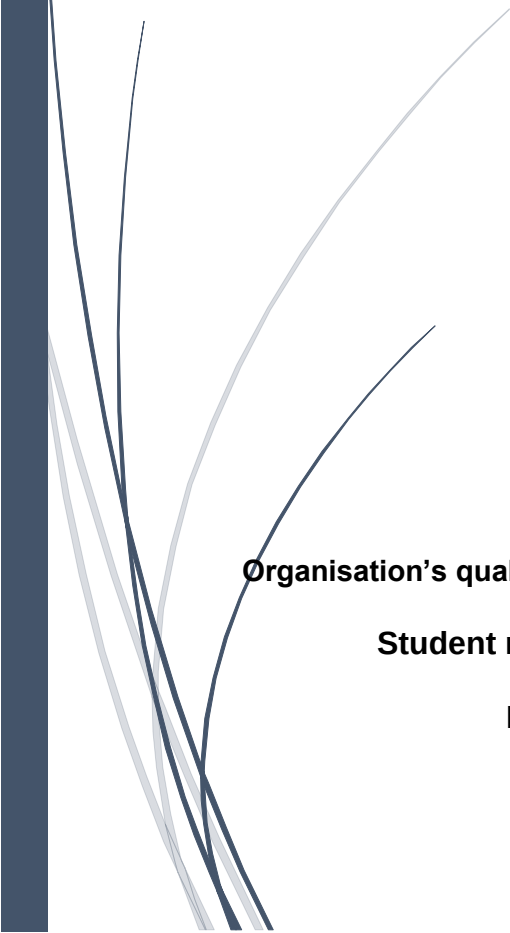




**Programme: BA (Hons) Leadership and Management Skills for
the Workplace**

**Module: Understanding and Engaging in the Customer
Experience**

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Organisation's quality systems and customer relationship management

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EXECUTIVE SUMMARY

The main reason for writing this report is to show the benefits that customers have a good experience and how important it is for companies to maintain good Customer relationship management with customers and the benefits that this has in the area of sales and customer service. to increase economic benefits by achieving customer loyalty, especially the benefits it has for Pret a manger company, which is the company for which this report is going to be written and the one that is going to be analyzed.

To write this report, we are going to talk about the importance of loyalty programs, E-CRM, customer value proposition, 7Ps of relationship marketing and servqual model. Thanks to which it will be possible to discover in a practical way how important it is for companies to maintain a good CRM relationship with customers and how this can help solve problems that a company may have such as achieve customer value because the company does not know how to identify the expectations that customers have when consuming their products and how satisfied they are with the products and with the service they obtain.

After having suffered several lockdowns in the country due to the coronavirus, CRM in a company are more important than ever because customers are informed more than before about the origin of the products and what type of service they are receiving in an establishment as if it were a company that cares about cleanliness and coronavirus safety measures are met. Now customers have more access to internet since many people continue to work from home and it is easier for them to find establishments of competitors with similar products, the report ends with some final recommendations that can help to Pret a Manger company in its relationship with customers.

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INTRODUCTION

The main reason for writing this report is to show the importance of Customer relationship management and why it is important to a company. It is important for companies because the benefits of having a good relationship with customers and knowing what their expectations are with the services or products offered increases the economic benefits of companies and reduces the chances of losing customers because competitors better know their true expectations and have taken customers away, causing economic losses in the company.

To write this report, the importance of loyalty programs, E-CRM, customer value proposition, 7Ps of relationship marketing and servqual model will be analyzed. And how the application of some of these models can help solve problems such as identifying customer expectation and achieving customer value so that customers are loyal to a particular company being motivated to always consume their products. Especially Pret a Manger company, which is the company that is going to be written and analyzed in this report to find out how they interact with customers and what things Pret a Manger could do better to increase profits compared to direct competitors.

PRET A MANGER

It is a franchise that was founded in London, opening the first store in 1986, to sell food that is made at the moment and good quality organic coffee and beverages. Pret a Manger has a strong commitment to those most in need and to the environment, which is why it donates all the food that is left over to food rescue partners. Pret a Manger also aims to use cups and avoid plastic to help conserve the planet (Manger, 2020).

Pret a Manger franchise has more than 1,000 employees and revenues of between \$ 100- \$ 500 million with franchises in other countries apart from London such as New York (LTD, 2021).

DEFINITION OF THE PROBLEM

With the business model that Pret a Manger company had before the coronavirus pandemic, it is necessary to make changes on how to achieve customer value, because Pret a Manger has the problem of not knowing the expectations of its customers when they consume its products or the quality of the service, being of vital importance in times of coronavirus to get profits. Pret a manger has many competitors who make similar products and the same service, making it easier for customers who work from home due to the coronavirus to get to know other companies with similar services thanks to internet and consume in them. It is necessary to stand out from the competitors by offering a better and more personalized service, taking into account the special needs of each client and the security measures, showing that both health and care for the environment are important for Pret a Manger (Pret A Manger, 2020). Before the coronavirus, Pret a Manger was focused on providing a fast and efficient service for all customers. Now Pret a Manger wants to offer a personalized service giving importance to the cleanliness of the premises and effective teamwork to ensure that the service is done as soon as possible, making the employees able to connect with customers giving a good customer service, even getting to know exactly what the most regular customers want to order before being attended. In this way, clients feel familiar with our employees and thanks to staff connecting with clients, customers feel cared for especially with anti-covid security measures so that they continue to choose us and do not go with direct competitors that have similar services to ours and cheaper products, giving more value to the friendly and personalized service that Pret a Manger wants to offer.

LOYALTY PROGRAM

Loyalty program is a rewards program that can be used by any company to retain regular customers and stay loyal to the company by offering free products, discounts, or obtaining trial products, to keep customers motivated (María Pilar Martínez-Ruiz, 2018). Loyalty programs are increasingly used by companies due to the high number of competitors that exist in the market and who can copy the same product. With a loyalty program, it is possible to create value in existing customers and they feel motivated to continue consuming the same products in the same company, not only because of the economic advantages but also because of the feeling that the company cares about taking care of its regular customers. The company increases its profits since thanks to these programs it is easy to know the type of product that regular customers prefer and

thus improve the service offered by the company to adapt it to these types of customers that create great economic benefit.

Pret a Manger company does not have any specific customer loyalty program to give priority to the most regular, but they give products for free and unexpectedly and to any customer, no matter how regular it is, being chosen by the staff who is doing the service at that time (Manger, 2019). This can have negative consequences on regular customers as they are not lucky enough to receive anything for free when they consume daily at that location, but other customers do get it, making many customers prefer to go to companies of direct competitors where they feel more valued. Regular customers are the ones that create the most profits for companies now in times of covid where tourism has decreased due to travel difficulties and less regular customers do not risk as much to consume in places where they can be infected with the virus.

The new subscription offer, paying 20 pounds a month, getting 5 drinks a day and getting the first month free, being able to cancel at any time for free can help with customer loyalty (Pret A Manger, 2020). This subscription can help customers feel valued and more regular customers continue to consume daily at Pret a Manger. But other types of more specific programs aimed at regular customers could further increase customer motivation, for example using loyalty cards where you have to fill them in with a stamp to get free products and be offered only to registered customers on the website of the company and just being regular customers.

For employees it is also important to offer a company image that we take care of clients so that they feel valued as part of the staff, since due to Brexit there are not as many European workers looking for work as before to hire them and the company can present problems in hiring new staff.

Especially today post covid it is important to make customers feel that they are valued by the company, not only keeping the premises clean, ventilated and maintaining security measures to prevent the spread of the virus, also making them feel important and that their consumption matters, to avoid that they consume in other companies with similar products.

E- CRM

It is the electronic management of customers, thanks to the internet, companies can create relationships with their customers or employees thanks to emails, online, applications, web platform giving customers access to more online products and giving companies more access to data from clients to be analyzed (Bergeron, 2002). E- CRM achieves greater access to customer data and information, having the information organized on the web, making it possible to carry out an analysis to know what the customers' expectations are and create a better relationship between the company. and customers having access to communicate with them effectively and knowing what part of the company should be changed according to customer requirements and develop new products to increase sales.

Pret a manger can benefit from the use of an e-crm tool such as salesforce that is easy and personalized to use to maintain contact with clients and access to information and data about them and a company call center available to clients (Salesforce, 2021). The application of this tool gives us direct access to what our clients think, especially the areas that we must improve as a company, for example, how we are handling anti-covid measures according to clients and how effective the teamwork of our workers is and if it really manages to make customers feel comfortable when consuming in Pret a Manger establishments offering personalized service.

The use of web applications in the company to improve internal communication between employees and the organization will also improve customer service, improving sales by getting happy employees because they feel listened by the company where they work and their needs are covered, such as having access to request vacancies and be approved quickly, avoiding forms and the traditional way of doing it, which was a slower and difficult procedure to do.

CUSTOMER VALUE PROPOSITION

It is a strategy that companies use to convey to customers the advantages that the company has to offer such as quality of service or the price of the product and how it will benefit customers, in order to have an advantage over competitors (Lee, 2018). A value proposition can make a company differentiate itself from the competitors it has in the market by showing its products with higher quality and better customer service that is different and better than the service of competitors, thus offering security to customers

and getting that customers trust the company by becoming regular customers who consume the products of the same company daily increasing the economic profits for the business.

- **customer value from Pret a Manger**

Pret a manger invites its customers to have a lifestyle that is healthy by consuming its products, belonging to a wide variety of foods and beverages with organic origin and natural food made in the establishment itself by hand, locking the quality control and the customer service (Pret a manger, 2020).

The feeling when entering a Pret a Manger is to be in a clean and pleasant place where there is always friendly treatment between workers and where you can have a good time with friends sharing a quiet chat or a place where you can do homework since there is always tables that offer a bit of privacy.

The stores offer free internet service so that customers can connect easily and safely, being able to spend the whole afternoon doing different activities while consuming high-quality products and safely since as a company we strive to always maintain security measures anti-covid.

7Ps OF RELATIONSHIP MARKETING

The 7 ps help companies to be able to define the issues that are affecting their products, the type of service they offer and evaluate commercial activities, the 7 ps are: product, price, promotion, place, Phsysical evidence, positioning and people (Tracy, 2004). For companies to be able to maintain long and lasting relationships with customers and to continue consuming their products and not the products of competitors, it is necessary to offer customers more value than they expect from our services as a company, knowing what the tastes and preferences of customers are, to meet their expectations.

STRENGTHS
Know the characteristics of the service and the product
Knowledge of the product offered
Variety and analysis of different factors that affect the company

(Frank Withey, 2006).

WEAKNESSES
High cost and time to perform the analysis
Difficulty obtaining information
The data are not stable over time and tend to create assumptions

(Clair, 2017).

The positive part of this model is that it allows the company to carry out a variety of activities depending on the needs of the client and the market conditions at that particular moment and to know which strategy is more effective if it is necessary to make changes in the service or in the products offered to attract new customers or to attract again customers who have gone to other places to consume.

The negative part is that this model does not focus on creating relationships with customers by not allowing direct interaction with customers, only the analysis of different factors, making it more difficult to know the behavior of customers with respect to how they will behave when consuming the company's products and whether or not they will like the service.

- **People:**

To generate an organizational culture, it is necessary to understand the individual needs of the client to create good relationships and achieve brand loyalty (Nils Bickhoff, 2014). Pret a Manger employees will pay attention to the individual needs of each client, since due to the coronavirus there are still not many tourists and most of the clients are workers in the area or local clients who do not always look for an automated service and want something more personal, offering a fast

service to a customer who is in a hurry and is not interested in having a short friendly conversation because he is on his way to work, or a personal service to a customer who likes to interact with the staff while placing his order. In both cases, the important thing will be to understand customers, having empathy and giving them exactly what they are looking for, managing to keep them as regular customers by making them feel comfortable in our premises not only because of the products we offer.

- **Pricing:**

It is necessary to set a price that customers are willing to pay by carrying out a study of the market or sales data to know what type of price or product it is necessary to set (Kingsnorth, 2019). Pret a manger will maintain the same prices as before the coronavirus to avoid giving the image of having lost quality by lowering prices or giving the image of the need to obtain quick benefits by raising prices, thanks to the control of sales information it will be easy to know to what extent customers are willing to continue consuming for the same price as always or if it is necessary to make changes to raise or lower prices according to customer behavior.

- **Product:**

There must be a demand for the product to be purchased, companies must offer accessible products desired by customers (Kingsnorth, 2019).

To ensure that the product is exactly what customers are looking for, Pret a Manger performs monthly data analysis and using surveys to find out which products are sold the most, when and where. Thanks to the coronavirus pandemic, we have been able to know that our customers prefer products that have been manipulated in our own establishment because they clearly see that we comply with the security measures and no one outside the company has had contact with the product they are going to buy in order to avoid catching the virus making them feel more confident to consume in our premises. Pret a manger offers a wide variety of drinks such as coffees, frappuccinos, teas, and foods such as salads, soups, desserts that can be made in an artisanal and fast way in a safe way and facilitating that customers can buy our products to take away or drink in the local because there are many pret a manger customers who come to our premises in their break time from work and prefer food to go.

- **Promotion:**

Activities carried out so that clients know the products and services that a company offers in addition to being able to advertise them and show them to the public (Kingsnorth, 2019). Online promotions will be carried out thanks to Pret a Manger website to get it easily and safely because since the coronavirus pandemic online services have become safer and companies can show that the safety of customers and their happiness matters by offering Unique promotions and offers that have never been done online before, showing novelty in this type of service, such as paying 20 pounds a month, being able to obtain any type of drink on a daily basis. Thus, customers always prefer to return to Pret a Manger and be regular customers.

- **Place:**

The place where the products will be sold needs to be easily accessible so that customers can find it either online or in person (Kingsnorth, 2019). Pret a manger has stores in different countries around the world and in different locations (Manger, 2020). Especially the branches are found in tourist places in the center of cities where there is a lot of traffic of people or in places where there are many workplaces around to attract clients who come to our premises before going to work or during their break time because we offer fast food and beverage services that fit perfectly with the needs of customers who do not have much time and need a fast service.

- **Process:**

Methods through which customers will be served in the establishment to have a good relationship with them, being a part of the company with an impact on the way the service or product is handled (Nils Bickhoff, 2014). Pret a manger will send questionnaires by email to the online accounts of clients to know if they are happy with the service, a section will also be opened on the website to write comments and face to face in our premises the staff will try to know if the service done has been correct.

Periodic meetings will be held with all staff members to ensure that there are connections between them and have a good relationship, meeting in a non-work environment to ensure that within the work they have better teamwork and easier and more fluid

communication, thus achieving the service is performed more quickly and that customers do not have to wait a long time to get their products, avoiding communication errors between employees that may affect our customer service, so that something as basic as getting your product on time does not ruin the good, personalized service we want to offer to remain the preferred local for customers.

- **Packaging:**

It refers to the areas that customers see in the premises of a company such as decoration, packaging, glasses, colors, interior design, to obtain tangible evidence of quality in the product (Nils Bickhoff, 2014).

The decoration of Pret a Manger premises tries to show the history of the business over the years being written on the walls to show the natural origin of our products (Mortimer, 2015). The tables and the walls of the premises are made of wood, trying to imitate nature to give customers that feeling and also connect it to our natural products, as well as the lighting that tries to invite a quiet afternoon consuming in our premises to achieve that customers do not feel the feeling of having to leave quickly because they feel comfortable, calm and subconsciously want to spend more time there, helping to increase the sales of our company getting customers to spend more.

SERVQUAL

It is a tool to measure the quality of the service by carrying out a questionnaire with standardized questions, measuring and relating the perceptions that customers have and expectations with the quality of service received, taking into account the opinions of the customers received (Buttle, 2008). Thanks to this model it is possible to clearly know how effective the service is being offered and how effective it is with customers, thanks to being able to know exactly what customers really think about our business and not just what it looks like in a superficial way, to have a control and avoid problems related to the quality of the service, having the opportunity to take actions to improve our company after having obtained the results of this model and knowing the comments of the clients. Nowadays, the quality of the service and products offered by companies has become very important due to the number of competitors that exist between businesses and the ease for customers to stop going to one business and go to a different one with similar services.

This model uses 5 dimensions to measure the quality of the service: reliability, sensitivity, security, empathy and tangibility. This model also uses 5 gaps to know the differences that cause problems in the service influencing the evaluation of customers on the quality of the service, the 5 gaps are: what is expected, incorrect standards, service performance, delivering the promise, customer satisfaction (Wiggins, 2020). Thanks to this, it is possible to know the reason why customers are experiencing poor quality in the customer service of a company and look for a successful solution.

ADVANTAGES
Can be used regularly to find out what customers think of the service and products
Identify the quality of service
It can be applied to any company or any culture
Statistically valid instrument
Valued by academics and professionals
It allows to classify clients according to the results obtained in the questionnaire

(UKEssays, 2015).

DISADVANTAGES
Orientation to the process of how the service is given and not to the results, making it difficult to predict customer choices
It is a model of expectations and not of attitude
Insufficient data is obtained to measure the quality of service accurately in different settings

(UKEssays, 2015).

With this model it is possible to find out the expectations that customers have about our company and compare them with the way they perceive the services that the company offers and thus know if it is necessary to make changes to obtain greater sales and obtain

more economic benefits, knowing what the customer expects from our product and what parts we should improve.

The negative part of this model is that it is necessary to carry out a questionnaire, it is not possible to know if the answers are really true by not knowing if the person who has taken the questionnaire has understood how it is done correctly and it can be long for the client and not answer by reasoning each answer.

Objective of the servqual application

The objective is to achieve satisfaction and value for the client that the company has, knowing the satisfaction customers feel with the service and the quality of the products offered in Pret a Manger in the United Kingdom.

Questionnaire made for pret a manger clients:

With this questionnaire we want to investigate the quality of the products and the service offered by Pret a Manger to find out how satisfied customers are. The questionnaire will be sent by email to registered customers and will be available on pret a manger website, it will also be possible to fill out the questionnaire at Pret a Manger premises upon being informed by the staff members of its existence.

Each question will have a numerical scale from 1 to 6, where 1 is the lowest and negative score (being in disagreement) and 7 the highest and positive (being totally in agreement) for clients to rate the questionnaire.

Tangible elements:

- Pret a manger premises are clean and fresh, with a good ventilation system.
- The premises have organic products to protect the environment.
- Wide variety of food and beverage products.
- Modern facilities that offer free Wi-Fi service, plates to charge, music, gel sanitiser, bathrooms, comfortable sofas, disabled toilets.

Empathy:

- Always friendly and helpful staff ready to help.
- Staff willing to offer personalized help depending on the needs of each client.
- Friendly environment among workers.
- Customer service always with a smile.

Reliability

- Every day and all the staff offers quality service and quality in their products.
- Staff create trust with customers by making it easy to offer personalized service.
- The hotel staff does not forget the special needs of some clients such as disabled people or people with allergies.

Answer's capacity

- Staff always ready to help and offer a fast service.
- Staff willing to offer help when a customer has an unforeseen problem.
- Staff willing to offer specific information on schedules, allergies, location of other pret a manger stores.
- Staff willing to offer help if a customer has an unforeseen problem.

Security

- Confidence that workers take care of the products they offer with hygiene measures.
- Confidence that the person complies with anticovid measures regularly.
- Confidence that staff care about customer safety.
- Feeling of security within the premises Pret a Manger.

Practical example of the 5 gaps in service

- **GAP 1: What is expected**

It is not known what the client really expects and their expectations (Wiggins, 2020). Example: you may think that customers place great importance on the local environment being calm and clean with sufficient anti-covid measures to be able to consume safely, but what they are really looking for is a variety of quality products,

- **GAP 2: Incorrect Standards**

Standards of the service to be offered are incorrect (Wiggins, 2020). example: managers are clear when transmitting to employees that they must offer a personalized service but they do not specify exactly what they refer to.

- **GAP3: Service performance**

Perform a service in a different way than the company standards say it should be performed (Wiggins, 2020). Example: correct standards of how the product and service should be performed but difficulty in following those standards by performing poorly the service and the product.

- **GAP4: Delivering the promise**

Customer expectations defined by the company's advertising, but not met upon receiving the service (Wiggins, 2020). Example: advertising of being 100% committed to the environment but finding plastic containers and pollutants in the establishment.

- **GAP 5: Customer satisfaction**

The customer misinterprets the quality of the service (Wiggins, 2020). Example: managers are interested in asking about the service obtained just to know the customer's satisfaction, but the customer thinks they want to confirm that everything is fine because someone may have made a mistake with the given product or with the service offered.

RECOMMENDATIONS

Due to the coronavirus pandemic, customers of businesses such as Pret a Manger where there are many other companies with similar products and services, have become very critical when consuming in them expecting a high quality service and with high expectations of cleaning and maintenance of the security measures, that is why it is vitally important to continue offering organic products and fresh and healthy food in containers that take care of the environment such as paper or cardboard containers to avoid the use of plastics, and thus show customers that we care for the environment, for them and their health by offering high quality products and the best service.

Maintaining good relationships with customers especially face to face in the premises when they are attended by the staff, offering a personalized service where the staff know exactly what the customer is looking for and depending on their mood in a more friendly, faster way or offering more information about a specific product. It is important to show customers that they matter and give them value to get them to become regular customers and increase the profits of the company. Special offers could also be made thanks to the obtaining of points when consuming daily in Pret a Manger stores to motivate customers to consume more, since currently there are not many services where offers are given to motivate them to consume daily. Maintaining contact with the client thanks to the website must continue to be very important because thanks to their online comments Pret a Manger can see their expectations and how to improve them.

CONCLUSION

This report shows the benefits of CRM for a company after analyzing the importance of loyalty, E-CRM, customer value proposition, 7Ps of relationship marketing and servqual model in a company like Pret a Manger where the benefits are seen, getting good communication between the company and the customers to know what their real expectations are about the products or services they want to obtain, since there are many competitors and the only way to keep customers is to offer what they really expect from the company and not what the company thinks customers may want. That is why it is important to carry out a deep analysis of customer expectations, through data obtained on the website, online customer comments, loyalty programs or thanks to questionnaires that can be carried out periodically.

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APPENDIX



