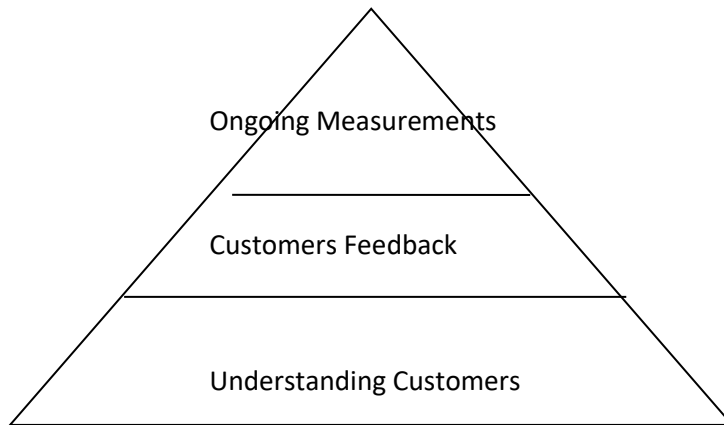
The quality of the products, quality has a direct impact on the performance of the product or service however closely aligned to customer value and satisfaction.

This approach to Compass-Group's business management that aims to improve the quality of their products and processes by learning from the objective and systematic 360 and 540 feedback from all important stakeholders.

11. Customers Satisfaction

As a global leader in this important crucial and highly competitive business the organisation has been working very hard throughout even as this global Covid-19 crisis still exists in satisfying its customers in various ways such as: in pricing, service quality, quality of product, specific product or service features, consumer emotions, attributions for service success or failure, family members, and co-workers, perceptions of equity or fairness and personal factors Customer satisfaction increases because the insight of the customer allows the organisation to understand their customers more better thus creating an improved customer value propositions and in addition better customer experiences.

Customer satisfaction is the first stage to building profitable relationships with consumers, keeping them and growing with the consumers and reaping them for lifetime value as diagram shown below.



(self diagram based on class week 5 lectures , 2022)

12. The Five Dimensions of Service Quality of Compass-Group

The organisation has been using several marketing theories such as: Marketing Mix, Communication Mix and the Porter's Five Forces in the business that has been very beneficial in doing their business and being very successful.

The communications mix theory in marketing comprises of the various ways that Compass-Group uses to communicate with its customers, because it is of utmost importance in the day-to-day in making sure they are in constant communication with all parties of stakeholders involved in the business and are, the customers, suppliers, employers and creditors in various ways.

13. Communication Mix

When the organisation has produced their product or additional value being added to the products, how will the customer know?. This is when the communications mix department hence is needed. Generally organisation makes a marketing communications plan, by combining multiple forms of communication channels into the mix by ensuring that the message of the company reaches the end users or consumers in various ways and are:

1. Advertising,

Advertising has an impact on customer purchase behaviour in many forms which includes television, radio, printing and word of mouth. Compass-Group uses this

medium in selling themselves on a regular basis thus winning new customers and bringing in additional revenue to their on their profits.

2. Personal selling

Personal selling is the most common method in communication by word of mouth that has been benefitting the organisation's products to the end customer in converting them which leads to a prospect and will ultimately grabbing customers. The organisation strategic focus on food, with some specialised support services by visiting charitable and homeless organisation in providing them with quality meals or foods thus created mouth selling for Compass-Group.

3. Sales promotion

Sales promotions is increasingly being used today with the popularity of E-commerce and online sales as seen on the above picture of Compass-Group displaying some of their products online to catching customers The using of the organisation strategy of providing of quality foods, with some specialised support services to charitable and homeless organisation thus another may for promoting sales for Compass-Group.

4. Public relations

Public relations is very important in the communications mix it is the art of speaking and spreading the news about the products or services to the public domain so that some hype is created and people talk to each other about it Compass-Group regularly organised marketing exhibitions thus allowing them to interact with the public domain communicating about their new and improved products and services. In today's world, the use of social media is one of the largest platforms for exercising public relations. press conferences, face to face interaction with consumers, newspaper advertorials, involving the community are various ways that public relations exercises can be implemented.

5. Direct marketing / Internet marketing

Digital marketing is the personal connection that the brand makes with the consumer which the organisation is actively using to allow their customers make their

purchases easy and fast. In addition, Facebook wall, email box, twitter feed are all social marketing. The benefit of digital advertising is that though some businesses are small they can also get involved and it is cheap as to Television advertising. Overall, revenue generated from digital advertising is much more realistic than newspaper or television.

14. Marketing Strategies Based on Maslow's Hierarchy of Needs

Physiological needs - Needs concerning essential requirements for survival, such as food, water, shelter, and clothing

Safety needs - Financial or lifestyle security, protection from physical harm, and avoidance of the unexpected

Social/belongingness needs - The desire to be accepted by people and groups important to that individual

Esteem needs - A universal desire for a sense of accomplishment and achievement

Actualization needs - Desire to realize potential and find fulfillment by expressing their unique talents and capabilities

15. Evaluation

The challenges facing the organisation is the on-going Covid-19 crisis required the organisation to evolve their operations and innovate at a slower pace. The shortages of staff due to the continue pandemic crisis and confidence is still unclear.

The on-going war in Ukraine and Brexit has caused many delays from the supply chain to get raw commodities on site causing delays to customers thus leading to customers' dissatisfaction.

Benefits, the integration of the Customer Relationship Management Model has been benefitted to the organisation in that it helps the organisation to know how to organise the business, finding the correct and using the correct strategies, to get the marketing knowhow and gaining Informational Technologies ideas. In addition getting more or vast customers experiences.

16. Conclusion

In today's global marketing where many organisations are heavily competing for the same customers the need for the integration of customer relationship management (CRM) system into their organisational operations are vital, because no business can survive easily in such a competitive environment without keeping their customers feeling good and happy at all time.

Customer Relationship Management is mainly about strategy, organisation, marketing and Informational Technologies. which has touches many areas of the organisation and thus requires comprehensive changes where and when changes is adjusted very serious consequences and high investments will befall when not managed properly.

17. Recommendation

As Compass-Group is the largest global player in the hospitality industry, and their procurement scale and focus on cost efficiencies give them competitive advantages which translate into greater value for clients. The strategic priorities of their People, Performance and Purpose focus their efforts on important initiatives which enables them to provide a more relevant client offer and meaningful experiences for consumers.

Continue with the Customer Relationship Management integration strategies which has been very successful in the organisation operation

18. REFERENCES

.CIPD, (2021) *PESTLE*: Available at:

<https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet> (Accessed: 22th April 2022)

Compass-Group.com, (2021) *Annual Financial Report*: Available at: <https://www.compass-group.com/en/investors/annual-reports.html> (Accessed: 10th April 2022).

<https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet>: (Accessed: 01st May 2022)

Buttle, F. & Maklan, S.(2015). *Customer Relationship Management/ models: Concepts and Technologies*. 3 edn. Routledge: Abingdon, Oxon

Baltzan, P. & Philips, A. (2012) *Information Systems*. 1st edn, McGraw Hill Higher Education. Boston

MindTool, (2022) *Swot Analysis*: Available at:

https://www.mindtools.com/pages/article/newTMC_05.htm (Accessed: 20th April 2022)

Peelen, E. & Beltman, R. (2013). *Customer Relationship Management*. 2 edn: Pearson Education Limited: Harlow

Porter, Michael E. (1980) *Competitive Strategy*: Free Press: New York