

BA Leadership and Management Skills for the Workplace

Understanding and Engaging in the Customer Experience -BMSK5003



EXECUTIVE SUMMARY

Main focus of companies is to gain maximum profit. This goal is attained when they are able to understand the need and requirement of customers and to fulfill them as per their preferences. There are certain set of expectations that individuals have and when they are fulfilled, then service users get satisfied. In this assessment, British Airways is taken into consideration and it is focuses on delivering high quality services. In order to improve quality of serives for customers, cited firm work on conducting research and survey so that the areas in which improvement that are to be made can be identified. Strategies are developed so that the rate of preferences of people can be raised in effective manner. Apart from this, management need to monitor their employees so that they are able to determine the area that workers are required to improve. They are the one who present the services and when they fail to perform their set of roles efficiently, then it has negative impact over the business. With the help of training, employees are able to develop their skills and capabilities in effective manner and support the firm to grow in positive direction.

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INTRODUCTION

Customers are the main and most essential part of any organisation which is helping them to organise their profits and revenues to appropriate investments (Ryan, 2016). It becomes essential that company is identifying need and want of customers and potential prospects so that they could be giving them value to products. Within this report discussion will be on all factors which are influencing the ability of organisation to maximise value which is been given to its customers. The report will be based on British Airways is taken as it is known to provide quality of service to their customers and they are also effective in meeting out requirement of customers. British Airways is the largest airline that is operating within UK on its fleet size and 2nd largest in terms of passengers carrying. So this company is most suitable in providing quality of service as they are been taking regular feedbacks from their customers and then implementing the said changes into their company to achieve their objectives.

British Airways is always believing in their values and culture which is promoting and helping their employees to grow and develop within firm and industrial level as well. So this value and culture will be regarded to as playing important and vital role in decision making process of organisation behaviour. Attitude and behaviour of employees within is also effective with huge organisation like that of British Airways so that customers are been provided by best value.

MAIN BODY

Critically analysing factors influencing ability of British Airways to maximise value given to customers

Customers are the most vital and influential factor of any company as they will be allowing company to make specified amount of profits with given amount of investment. But this is only possible at time when company is having values that are associated with their mission and vision (Lemon and Verhoef, 2016). British Airways is having mission statement as to be undisputed leader in world travel for the next millennium. With this they are also having their values which are that of honesty, reliability, quality of service and accurate. Customers are regarded to as important stakeholder of company as they are the one who are buying products and services of British Airways. It is necessary for companies to maximise value which is been provided to customers. Value to customer could be described to as the difference between what customer is getting from purchase of product and what they actually ordered. There would also

be difference between both these terms but if gap is wider then it is bigger issue for company. Customer value is very much essential in terms of company as this will be defining and enabling them to get more and increased amount of customer.

Customers of British Airways must always be expecting that they are getting best quality of service in terms of what they are paying to company (Zhang and et.al., 2017). Then it the duty and responsibility of organisation that they must be giving quality of service and products to their customers which they all are expecting. British Airways should be making their efforts in launching customer focus plans which is including excellence in premium cabins and other service as well. The value which is given to their customers will be important for companies to consider as this will be including into profits. There are factors which will be considered to influence ability of company in order to maximise value which is been to customers like that of sales, loyalty and cost to company. British Airways must be formulating strategies that are enabling them to increase customer value in way of their ultimate goal of profit maximisation.

Sales-

This will be including improving quantity of sales which company is given to their customers so that per customer sales is increased. In this way there are some strategies which are used by British Airways like that of upsell and cross sell both of are good approaches that are implemented. However, if British Airways is over using these strategies of upsell and cross sell it could be having negative impact on relationship with their customers (Peppers and Rogers, 2016). Like for instance in British Airways if they are selling their business class customers those offers of their executive class then it will be giving them higher sales.

Cost-

This is the most important part which is including that companies must be lowering down their cost if they want to increase their sales and to serve customers. The lowering down of cost could be attempted by company in two way by not marketing their products to lower value customers (*The Only 3 Strategies that Increase Customer Value*, 2018). The another factor is transferring all customers to lower cost channels so that company is able to solve its problem of increase in cost to company. Then once company is allowed to reduce down their cost or they have to implement these strategies so that they could be delivering customer value.

Loyalty-

This is very effective tool if company need to retain their customers for longer duration of time. Loyalty will be the best way to increase lifetime value as it is costing very less as compared to acquire new customers for British Airways. For company to retain their customers they could follow techniques that are helpful for them including like that of:

Rewarding and recognising customers-

This is most used and important loyalty program which company could implement within their practice (Robson and et.al., 2016). Giving reward and recognition to their customers could be improving perception of brand in eyes of customers and then they will be purchasing products and services from that particular company as well.

Improving experience of customer-

Bad experience of customer is the main reason behind their leaving out companies after purchasing that product. So it the duty of British Airways that they are including feedback from customers which is thus helping them to improve experience of customers. If company is engaged in continuous improvement of experience of customers then they will be gaining their loyalty and retention rate is also high. This is only done if company is collecting all important feedback from their customers within which they have mentioned both bad and good experience of customers.

Educating customers-

If customer is having all type of knowledge and information related to product, service and about company so that they are been able to distinguish between which product to be purchased and which to not. If British Airways is having moderately complex product or service then at this point it becomes very much essential for company that they are educating or informing customers about their product.

For this purpose company could also use Customer Value Maximisation model (CVM) that is having more components than CRM. Homburg Jozić and Kuehnl (2017) included that CRM is having existing customers, capabilities, capturing and identifying maximum potential. Thus CVM will be helping company in offering right kind of job to right people at right point of time as well. As this CVM is also providing technology, media, process and creative framework with analysing measurement systems. In marketing it is important that company is been adding up value to customer and improving experience as British Airways is a customer centric. So Lanier and Hampton (2016) included that it is essential for company that they are been having

knowledge about what customers are actually demanding from them and what they are giving. Adding up of values will not be only necessarily linked with money or discount rather this would be meaning experience of customers. If customers are not getting what they are demanding or their service is not delivered them upon time then it is not considered to as bad experience of customers.

Many companies in current time are also stressing on personalisation of customise products which is made only after like and demand of customer. This is also regarded to as new and innovation within product and service sector which is providing customers chance of gaining more opportunity in getting better and good product. McColl-Kennedy and et.al., (2015) viewed that if British Airways is understanding their customer need and then interacting with them then they are termed to as providing correct value to their potential targets. There are reasons as to why customer value is so much important for any organisation and especially British Airways which is a customer oriented firm. It is essential for them to provide best quality of service which is adding up to need and want of customers values. Company is having its own ability with help of which they will be providing value to customers like that of employees, technology, expertise and quality of service.

Employees-

They are regarded to as most important factor which will be adding up into value of customer. Employees of any company are its main pillar that is having maximum interaction with all customers so they should be having complete knowledge of products and service which company is giving. As per Sachdeva and Goel (2015) employees are the best ability of any company in order to provide value to their customers like assisting them, listening to problems, resolving issues and taking their feedback. All these activities are required as per customer's satisfaction and gaining their loyalty as well. Employees are also having ability to satisfy all their clients and customers so that they remain with company for longer period of time.

Technology-

If company is having latest form of technology then this is most suitable way of adding up in value or providing best service quality to customers. According to Reason, Løvlie and Flu (2015) technology will be considered to, as what benefit and extra things which company is giving to their customers. Technology is that one ability of British Airways to be able to maximise value to customers as with the help it company will be making their procedure easier.

Expertise-

This is also included within one of the best ability of British Airways with the help of which they are maximising customer's value. Having complete knowledge into field of aviation industry including related to current and future trends, policies and procedures which is set by government and then demand of customers is very much vital. The management of company must be using expertise knowledge and understanding so that they are been able to make their customers happy and satisfied.

Quality of service-

Service which company is providing to their customers should be of quality one which will directly be helping to add up in their value to product. Only providing service of best quality is not enough it is required that firm is maintaining their quality for future time as well. According to Blázquez (2014) maintenance of quality of service will be effective for company to be able to provide what their customers are demanding from them in return of money paid by them.

Providing value to customers will be more important for British Airways as compared to their products as many of them will not be looking for only product and service. Customer value will also be meaning that there are different types of factors and specification for variety of customers. At the time when company is selling their products to customers all basic utility for that product will be changing from customer to customer. As per the view of He and et.al., (2016) there are consumers who would be requiring to have customise products while some of them will be requiring only fundamental things within these products or services. Thus the service which is been delivered to these customers could also vary from customers to customers and will be adding to their value. Like for instance for one consumer the immediate delivery of services could be very much needed but for another one it could be not that much of importance.

Customers like those who are having lifelong relationship with company will be having more value for company as compared to those who are having current or not very good relationship. Selling department of British Airways will be responsible for them to build up strong relationship with their customers and values as well (*5 Reasons Why Customer Value is More Important than Your Product*, 2018). Thus this value is also regarded to a result of conversation between customers and sales person. Into this relationship salesmen will be identifying need and want of customer and explain that how this particular service or product

could be useful for them. once sales person is been able to understand need and want of customer they could be providing them value and customise products and leading to build up stronger bond apart from just sales. Pantano and Viassone (2015) included that these are the main reasons as to why customers are placing their value derived from products and service rendered to them from what product they have bought.

Critically understanding of quality process of British Airways and its effectiveness in meeting customer requirement

Quality is an essential part of each company which they need to assure in their various functions and departments. Like organisation need to maintain their quality standards in service that they are rendering, quality in their products, in their strategies, employees and in function or every day working. British Airways which is one of the best aviation it will be important for them that they are not only providing their customers with effective quality but they will also be required to maintain that quality so that more new potential customers are linked with company (Thakur, 2016). The time when British Airways has come into inception they always lay stress on continuously improving products and service quality which was all aimed at directing maximum satisfaction of customers.

There are various areas within British Airways like that of airport, pilot, maintenance of training and compliance with both international and national governments. There is particular set of legislation which are governing training and development process of Aviation industry which is at international level (Demangeot and Broderick, 2016). So all the companies which are coming under this industry need to follow these international legislations only and this is also used for quality purpose. There are many quality systems which are been laid down under these legislation for which audit is also been performed so that quality maintenance could be assured.

The quality process will be including mainly three sections like that of assurance, continuous quality improvement and quality leadership.



Figure 1: Quality Processes

[Source: Jain, Aagja and Bagdare, 2017]

Quality assurance-

This will be including use of best quality tools and techniques which will be helping company in assuring quality standards and analysing that these are properly met according to set criteria. Under this section or step of process it will be including that quality must be as per their set standards and then it is necessary that British Airways is assuring quality for all products and service of company. All risk management and mitigation planning is also vital at this step which will be implemented in next stage helping company to continuously assure quality of process and that of services.

Continuous quality improvement-

This step will be including systematic review all activities and identify what are the areas or specification which will be requiring improvements or changes. All these improvements need to be done only continuous bases so that there are no obligations or areas are not left unchecked. With the help of this philosophy it will be important for all organisations to change or enhance their process which will be directly impacting business and profits as well (Jain, Aagja and Bagdare, 2017). For British Airways it will be essential to use and develop a team which will be responsible for continuous improvement of quality.

Quality leadership-

At this stage it will be easy for companies to provide better quality of service that will be setting up benchmarks and standard in quality for other companies of same industry. Quality leadership could be attained at time when British Airways is following all their quality process. At time when company is been moving ahead of their continuous quality improvement and compliance methods as well they will meet out their level of excellence.

With the help of this above mentioned process of quality British Airways will be able to maintain and then meeting all requirements of customers (Stein, 2018). As customers will be mostly emphasizing on quality of products and that of service of British Airways so company must be focusing on it. British Airways is always regarded to as market leader in its sector with UK and as there are massive improvement within quality of service of company. There is also increased in competition within all other companies of aviation industry within UK which is shrinking the market share of British Airways. Virgin Atlantic is one of the toughest competitors of British Airways which is regarded to as quality approved airline. So in this context British Airways will be in need to improve their all operational area like that of interaction with customers, regular break down, baggage recovery, in-flight entertainment and employee satisfaction as well.

Total quality management (TQM) which is having very important role to play in transformation to market oriented organisation from engineering one of British Airways. There are mainly four vital factors that are all contributing into success of company like that of:

- Increase in market share with use of partnership and alliance
- Reduction in cost
- To maximise their yield on investment made by them on individual flights
- Offering best quality of service at premium price

These all four areas of development will be concerned with focusing on ongoing transformation and development within company that is allowing British Airways in their growth in market. As British Airways is a service oriented company so they will be following specified process which is helping them to provide maximum customer satisfaction (Bilgihan, Kandampully and Zhang, 2016). Within this process starting part will be related to proper market research in order to measure quality of service and then satisfaction of customers need and demand. There is increasing in demand and requirement of customers within aviation industry customers so it becomes most vital that all companies are been able to meet this requirement. So for this it will be essential in controlling up their quality in both service and products of company. This will be including things like that of meeting target of operation, deadline of service delivery and then safety of staff, customer and their valuable products.

The quality management system (QMS) will be including activities which are directing and controlling organisational quality of their functions and services which they are rendering to their customers. All these things must be aligned with requirements of customers and according to their demand and need. If company is been able to meet up their demand, requirement and want of customers then this becomes easy for them to attain all their set targets. But before this British Airways will be identifying who are their customers, what issues or problem they are facing and then what are their demand and requirement as per service offered to them. There could be various demands and requirement of customers which company need to consider at time of improving their policy or procedures (Peltola, Vainio and Nieminen, 2015). In way of managing quality so that British Airways are able to meet all requirements of customers which will be starting from point when company is staffing all their factors. These factors will be including like that of turnover, training, stability of workers and all of them could be determining effectiveness of staff.

As in aviation business customers are very much important so they need to be given assistance and then creating comfortable atmosphere. This will be included into one of the most important responsibility of company in providing assistance in all type of issues which clients or employees are facing. In order to meet up all requirements of customers, company could also prepare quality improvement plan which will be directed towards goal of organisation in providing best quality of services (Robson and et.al., 2016). So British Airways could be giving training and development to all employees who are responsible in providing best quality of service to all customers. Thus this training could also be regarded to as opportunity for them to develop their career in order to provide highest quality of services.

The quality improvement plan will be helping British Airways in identifying quality process and tools or techniques of quality as well so that company is utilising it in most part of function (Liu and et.al., 2018). Thus this will be helping in describing quality of roles and responsibilities that must be including in measuring and analysis in utilisation of plan in future improvement in quality. Quality process will be including all program that is managing and monitoring of improvement so that customers are getting best quality of service and products.

If all the activities of British Airways and resources are to be managed so that management are been able to achieve results and conclusions which are related to set targets. There are several principles of quality management which could be focused by British Airways

so that they are able to meet long and short term requirement of customers and then leading to their satisfaction.

Customer focus is very much important which will be including what they are demanding and what is their current and future need. This should be meeting up with requirements of customers which will be according to feedback received from customers. Leadership will also be establishing purpose and direction for organisation that is maintain internal environment in managing people within organisation (Bilgihan, Kandampully and Zhang, 2016). Leadership will be helping company in motivating people, understanding goal of organisation, alignment of all activities and minimisation of miscommunication at all levels of organisation. Then involvement of all staff at various level of organisation is also required with use of their abilities within organisation. This will be motivating employees improving their understanding goal of company and encouraging innovation and creativity.

Process approach will be having desired results on specified activities that are related to resources and activities of company. Benefits of this process approach will be including lower down in cost of resource with reduction in time take to effectively manage these resources. System approach to management – The effectiveness and efficiency of the organization in achieving its objectives are enhanced by identifying, understanding and managing the interrelated processes as a system (Demangeot and Broderick, 2016). The key benefits are (i) integration and alignment of the processes that will best achieve the desired results, (ii) ability to focus efforts on the processes, and (iii) providing confidence to interested parties as to the consistency, effectiveness and efficiency of the organization.

Principle 6: Continual improvement – Continual improvement of the overall performance of the organization should be a permanent objective of the organization. The key benefits are (i) performance advantage through the improvement in the organizational capabilities (ii) alignment of the improvement activities at all levels to the strategic intent of the organization, and (iii) flexibility to react quickly to the opportunities.

Principle 7: Factual approach to decision making – Decisions which are based on the analysis of data and information are most effective. The benefits are (i) informed decisions (ii) increased ability to review, challenge, and change opinions and decisions, and (iii) an increased ability to demonstrate the effectiveness of the past decisions through reference to the factual records.

Principle 8: Mutually beneficial supplier relationship – An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value (Lemon and Verhoef, 2016). The key benefits are (i) increased capability to create value for both parties, (ii) flexibility and speed of joint responses to changing market or customer needs and expectations, and (iii) optimization of costs and resources.

Benefits of QMS

A fully documented QMS ensures meeting of the following two important requirements.

The customers' requirements QMS gives confidence in the ability of the organization to deliver the desired product and service consistently meeting their needs and expectations (Zhang and et.al., 2017).

The organization's requirements QMS meets both internally and externally and at optimum cost with efficient use of the available resources which are materials, human, technology and information.

The benefits which an organization can have from QMS are given below.

- Improved corporate image
- Help in achieving the goals and objectives of the organization set out in its policy
- Give competitive advantage by providing confidence to customers. Help in market positioning and increased market share
- Reduced warranty/liability claims through defect reduction
- Ability to focus on process effectiveness and efficiency
- Reduced wastage and lower cost
- Improved records in case of litigation
- Reduction of need for multiple second party assessment
- Improves traceability to 'root causes' of quality problems
- Independent, impartial and professional verification
- Required by an increasing number of buyers
- Results in errors rectified, at the earliest stage-not repeated
- Clearly defines responsibilities and authorities
- Provide transparency of operations within the organization
- Facilitates training

- Involves employees in decision making process and raise their morale

CONCLUSION

Managing improvement in the organisation is important to be able to satisfied customers and good business result. Good leader brings out the best in their people in a way that makes workplace productive. They seek to improve performance in every area of their work by understanding customer requirements and improving performance to meet customer needs more effectively, improving communications between departments by breaking down internal barriers, getting staff involved by improving performance and working in teams to improve morale and support the development of individuals. Managers encourage open discussion to improve performance, and about the identification and implementation of solutions to problems.

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