

0721: Customer Service

SR
Possible examples
AI comp.
Some unnecessary at
beginning.

Training
Moderators

Candidate Authentication Statement

The completed form should be retained within the Centre and should **not** be sent to the moderator or OCR unless specifically requested.

NOTICE TO CANDIDATE

The work you submit for assessment must be your own.

If you copy from someone else or allow another candidate to copy from you, or if you cheat in any other way, you may be disqualified from at least the subject concerned.

1. Any help or information you have received from people other than your subject teacher(s) must be clearly identified in the work itself.
2. Any books, information leaflets or other material (e.g. videos, software packages or Information from the Internet) which you have used to help you complete this work must be clearly acknowledged in the work itself. To present material copied from books or other sources without acknowledgement will be regarded as deliberate deception.

Declaration by candidate

Centre Name Centre No

Session Year

Specification or Unit title

Candidate Name Candidate Number

I have read and understood the **Notice to Candidate** (above). I have produced the work without any help from other people apart from that which I have declared in the work itself. I have acknowledged all source materials in the work itself.

Candidate's signature: *[Signature]*

Date: 1/4/09

Notes

The Candidate Authentication statement once completed should be stored securely within the Centre. A copy of this authentication form must be available upon request for each coursework/portfolio submission

Please read the instructions printed at the end of this form. One of these sheets, suitably completed, should be attached to the assessed work of each candidate.

| | | | | | | | | | |
|-----------------------|---|----------------------|-------------|-------------------------|----------|------------|-------------|-------------|----------------|
| Unit Title | 2 Customer service in travel and tourism | Unit Code | G721 | Session | 1 | Jan | June | Year | 2 0 0 9 |
| Centre Name | | Centre Number | | Candidate Number | | | | | |
| Candidate Name | | | | | | | | | |

Evidence: You review customer service for one chosen travel and tourism organisation and provide customer service in a variety of situations, including handling a complaint or problem.

| Criteria | | Teacher Comment | Page No. |
|---|---|---|------------------------------|
| <p>AO1.1: You show some understanding of how the differing needs of internal and external customers are met; the needs may not be specifically applied to the chosen organisation; there are some omissions or inaccuracies showing lack of full understanding.</p> <p>[0 1 2 3 4 5]</p> | <p>AO1.2: you provide a comparison of how the needs of internal and external customers are met by the chosen organisation, with few omissions, showing clear understanding of customer-service principles;</p> <p>[6 7 8 9 10]</p> | <p>Thorough comparison of the needs of internal + external customers. Needs of both sets of customers are highlighted with an assessment of how well DA addresses their needs. Benefits of meeting these needs are highlighted + also reinforced in the C.S principles</p> <p>1-28</p> | <p>PJ</p> <p>29-45</p> |
| <p>AO2.1: You provide evidence of communication with a variety of customers in a variety of different situations, two different customer types) whereby some basic customer-service skills have been applied; your evidence of handling a customer problem or complaint is weak and shows lack of customer-service skills, or may not have been included, and supporting evidence may be lacking in depth and detail;</p> <p>[0 1 2 3 4 5]</p> | <p>AO2.2: you provide evidence of effective communication and customer-service skills being applied in a variety of situations (minimum two different situations, two different customer types), one being the handling of a customer complaint or problem; supporting evidence is appropriate to the situations concerned and there is some evaluation of your own performance;</p> <p>[6 7 8 9]</p> | <p>Clear evidence of effective communication with a range of customers. Replies to the letters of complaints address problems raised effectively. Evaluation is reflective + highlights good practice. * without testimony demonstrate good skills being adopted.</p> <p>benefits of good / bad</p> | <p>PJ</p> <p>29-45</p> |
| <p>AO2.3: you provide evidence of successful communication and customer-service skills being applied in a range of customer-service situations with a wide variety of customers, which includes dealing confidently with customer complaints or problems; supporting evidence of customer-service activities is thorough and appropriate and you present a reasoned evaluation of your own performance.</p> <p>[10 11 12 13]</p> | <p>AO2.3: you provide evidence of successful communication and customer-service skills being applied in a range of customer-service situations with a wide variety of customers, which includes dealing confidently with customer complaints or problems; supporting evidence of customer-service activities is thorough and appropriate and you present a reasoned evaluation of your own performance.</p> <p>[10 11 12 13]</p> | <p>Mark 13</p> <p>Mark 9</p> | <p>Mark 13</p> <p>Mark 9</p> |

URS786 Revised September 2006
Oxford Cambridge and RSA Examinations

* However, the testimony is questioned over authenticity
P. Kennedy MBS

G721/URS

| Criteria | | Teacher Comment | Page No. |
|--|--|--|-------------------|
| <p>A03.1: You provide evidence of some research, from limited sources, being used to give an outline of the ways in which the chosen organisation assesses the effectiveness of the customer service it provides to its customers; the sources may not be named, your research may not always be relevant to the chosen organisation and the findings may not always be used effectively;</p> <p>[0 1 2 5 4]</p> | <p>A03.2: you provide evidence of research, from a number of different sources, used to give an analysis of the methods by which the chosen organisation assesses the effectiveness of the customer service it provides to its customers; your research is mostly relevant and most of the findings are used in the analysis;</p> <p>[5 6 7 8]</p> | <p>A number of different methods used to assess CS have been analysed/discussed. Research is relevant to topic of study. Level of analysis points M3S. Measures for improvement are lacking.</p> | <p>44-55.</p> |
| <p>A04.1: Your explanation of the customer-service principles underlying the service provided in the chosen organisation to some types of customers is limited in terms of evaluation; this identifies only the main strengths and weaknesses of the service provided and makes only basic recommendations for improvement, which may not be realistic; your use of terminology is not always accurate and written communication lacks detail in accuracy and content;</p> <p>[0 1 2 3 4]</p> | <p>A04.2: you provide an evaluation of the customer-service principles underlying the service provided to different types of customers in the chosen organisation; this draws sound conclusions and makes reasoned judgements about the service provided (which meet the organisation's values and attitudes) and gives limited but realistic recommendations for improvement; you present materials suitably with appropriate use of some terminology and your understanding is conveyed through use of appropriate language;</p> <p>[5 6 7]</p> | <p>Submission covers the customer service principles underlying the service provided by the organisation. Conclusions are drawn based on the assessment of figures/stats. Recommendations are limited in their assessment. Appropriate use of language. Short analysis highlights strengths, weaknesses & areas for improvement.</p> | <p>Pg. 56-62.</p> |
| <p>Mark</p> <p>6.</p> | | | |
| <p>Total/50</p> <p>33</p> | | | |
| <p>If this work is a re-sit, please tick</p> <p>Jan <input checked="" type="checkbox"/> Sat <input checked="" type="checkbox"/></p> | | | |
| <p>Please note: This form may be updated on an annual basis. The current version of this form will be available on the OCR website (www.ocr.org.uk). Please complete one Centre Authentication Form (CCS160) for each unit and forward to the moderator with your sample.</p> | | | |

Guidance on Completion of this Form

- One sheet should be used for each candidate.
- Please ensure that the appropriate boxes at the top of the form are completed.
- Please enter *specific* page numbers where evidence can be found in the portfolio, and where possible, indicate to which part of the text in the mark band the evidence relates.
- Circle the mark awarded for each strand of the marking criteria in the appropriate box and also enter the circled mark in the final column.
- Add the marks for the strands together to give a total out of 50. Enter this total in the relevant box.

Introduction

In this unit, I will be reviewing customer service at British Airways, as well as identifying and listing their internal and external customers. After identifying the types of customers, I will also be comparing how British Airways meets the different needs of the internal and external customers. I will also be demonstrating excellent customer service in real life work situations, and my performance will be evaluated. Another way I will be demonstrating good customer service, is by attending the year 10 and 11 parents evening, assisting the parents and teachers, by serving them refreshments, and at the end of the night, my performance will be evaluated by members of staff. For one lesson I will go to the schools office, and I will answer the phones, and take messages. My customer service will also be evaluated by the Ms Austin, who works there. Also, I will be researching how effective British Airways assess the effectiveness of their staff customer service; as well as researching how British Airways can improve their customer service, so that they can attract more customers, and evaluating how effective they are and recommendations on improvement.

Am outlined

Customer service

Customer service is the ability to provide a service or product in the way that it has been promised, it is about treating others as you would like to be treated yourself it is an organization's ability to supply their customers wants and needs. Customer Service is a phrase that is used to describe the process of taking care of our customers in a positive manner, it is any contact between a customer and a company, that causes a negative or positive perception by a customer. It is also a process for providing competitive advantage and adding benefits in order to maximize the total value to the customer, and customer service is the commitment to providing value added services to external and internal customers, including attitude knowledge, technical support and quality of service in a timely manner.

Definition

Reference - www.customerservicemanager.com/definition-of-customer-service.htm

Why is good customer service important to British Airways?

The quality of customer care is a main factor, as to deciding whether a customer uses British airways or another company. If the customer service of British Airways is bad, customers are less likely to go back to the airline as they would have had a bad experience, but if British Airways customer service is very good and of high quality,

then customers are more likely to go back as they would have had a good experience, they would also recommend British Airways to other people, therefore increasing the number of customers British Airways has. It is very important that British Airways customer service, distinguishes itself from other customers, and put themselves on a ^{pedestal} ~~peddle stool~~, and be above all other companies, which will attract more customers.

Initial outline of
the key importance
of why C.S. is
important to BA.

What are the benefits of good customer service for British Airways?

Repeat Business

If customers are more content and happy, they are more likely to fly with British Airways again. If British Airways have repeat business, this leads to more profit for them as more customers are flying with them. With the revenue they have made, they can put some of the money back into the company, and improve their customer service, this is called positive feedback, by improving their customer service, and more customers will fly with British Airways as they will be satisfied with the service that has been offered to them, which will make them return and use British Airways.

Satisfied customers

There are many companies that offer the same product as British Airways, which is flying customers to different destinations, so it will be the quality of the customer service that will influence the customers, as to who they should fly with. Because of this, British Airways needs to make sure that their customer service is of a high standard, to attract more customers. The expectations of the customers for British Airways is high, it is more than just a basic service. British Airways has to meet the needs and expectations of customers to their level of satisfaction. When customers are cared for, and made to feel welcome, they are more likely to fly with British Airways again; this is repeat business which means that they are generating more profit.

Satisfied customers are more likely to recommend the service to other people, if a situation has been handled appropriately by British Airways staff, for example, if a customer has lost some of their baggage, the staff should do everything possible to try and find the luggage if they cannot find it, then they should give the customer a discount on their next ticket. The customer will be satisfied as they have gotten a discount on. The more stratified customers British Airways has, the more customers they will have flying which equals a higher profit margin. Customers, who are satisfied, appreciate and recognise staff members who have provided good customer service to them, which motivates internal staff to give even better customer service.

Attract more customers

British Airways, target market, so that the company widens its appeal to more customers and get them to travel with them, they do this by specifically focusing on a

certain group of people and meeting their needs. By doing this, British Airways gave a wider range of people flying with them which creates more profit. Customers making personal recommendations to other people, means that more customers will fly with British Airways.

An edge over the competition

If British Airways has that little bit extra to offer, it gives them an edge or advantage over its competitors, for example British Airways planes are the only planes that land in terminal 5, so a whole terminal is dedicated to British Airways this will attract more customers as they feel that service would be much better. Also, British Airways try to be a step ahead of their competitors in terms of meeting customer's needs by carrying out survey or questionnaires, doing this puts them in a good position with customers, as they know what their needs are.

A better public image

A good image, is a good indicator of good customer service, they both come together and is the key to a successful company. British Airways having a good image leads to customers having more confidence in them. A good image gives the impression to potential customers that British Airways knows what they are doing, making them more likely to fly with British Airways which leads to more profit. A good image also means that British Airways will be able to provide good customer service.

Happier and more efficient workforce

Good customer service normally means that the staff is happier working for British Airways. Good customer service and happy staff go together, if the staff is not happy, then they cannot provide good customer service. Happier staff also shows that British Airways has researched on the best working conditions, so that their staff work can work efficiently. A more efficient workforce shows that the staff have the facilities and equipment to do their jobs properly and correctly, such as terminal 5 which has all the latest equipment and facilities. Staff working efficiently shows that they have been trained correctly and are able to work to the best of their ability. British Airways have a special training facility to train all staff so they are able to give the best service.

A happier workforce is a more dedicated workforce which leads to teamwork and all the departments getting along enabling them to do more work of a higher standard which they will receive rewards for the work that they have done. Happy staff, shows us that they are valued members of the company, who are happy with the way that

they are treated by British Airways and how much they are getting paid; they feel motivated to work and in turn offer good customer service to external customers, which leads to increased sales, repeat business and a better public image

Low staff turnover

British Airways has a low staff turnover, which means that that staff are happy and satisfied; therefore they do not need to look for another job. The working environment is good and comfortable, so they can work well and provide good customer service which results in customers returning and generating more profit. Staffs will also have a good relationship and like to work with each other. British Airways will not have to spend so much money in training new staff because the old ones have left, this is good as they can spend money on improving their customer service, which leads to more customers.

Clear outline of why
C.S. is crucial to
the success of BA
- clearly ~~the~~ laid out

What are the consequences of bad customer service for British Airways?

Loss of income

If British Airways were to have poor customer service, then they will make less profit, which means that they will have less money to put back into the company and basic maintenance and repairs will not be carried out. For example, the machines and aircrafts need to be maintained and repaired if necessary, lounges need to be cleaned, staff needs to be trained and uniforms need to be updated. If British Airways does not do this, they will look unappealing and customers will be turned off and will not fly with British Airways. Poor and uncaring service leads to loss of sales, so if customers do not feel cared for or are not put first, they will not want to fly with the airline and they will go somewhere else. British Airways will also fail to attract new customers if their customer service is poor, which results in a further loss of sales, there will also be less customers and repeat business. If quality of British Airways' customer service is poor, it could lead to a spiral of decline, which is perpetuating, and one thing leads to another and it will keep getting worse, like a domino effect.

Unable to get information/poor communication

If British Airways had poor customer service, the, they would be unable to provide information, which shows that the customer is not being put first and results in the customer not retting in the future, this would result in a loss of profit. For example a customer turns up at the desk and wants to upgrade their ticket to first class, and staff are unable to tell them whether they can upgrade because they do not know if there are any seats left. Not being able to provide information can put customers off using the airline. Also if British Airways customer service was not good then wrong information would be passed around, this does not look professional and it would put customers off British Airways. For example provisions for a vegetarian passenger were not made on the aircraft and the only food available is meat dishes, this is because combination was poor which lead to an unsatisfied customer.

Poor public image

If British Airways had a bad public image, customers would stay ways which causes a loss of profit. Customers would also lose confidence in British Airways as they would feel that they are unreliable and they cannot fly with them and they would fly with competitors with a better and cleaner image. The terminal 5 fiasco could have had a

big impact on British Airways image, as luggage was lost, there were technical problems with the check in kiosks and everything was chaotic. Although things were hectic, terminal 5 has managed to get everything back on track which would have improved British Airways image.

High staff turnover

If customers are not being dealt with quickly enough, it shows poor customer service, because staff do not know what they are doing and they take a longer time to operate things. High staff turnover, are lots of new staff, who do not know the system well, and have to be trained up, which costs time and money, for example if staff at the check in desk left because they were unhappy, then new staff would have to be trained up, which is very time consuming and eats into the budget, and British Airways would not have enough money to improve its customer service, meaning that the quality would be bad, therefore losing and not attracting more customers. There would also be a lack of team work and team moral will be down. If the staff does not pull together, then they cannot get anything done. New staff would lose their enthusiasm quickly if they are not doing the job well, they may leave, which adds more problems of having to train more staff again, which costs a lot of money because they are not experienced enough, it would affect the team spirit because old staff would have to constantly help new staff, which could irritate them and affect customer service.

If British Airways had poor customer service, they would have difficulties in recruiting new staff in the future, because they would have the worst staff working for them because all the good staff have gone to work for better companies. The working place and environment would not be a nice place to work in, and customers would feel the tension, which is not good for customer service the relationship would filter down to the customers. Fewer customers would return which results in job redundancy, it means more work for existing staff and they are doing the jobs that they were not trained to do, which makes them unhappy.

Also highlights the potential consequences of poor C.S.
is ~~it~~ ~~is~~ evident.
Good + bad service is evaluated at length
+ benefits to BA identified

External Customers

Definition – an external customer is a person or organization that receives and pays for a product, service or information but is not part of the organization supplying it.

Reference – www.dictionary.babylon.com/External_customer

What are the different types of external customers that British Airways serve and how do they meet their customer's needs?

Children travelling alone

British Airways offer a special service for children travelling alone called Sky flyer Solo to make sure they have a safe and fun flight. A member of staff will host your child throughout their journey, until they are collected by an adult at the arriving airport or by the transferring airline if it is necessary. It is important that British Airways know who will be collecting the child or children as they will be required to show formal identification. At London Heathrow and Gatwick airports, there are dedicated lounges for children travelling alone, where they will be cared for until they board their flight. The cabin crew will look after the child or children for the duration of the flight. This is to make sure that the children are safe and have a good experience flying with British Airways. By doing this, British Airways meets the needs of the parents of the children travelling alone, as they have confidence and trust British Airways to look after their children.

Infants and babies

British airways meet the needs of customers flying with infants or babies, by supplying specially designed carrycots, so babies can sleep on board the flight. This also meets the needs of other passengers on the flight, as they do not have to be disturbed by babies crying and being restless, so they can enjoy their flight. British Airways offer on board bottle warming and baby-food warming facilities, but only un-opened food in a sealed jar on their long haul flights. They do not carry infant meals or baby milk on board so they recommend that customers carry their own baby food and equipment, such as liquids and sufficient supplies of sterilised bottles in their cabin baggage. British Airways are also not able to sterilise bottles or provide sterilised water as well.

Entertainment for children

Sky flyer activity books are available on European flights over two hours. And Sky flyer activity packs are also available on all flights over 3 hour's duration. Children ages 3 to 5 years, travelling from the UK will receive a pack which includes a Paddington bear case, crayons and an activity book with stickers. Children aged 6 to 12 years will receive a pack which includes a pencil case, sky flyer activity magazine a pen and a pack of playing cards. Children travelling to the UK, aged 3 to 5 years will receive a Paddington bear backpack, an activity book with finger puppets and crayons. Children aged 6 to 12 years will receive a pack which includes a pencil case, sky flyer activity magazine, a pen and a pack of activity cards.

On all long haul flights British Airways also have hours of on screen entertainment from Disney and Cartoon Network together with family blockbuster movies. There is a parental lock to enable customers to block viewing of any unsuitable material on other channels. As well as a selection of games on the majority of routes, which children can play using a handheld games console, such as Tic-Tac-Toe, Noisy Farm and Twins Café in the World Traveller Plus, Club World and First cabins. By providing the sky flyer pack for the different age groups of children, British airways are meet the needs of the children as they are being entertained and they are not bored, they also have a range of films and programs to keep the occupied throughout the whole flight. The parents of the children are also satisfied as their children will not be bothering them or moaning, they have something to entertain them and keep them busy and quiet.

Hearing impaired customers

The assistance British Airways can offer hearing impaired passengers is separate briefings about safety procedures to ensure that they know all the information they need. There are subtitles on the English version of the in-flight safety video. Induction loop facilities are available at most airports and on board through the in-flight headphones and headphones compatible with standard hearing aids switched to the 'T' position. British Airways meets the needs of the customers with hearing impairments, by carrying out these procedures, members of staff are making them feel as comfortable as possible and they are providing a smooth flight for the customer as all their needs have been provided for.

Visually impaired customers

The assistance British Airways offer visually impaired passengers is, an escort to and from the aircraft, individual safety briefings and assistance during the flight and Braille cards are available on some flights which inform passengers about the menu, safety information and in-flight entertainment and British Airways staff are always there to assist passengers who are visually impaired and blind. Transport is also offered to and from the Aircraft from the terminals. There are signs directing customers to the gates throughout the airport which helps visually impaired customers to know where they are going. There are also big screens in the terminals, which gives information about flight times and departures, whether they are on time, delayed or cancelled so customers are well informed British Airways meets the needs of the visually impaired customers by providing extra help on and off the aircraft customers will feel confident in British Airways as they know that they will be well looked after while travelling.

Customers travelling in a wheelchair

British Airways allow customers to carry their wheelchair on board if there is any extra space. Customer will be put in appropriate seats where cabin crew can meet their every need. Depending on the airport, British Airways will allow customers to stay in their wheelchairs until they are ready to board the plane, this is to ensure that customers are comfortable and they do not have to get of their wheelchair unnecessarily. Other Airports check the customers at the desk and customers will have to collect their wheelchairs at their destination. On board wheelchairs on all long haul twin-aisled flights there are adapted toilets with handrails on Boeing 747 aircraft and there are a number of seats with lifting armrests for ease of access. This is to make sure that customers have easy access to the facilities. All customers in wheelchairs needs have been met, as all the facilities have been adapted for them giving them easy access and making them feeling comfortable.

Customers travelling with a guide dog

Certified assistance dogs for blind, deaf or disabled customers travel free of charge. This makes customers feel comfortable and not worried about the dog, if the dogs are compliant with the Travel Pet Scheme, which is a scheme that allows cats and dogs to travel between certain countries and certain UK airports without the need to go through the usual 6 months quarantine, the dogs can travel on certain long haul flights with their owner, this would reassure the customer as they know their pet is with them and they can get around easily. By allowing guide dogs on board, British

Reason of ~~customers~~ identified
- their needs are clearly highlighted with an appropriate given for how BA meets their needs.

Airways are meeting customer's needs as they feel comfortable and they are able to use the facilities without asking for too much help.

Customers with special dietary needs

British Airways offer a range of special meals, for both dietary and religious reasons, for example Asian vegetarian meals, do not contain fish, shellfish, meat, poultry or eggs. It is a meatless meal and spicy in content. Lacto vegetarian, these meals do not contain meat, fish or seafood. It may contain dairy products such as milk, butter, cheese and eggs. Vegan vegetarian meals do not have meat, fish, fowl, eggs, honey, dairy products or derivatives, a Hindu meal does not contain beef, beef derivatives, veal or pork, and it is not a meatless meal. Muslim meals do not contain pork, by-products of pork or foods containing alcohol. All meats come from ritually slaughtered animal. And finally kosher meals are prepared to comply with Jewish dietary laws. There is also Jain meals, which are strict vegetarian meals, the food is prepared to an Indian style, and the meal does not contain onions, potatoes, garlic or root vegetables. British Airways provide these different types of meals to meet all passengers needs and requirements; it also makes them feel comfortable and cared for.

Peanut allergy sufferers

British Airways does not include peanut products within aircraft meals or snacks in any cabin except on long haul flights to and from the Far East where Peanut Satay may be included on the menu. British Airways make it aware that other passengers may bring their own peanut products on board this meets the needs to all customers as those can eat nut are allowed to bring their own on board and customers who cannot eat peanuts do not have to worry about it being in their food or snacks. Other types of nuts may be included on the long haul aircraft menu, for example as snacks in Club World and First class.

Customers with diabetes

There are first aids kits on board all British Airways aircrafts, with insulin in it for any emergencies, but British Airways are unable to store passenger's insulin while on the flight, this is to protect other customers as the substance may not be insulin. There are also special meals for diabetic passengers, foods excluded are sugars, syrups, jams, cakes and chocolate, unless specifically for diabetics. Diabetic customer's needs are met as there is insulin on board just in case of an emergency, they will be more

confident and they won't have to worry about not having any insulin as it has already been provided.

Customers with special medication

British Airways advise their customers to carry their medication they need with them during their flight, in their hand luggage. By law British Airways cannot refrigerate medication for any customer. If medication needs to be cooled then customers are advised to carry a cool bag with them. British Airways medical kits contain additional drugs and medical equipment and are recognised worldwide. The kits include drugs, which can be administered by cabin crew, as well as drugs and equipment for use by an assisting doctor or nurse. The content of the kits is regularly reviewed. Customers with special medication needs are met as they are allowed to use their own medication also here is a medication kit on board for any emergencies which also reassures customers.

Business men and women

Business customers who travel frequently can business points which they can exchange for other flights or they can use the points that they have to book hotels. British Airways also have an on Business travel loyalty programme to reward their travellers and their business. When customers join, their business will earn On Business travel points with every flight their employees take. There are benefits as well as employees will also earn Executive Club BA Miles if they are a member of the Executive Club. It's just a way of saying thank you for upgrading to British Airways; also travellers will enjoy the flawless and stress-free experience of travelling through Terminal 5 with its state of the art check-in, premium flagship lounge complex and Wi-Fi throughout. By offering business points, this encourages more business customers to fly with British Airways as there are incentives to make them fly. Business customers can also check in from home as well as checking in for their return flight, if their stay is within 24 hours which saves them a lot of time. They can also do this in the airport while using the kiosks available.

Groups

British Airways Provide an exceptional service, with dedicated and experienced Group Sales Team specially trained to deal with all group travel enquiries for all passengers travelling for business or leisure purposes. For groups of 10 or more in economy and 7 in our premium classes British Airways offer excellent fares combined

with the most beneficial terms and conditions specifically designed for group travel. British Airways also have the facility to ensure that groups are block seated together within the aircraft. A block allocation of seats will be assigned to all group members upon request before departure where possible. Groups can also travel in comfort and style with British Airways. As a scheduled carrier groups can enjoy the highest level of customer service on board, with complimentary food and beverages, and the latest in-flight entertainment. There is also a 20% discounts on groups with 10 or more people. Group's needs are met as they can sit together and not have to be separated, they are also offered special discounts and high quality service is also offered to them meaning that they can enjoy their flight.

Different ethnic/cultural groups

British Airways offer a variety of food, to meet all customers needs. The different cultural dresses are respected, and to avoid offending anyone members of staff speak clearly and avoid inappropriate language. There is also an equal opportunities system in the workforce so that there is not discrimination. By doing this British Airways are being respectful and not offensive making customers feel at ease.

Different age groups

British Airways do not want to offend any age groups; therefore members of staff speak to every customer in general term such as Mr or Ms, as they do not want to condescend anyone. This makes customers feel comfortable and not offended.

Non English speaking customers

There are international display signs in the terminals for example fire exist signs which are well recognised and understood. There is an information desk around the terminals to assist customers; customers can also go there if they have any enquires. This is good for non English speaking customers as if they are not sure on where to go they can just go and ask a member of staff. There are kiosks in the airport which allows the customers to check in making it quick and easy, the instructions are available in a variety of languages such as, French, Italian, German and Spanish, making the process easier and understandable for them.

Entertainment on all flights

During the flight, British Airways offer a great selection of movies, TV and audio channels, games as well as their in-flight magazines. Passengers can choose from blockbuster, classic and family movies, to top TV comedy, drama, factual

Programmes and Cartoon Network. Or audio system, for the blind or visually impaired customers, which features radio channels hosted exclusively for British Airways. There are some fantastic audio programmes from the archives of the BBC, and a library of up to 16 CDs.

Members of clubs

British Airways have an executive club, which has specific priorities over non members; the club offers special prices for members and a higher class service. Members also have access to over 250 lounges worldwide, as well as access to molten brown spas with complimentary treatment. Gold members are able to go through the quick check in isle. There are also British Airways first scheme and one world first class check in desks for members of the club. When club members fly long haul on British Airways in First, Club World, or if customers are an Executive Club Gold member, they can use the exclusive facilities of the Elemis Travel Spas. The Spa facilities are available at London Heathrow Terminal 5 and at New York JFK Terminal 7 within the Terraces lounge. British Airways First lounges offer an environment that is elegant, calm and welcoming, a home from home which features deep, luxurious furniture in good quality velvets. There are British Airways arrival lounges in terminals 1, 4 and 5, Gatwick airport and Johannesburg, where customers can freshen before leaving the airport, there are power showers, breakfast buffet and business facilities, there is also a clothes valet service at Heathrow airport. There are over 70 British Airways lounges world and over 170 partner lounges as well, so customers are almost guaranteed to find a lounge wherever they travel.

There are also dedicated complimentary business facilities, which offer email and internet access, printers, copiers, fax, and credit card payphones, enabling you to complete any last minute business. On Club World Sleeper Service flights you can enjoy an evening meal in the comfort of the lounge, which replaces the on board meal, so that customers can maximise their sleep on board or get necessary work done. Pre-flight Supper is available when customers fly Club World on selected overnight long haul flights. Customers are able to get incentives for joining the club, this will make customers want to join the club and fly with British Airways. The atmosphere of the lounges are very peaceful and tranquil, customers can come here if they want to get away from all the hustle and bustle of work and just relax and enjoy themselves.

All customers

All customers can check in at www.ba.com, they can check in for a flight in the comfort of their own home, using their internet as this saves plenty of time. Customers can also choose their own seats and see where they are located on the plane, this is very convenient as customers can choose the best possible seats, making their flights a lot more comfortable. Customers can also check in at the airport kiosks which are located in various places of the airport, they are very easy to use, they are touch screen and enable customers to check in within minutes as it is very quick to use and it saves a lot of time as well. The kiosk also allows customers to choose, view their seats and print out their boarding pass. After doing this customers can go to the fast bag drop off and their luggage will be tagged and sent off to the aircraft.

On all standard flights the baggage allowance for every passenger is 2 bags weighing 23kg per luggage, customers will have to pay for excess if their luggage is over 23 kg. In terminal 5 there is tax free shopping, where clean and dirty traffic can shop. Clean traffic are travellers that have been checked in terminal 5 and dirty traffic are travellers who have been checked in another airport and are in transit or are stopping over to catch another flight. The reason why dirty and clean traffic have not been separated, is to enable every customer to shop, there is also more choice and variety to shop. The terminal 5 shopping area is the largest in the world and first to mix dirty and clean traffic.

Thorough analysis of external customers.

Detailed analysis of their needs and how BA addresses these needs.

Internal Customers

What are the different types of internal customers that British Airways serve, and how does British Airways meet their needs? Why does British Airways do this?

Internal customer – people who work for the organisation, or a department or individual within the company that relies on others to satisfy the external customer.

Types of internal customers are:

Pilots

Training: Flight simulators and ground school

British Airways meets the needs of pilots, because courses are tailored to meet every one of the pilot's specific needs. The training is personal to their requirements, which makes them feel special and helps them train to the best of their ability. If the pilots are treated well, then they will work well and stay with British Airways as well as give good service to external customers. Ground school, is where the pilots train and work on their flying skills. The training is computer based and there are state of the art simulators, which give the pilots a real feel of flying and to get them familiar with real life flight situations. These simulators are of high quality, and they are good because they help prepare the pilots for real life flying as they must be well qualified before they are able to fly any passengers. The simulators teach the pilots how to land and take off, what to do while in the air, how to avoid crashing and what to do if they have crashed the plane.

The British Airways flight programme, trains both pilots and cabin crew. It is located in Crane Bank at Heathrow; pilots and cabin crew are trained by very skilled and experienced team. There are three teams, customer service, IT systems and engineering team, they all train British Airways staff so that they are well qualified. They deliver a high quality training programme, in state of the art facilities. All facilities are state of the art, because British Airways want to stay ahead of all their competitors and keep their profit up.

All British Airways staff

Good communication between departments

There are internal systems at British Airways, which makes it easy to contact between departments, and members of staff are able to liaise with each other,

examples are walky-talkies, internal phone lines and pagers; these are all essential and it makes it easier for staff members to communicate, and customer's needs are always met. All the department at British Airways support each other, they rely on each other and need each other to get their work done efficiently. If this did not happen, the whole system will crash nothing would get done and external customer service would be very poor. British Airways always makes sure that there is good communication between internal customers on a daily basis this is done by phone lines, memos, emails and letters. If there is good communication, the company will run smoothly, if the staff are kept informed, they will do their job well, this would give the company a good image, there will be repeat business and satisfied customer would give recommendations.

British Airways head of department hold weekly meetings, to discuss matters that concern British Airways, such as strikes, British Airways also print monthly newsletters to keep staff members informed, and to prevent rumours from being spread. British Airways news is a strong form of communication and all internal staff members know what is going on, there is also an internal internet that only staff can access. Regular conferences are held, to keep staff updated and to let them know what is going to happen with the company which keeps staff reassured.

Cabin crew

Staff training, is necessary for good customer service, all staff members are included in the training. It is important for all staff members to feel important as they will provide a good service as well as staff that actually deal with customers at the desk, if they do a good job, their attitude reflects on others and it boost team moral. British Airways cabin crew, are trained in medical care and they are able to provide assistance if need. The cabin crew go through a six week training course, in which they are taught on customer care, emergency procedures. This training is labour intensive, expensive and requires a lot of time and dedication. The customer service team are really committed and ensure that they deliver the highest quality of service.

Cabin safety training

British Airways staff members are trained to deal with all the necessary skills to deal with a complete range of emergencies. British Airways meets the needs of cabin crew by having a variety of flight simulators, cabin simulators and conference facilities, so cabin crew can experience how to deal with customers. There are full banqueting facilities, private function rooms, for the staff to train in and use them for scenarios and situations.

Range of internal customers highly highlighted with their needs outlined + clear advantages for both BA meets their needs + why!

Passenger services

Internal customer's needs are met by making them all take part in a six week intensive course on customer care. This training familiarises internal customers with the world of British Airways and how it is run as well as British Airways' in house computer systems. The passenger service team also get to know each other well in a friendly environment, which creates a good atmosphere and helps them work better as they are happy. There are so many opportunities for passenger service staff to move around different positions and get experience in other fields and they have the opportunity to get promoted into leader roles and management positions.

Safety and emergency procedures (SEP) training

By equipping internal customers with the skills to handle a range of customer situations and emergencies, British Airways meets the needs of internal customers. There are motion simulators and cabin simulators, to help them practise a variety of scenarios, so that they do not panic.

Good communication between departments

British Airways cabin crew always start the day with crew briefings, where the team meets up and they go over important information before the flight, everything is checked so that everyone know what to do, and are aware of any special needs passengers. The cabin crew are assigned to different parts of the cabin and changes to the aircraft and scheduled are discussed before they board the bus that takes them to the aircraft, this is to ensure that they know what is going on. This also shows good communication between the cabin crew and directors.

Involvement with other administrative departments

Internal staffs at British Airways have to be involved in administrative tasks over all departments. So that everyone knows what developments are happening, the head of department needs to have weekly meetings. Newsletters also inform staff as well as intranet system which are part of the internal system as well.

Head Office: Finance, engineering, Operations and Personnel

British Airways are always developing new systems, like installing the latest Microsoft software systems, to all US and UK formats. They make sure that all internal staff has access to computers so that their jobs can be done efficiently. Managers use overhead projections and flip charts while training staff and in meetings, there is good communication between all the departments for example memos are sent

daily, there are letters and e mails, this to ensure that the company runs smoothly and efficiently, which leads to cooperation for all of them, making them happy and therefore providing good customer service to external customers.

Employees of other organisations such as WHSmiths workers working in Heathrow airport and other airport outlet employees.

All employees need to work together for a healthy working environment which helps them work better and provide high quality service.

Needs that apply to all internal customers working for British Airways

British Airways provide reward packages to staff for good performance; which boosts team morale and encourages them to work hard. Wages of staff across different industries are monitored so that British Airways can stay competitive and offer their staff the best wages possible in comparison to other companies, so that members of staff will not be attracted to go and work for other companies as they are being paid a good amount of money. The benefits of working for British Airways, is that members of staff get reduced air travel and discounts on British Airways travel, for them and their families, staff are entitled to 30 days leave per annum which includes bank holidays as well. There is a pension and private healthcare scheme, so that staff can take pensions out as well as a profit share scheme which allows members of staff to buy stocks and shares in British Airways. Employees that work hard, receive bonuses, all members of staff have access to sports and social amenities, when they join the British Airways club.

Debated assessment of internal needs + how BA addresses them

There are staff restaurants where cheaper food is sold for staff. Also pilots and cabin crew have free accommodation whenever they travel abroad for work, this meets their needs by providing them with somewhere to stay after a hard day's work they have somewhere to relax, and they do not have to pay for the accommodation as it is included in their jobs. Pilots have access to the staff parking, which keeps their cars safe, they do not have to worry about their cars and pay for it either, pilots and cabin crew also have food and drinks provided for them on their journeys. Cabin crew have somebody that they can talk to about any issues and problems that they have. There are performance executives that are assigned to individual crew members, staff members can turn to them and ask them for advice on work related issues, the performance executives also keep cabin crew informed about any developments and they also resolve problem. British Airways meets the cabin crews needs as there are people provided that they can go to for advice and to voice any issue they have which will help them to work better, and provide a good service.

How are the needs of British Airways internal and external customers similar?

British Airways meets the needs of both internal and external customers in similar ways:

Customers and employees of British Airways, who are wheelchair users, have easy access in and out of the airport; there are ramps, hand rails and disabled toilets all over terminal 5, making it easy to move around. Both internal and external customers who are visually impaired are provided with Braille card to help them read information such as safety procedures, memos, letters and information sheets; this helps internal customers get their work done quickly and efficiently and external customer are informed on safety and therefore are confident in British Airways and feel safe. British Airways meets the needs of both internal and external customers, by having in-flight safety videos with sign language as well as loop facilities, internal customers can listen as well. British Airways also have headphones, which are compatible with the standard hearing aids for external customers.

Shops, cafes and bars, are available in terminal 5 for external customers to eat in and buy food; there is also a staff canteen for internal customers. Both internal and external customers have easy access to food and drink when they feel hungry or thirsty. British Airways understand that internal and external customers have different preferences and therefore a range of meals are provided on the aircraft, in the airport and airport lounges as well as in the canteen. British Airways makes sure that there is a variety of meals such as vegetarian meals, all the needs of both customers are met and they are satisfied. For the sake of peanut allergy sufferers, British Airways do not include peanuts in their food, whether it is on or off the aeroplanes, this meets the needs of customers with peanut allergies, as they do not have to worry about peanut s n their food they can enjoy their meal.

British Airways, respects everyone regardless of their age group, culture or whether they speak English or not; they follow the equal opportunities policy imposed by the government, no matter the race or religion of a person they will be treated well and considered if they have applied or a job. Everyone is made to feel welcome; there is no discrimination against both internal and external customers. Parking spaces are provided for both internal and external customers, cars are safe and internal customer have special rates whereas external customers have to pay for the duration of their stay. The airports are clean and tidy so that external customers have a good experience and internal customers can work more efficiently and provide a good

clear assessment of how I+E needs are similar
clear comparison of similarities

service. There are strong well trained staff, to ensure that all security matters are dealt with, which keeps internal and external customers safe, there are random bag checks, and metal detectors for both internal and external customers for their own safety.

A comparison of how the needs of internal and external customers of British Airways are met.

To make a comparison, it is important to find out what the needs of the customers are, and how they are met by the organisation. Both internal and external customers need to have a safe, comfortable and secure environment, disability facilities and services need to be provided for them, there should be food and drinks available for them to buy, internal and external customers should be provided with parking spaces. Internal customers need to have breaks throughout the day so they do not get dehydrated. Both internal and external customers need to feel valued and internal customers need to be trained, to be able to give a high quality service.

Internal and external customers both need a safe environment to work and relax in, without any hazards and accidents taking place. Staff rooms need to be cleaned for internal customers so that they can take relaxing breaks, terminals, gates and lounges in the airport also need to be cleaned so that external customers can shop or wait for their flights in a clean and healthy environment. Both staff rooms and airport terminals need to be at an appropriate temperature so that both customers can feel comfortable. External and newly trained internal customers, need signs around the airport terminal, to show them where to go in case of a fire, and help them find their way, if they get lost, signs are also needed in the plane to show external customer when they can and can't take their seat belts off.

Internal customers need a happy environment with good air conditioning, so that they are able to provide good customer service. Air is monitored in the terminals for external customers and also in the aeroplanes where they can adjust the air to their satisfaction. The needs of both internal and external customers are met as they are provided with a safe and comfortable environment to work and experience in making them both happy and internal customers are able to work efficiently.

Disability needs for both internal and external customers are the same. Both customers who are visually or hearing impaired need to be given some sort of signal, for example a flashing light, to know whether there is a fire and they are able to get to the nearest exit. The toilets in the airport on the aircraft and in the staff rooms are specially adapted with low seats and sinks so that internal and external customers who use wheelchairs can use them easily. Internal and external customers can use the toilet facilities and can exit safely if there is a fire, because British Airways have provided them with the necessary facilities which keep them safe.

Food and drinks need to be available for internal and external customers. Internal customers are provided with canteens with a variety of meals for staff with dietary requirements. External customers can eat in the restaurants and cafés such as Cafe Cino that are offered in the airport terminals, there are also bars, and vending machines to buy snack from, which also offer a variety of meals however staff only have the canteen to choose from and their staff room to relax in whereas external customers have a variety of places within the terminal to choose from. On board both internal and external customers get the same choice of foods to choose from. The needs of internal and external customers are met as they are provided with places to eat and drink in whenever they are hungry or thirsty, internal customers would be able to work better if they are not hungry or thirsty. *Thorough comparison*

Internals and external customers receive health and safety security while they are at British Airways terminal 5; they both need provision for parking at terminal 5 so that they can park their cars when they are working and while they are on holiday. *of BA*
However, internal customers have staff car parks where they can park their cars for free and external customers have to pay £1.00 to £2.00 for every hour their cars is parked, there is good lighting and CCTV for extra safety. Internal and external customer's needs are met as British Airways has provided them with parking spaces, British Airways can reassure them that their cars are safe whilst internal customers are working, and External customers are on holiday. *(I + E needs)*

Internal customers need to have breaks, so that they do not get tired and so they do not get dehydrated while on the plane or at the desk; there are staff rooms for them to go to and relax and canteens for them to get snacks and on the plane cabin crew can go to the back of the plane for a break. External customer's time at the airport, is for a leisurely experience as they are always being looked after and put first, while on the plane their food and drinks are brought to them and the cabin crew are there to provide anything they need or want. Their needs are met as internal customers have breaks throughout the day so that they can get some energy back and feel refreshed which makes them happy and helps them provide a good service to external customers. External customer's needs are catered to as they are being looked after by internal customers.

Both internal and external customers would need someone to go to when they have any problems or complaints that they want sorted out. External customers will need to talk to a manager if they are angry or upset about something and they want their problems solved, they could go online to complain, speak to the chief steward on the plane or fill out a complaint form stating what their problem is. Internal customer

would have to go through another procedure in order to file a complaint and get it sorted. They would have to speak to the human resources manager or performance executive who will give them advice on how to sort the problem out and ways of improving their customer service. Both internal and external customers have ways of making complaints if they are unhappy, and they can get it sorted out quickly.

Internal and external customers, both need to feel valued, internal customers, need to be given bonuses and praises when they do something that is beyond their job requirements, as they will feel motivated to work harder. External customers need to feel respected and valued, if they feel like this then British Airways will have repeat business and recommendations. Internal customers should remember external customer's names and address them as Mr or Ms; they should not be informal and forget their names as this is unprofessional. External customers should be given a high level of customer service at all times so that they feel highly respected.

Internal customers are trained on how to give good customer service; they are trained so that they can offer a high standard of customer service to external customers. The internal customers are given a six week induction when they join British Airways; this trains them on where all the fire escapes and extinguishers are, they are given real life scenarios which helps to deal with actual problems, internal customers also learn the entire brand standard that British Airways carry out. By giving all this training to internal customers, British Airways are meeting their needs as when they start working, they know all the procedures and can give good customer service to external customers.

Reasoned conclusions are stated repeatedly when drawing similarities/differences btw I+E. about how BA benefits as a result
Gallant

What are the benefits to British Airways by meeting the needs of internal customers?

As well as benefiting from meeting the needs of external customers, British Airways also benefit from meeting the needs of internal customers as well. Employees get a sense of achievement in their role, which motivates them to work harder and provide a better service to external customers; they feel that they have contributed to British Airways good customer service reputation, which boost the image of British Airways. Employees will feel that their job is worthwhile and they would want to stay giving British Airways a low staff turnover, members of staff will be thanked or gain recognition from respected people, organisations and customers, making them feel valued.

Employees can develop a new understanding of customer service as well as building up their knowledge skills and experience of customer service, which helps them to give customer service of a higher standard to external customers. As customers experience top service, the staff moral will be improved allowing everyone to work together as a team, there will be fewer time consuming problems and misunderstandings allowing staff to get their jobs done quickly and efficiently. Employees will also have personal satisfaction and fulfilment by having good customer service which motivates them to uphold the same high standard when dealing with external customers.

As British Airways are meeting the needs of its internal customers, there will be a higher number of job applications from applicants who want to work for British Airways, giving British Airways a wider range of potential employees to choose from. There will be a better working environment for British Airways staff, making them happy and able to work well, there will also be fewer complaints made about staff and customer service as customers will be satisfied because the service provided is of a high standard.

Employees feel less stressed out as all their needs are being met, they will also have higher awareness and self control, while they are dealing with customers and complaints. British Airways will have a greater image of being trust worthy so customers would be more open to using British Airways as they are known for having good customer service. British Airways will also have a better reputation for the whole company. British Airways will also have stronger social networks and family ties to greater respect from British Airways employees.

There will be more quality sales making the profits of British Airways bigger, British Airways will also gain a lot of recognition because of the quality of their customer service. There will be more repeat business for British Airways as the customer service being provided is of a high and satisfactory standard, there will also be higher income for British Airways, due to both referred and repeat business, as well as higher income from individuals and firms.

Clear + reasoned
conclusions about
benefits to BA as a
result of meeting internal
needs. Excellent analysis.

Differences between the needs of internal and external customers

Internal and external customers have similar needs, but they also differ in many ways. Both internal and external customers are provided with food and drink, but internal customers have a staff canteen and external customers have a variety of restaurant, bars and cafes to choose from. Also Internal and external customers are provided with parking spaces by British Airways, but external customers have to pay for every hour that their car is parked. Internal customers do not have to pay for parking as they park their cars in the staff car park. Internal customer are not allowed to listen to music while working, and external customer can play games listen to music, watch films or go shopping in the airport terminals, because internal customers are providing a service to external customers while external customers receive the service, they are there to enjoy their experience from Heathrow airport to their destinations. Internal customers must wear uniform, so they can stand out and be recognised by external customers, they also wear uniform, to create a good image for British Airways when they provide good customer service also to stay in competition with other companies.

Is British Airways better at meeting the needs if internal or external customers?

I think that British Airways meets the needs of both internal and external customers equally, as internal customers are valued just as much as external customers. Internal customers are given incentives and bonuses when they do something which is above what they have been asked to do; this keeps them happy and motivates them to provide a better service, this also stops internal customers from wanting to go and work for other competitors as they are satisfied and all their needs are being met. Both disabled internal and external customers are provide with the same facilities to make them as comfortable as possible, they are both provided with food and drink facilities, so that they have somewhere to eat and drink, internal customers are also provided with places where they can rest and relax, internal customers have staff rooms and external customer have lounges to sit in. British Airways want to keep external customers happy and content; so that they will want to come back again giving British Airways repeat business and increasing their profit margin as well.

Thorough assessment of I+E
Thorough comparison + conclusions
drawn that benefits to
BA is a result

Needs of internal and External customers

A full understanding of how different
needs are met. 28

Scenario 4 – Complaint letter

General Manager
Best Western Romans Hotel
Little London Road
Silchester
Basingstoke

Dear Sir,

I am writing to express my disappointment with the standard of service provided by your staff during my stay with my wife last weekend.

My first complaint is that the room was not properly cleaned on our arrival. A dirty towel had been left in the bathroom, hidden by two clean towels. Not only was the towel dirty, it looked to have some unpleasant stains on it. The person cleaning the room obviously had tried to cover up the dirty towel rather than change it. A pair of men's dirty underpants was also in the bathroom!

We reported this to the receptionist before using the swimming pool but the bathroom had still not been cleaned an hour later when we returned. We had to wait a further ten minutes before someone came to clean the bathroom before we could have a shower.

My second complaint is that although I had order flowers for my wife to be delivered for her birthday, these did not arrive. When I enquired, the receptionist seemed to think that there had been a mix up with the florist and that it was not the fault of the hotel.

My wife was also annoyed because a morning copy of the Daily Express she ordered was not delivered and she is saving tokens towards a holiday offer. We had to make a special trip into Basingstoke later that morning to get a copy of the paper.

I was particularly annoyed by the apparent 'couldn't care' attitude of your staff, who seemed to think that it was too much trouble to make an effort to look after us.

I can assure you that I am very unlikely to make a reservation to stay with you in future.

Yours sincerely,

Rog Walters

Mr R Walters

General Manager
Best Western Romans Hotel
Little London Road
Silchester
Basingstoke

Appropriate formal



Dear R Walters,

My name is [redacted] and I am the current manager of Best Western Romans hotel. I would like to start off by apologising for the unpleasant weekend you experience at our hotel; I can assure you that this not the way Best Western is run. We pride ourselves on our appearance and our image to customers.

I would also like to apologise for the way in which you found your hotel room, when you arrived and the standard of service that was provided to you by our staff. This type of service is unacceptable and I shall be checking the rota to find out who left your room in such a filthy state, and they shall be dealt with appropriately. The expectations of our cleaners are very high and your room should have never been left like that. I will also be speaking to the receptionist who was on duty at the time of your stay, and I will find out her response to your complaint of the room being dirty.

I want to also apologise for the flowers that you never received for your wife's birthday, I can guarantee that you will get a full refund on the flowers, I will also look further into how there was a mix up with the florist as well as having a word with the receptionist, who seemed to making excuses instead of just telling you that she was unsure of what you were talking about.

In response to your second complaint, similarly I would like to express my deepest apologies, for your wife not being able to receive the Daily Express. I will send you a copy of the newspaper for the required date, if the newspaper is unavailable for that that specific date, I shall send you a voucher for that particular holiday offer.

Here at Best Western Romans hotel, we train our staff to the best of our ability and we make sure that they can all provide a good service to customers, to a satisfactory standard. Every staff member will be informed about this complaint, in order to prevent future complaint like this and to also improve their attitudes and the way in which they treat customers. I would like you to offer you, an all expense paid weekend of your choice, in one of our complimentary suites. To make the booking you can call on [redacted] you can also contact me if there are any more problems and I shall see to it personally. Once again I would like to apologise for all the problems you experienced at the hotel, and I hope you will consider my offer.

Yours Sincerely

[Signature]
General Manager)

Systematic approach - problems are addressed one by one - apologise Best Western letter should state measures that have been put in place next that will be put in place - customer will be put in place - customer will be put in place - customer will be put in place

RE-SENT ON 5TH APRIL 2007 – PLEASE RESPOND WITHIN 7 DAYS

s plc

19th December 2006

Dear Mr Walsh

RE: Various grievances with British Airways

My husband, my 8 month old son and I travelled to Columbus, Ohio via Chicago on Friday 15th December 2006. Our flight (BA295) was scheduled to leave at 11.20am from Heathrow terminal 4. The itinerary stated that we needed to be there two hours before. We arrived at check-in at 9.45am and proceeded to wait in a very long queue. This is where the problems began.

At about 10.35am a BA worker walked along and asked if there were any passengers going to Chicago or Houston and if so they should follow her. As soon as she said that she turned around and walked off without making sure that **all** passengers scheduled for those flights were behind her.

My husband, my son and I, whilst attempting to get through the throng of people around us, lost sight of that particular BA worker and went to find another.

After explaining our circumstance, the BA worker took our passports straight to a desk and proceeded to check our luggage in and print out our boarding passes. This process was delayed by the fact that the BA worker struggled to get my son's passport details on the system, thus had to call upon a colleague for assistance. Once this was all finally done, the BA worker told us that she will call the gate (gate 22) and alert them that we were coming. She also advised us that we should tell the workers at the security points that our flight was imminent and we had to get through the check points as fast as possible. Taking the BA worker's advice we relayed the information onto the workers at the security check points where our hand luggage was scanned.

We reached gate 22 at 11.16am and to our dismay were told that we had missed our flight and that our luggage had been taken off the flight (BA295).

We were extremely shocked as we did not even receive a tannoy notification. We informed the staff at the gate that we were told that they would receive a phone call from the check in that we were on our way. They said that they had received the notification, but still proceeded to remove our luggage from the plane.

As you can imagine at this point we were very upset with the news and were rather stressed.

We were then escorted to flight connections and rescheduled for the 12.45pm flight (BA297). My husband asked the individual dealing with us whether our luggage would be moved to the new flight and was told to ask a member of staff as we were boarding the plane.

We advised the workers before we boarded the BA297 flight that our luggage had been taken off BA295, after checking on the system one of the workers advised us that our luggage was not showing up as being on board so may still be put on before the flight leaves.

Whilst on our way to Chicago, an air steward informed us that our luggage was not on the plane.

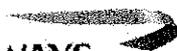
When we arrived at Chicago, we picked up a message addressed to us which informed us that our luggage was not on the plane and that we should file a missing baggage report with American Airlines in Columbus, Ohio. Upon arriving at Columbus International we filed a missing bag report. We were also told that the baggage receipt numbers that were given to us were not on the system and therefore they could not tell us where our bags were. Our son had his medication in his suit case and we informed the individual serving us that retrieving his suit case as soon as possible was of the utmost importance. The following day we contacted both BA and American Airlines and nobody took responsibility for the now missing luggage. We informed the BA member of staff that our son's medication was in his suit case and all they said was that they would put a notification on the system. On Sunday the 17th my husband had to call BA in England and found the member of staff extremely rude as the individual was sighing on the phone when he was explaining our predicament to him.

Our luggage finally arrived on Monday the 18th, but we must stress how disappointed we are at the way we were handled right from the beginning, 1) with us missing our flight without even receiving notification, 2) with our luggage not being transferred to the flight we were on, 3) with nobody knowing where our luggage was, 4) with the unsympathetic nature of the members of staff that we spoke to even though we explained that our 8 month old son's prescription was in the missing luggage.

I trust that you will be able imagine the inconvenience, stress and anxiety which BA caused my family and myself, however what made matters worse was the fact that no-one at BA seemed to take responsibility for the matter and were very unsympathetic towards us. After spending £1,175, we did not expect to be treated in this manner.

I look forward to someone contacting me in response to this letter within the next seven days.

Yours truly,



Willie Walsh
Chief executive
British Airways plc
Waterside
PO Box 365
Harmondsworth
UB7 0GB

7th April 2007

Dear Mrs Okuyiga,

I would like to start off by expressing my deepest apologies, for all the inconveniences that has been caused to you and your family. I would also like to apologise for the late reply to your letter, as we have been very busy due to the build up of peak season so there has been a lot of preparation.

Firstly, I would like to apologise for the long queue that you had to wait in even though you had arrived early, there should have been more members of staff at the desks which have made the check in process a lot quicker. I would also like to make an apology for the member of staff walked off without checking if anyone had followed her, this was very unprofessional of her, and I can see that this is where all your problems had started; she has been spoken to and she will be dealt with accordingly. I would like to apologise for the member of staff who had trouble with entering your son details, she is one of our new members of staff who is still going through training, and she was not familiar with entering the passport number that is why she had to call someone for assistance. I can assure you that all our members of staff have been trained very well and they should be able to sort out any problems that occur, I am very sorry for the difficulties it caused you, as it delayed you and you missed your flight.

I was stunned to read that there was no tannoy notification that your flight was boarding and passengers should be on their way. Your name should have been called out when staff realised that you were running late, this is disappointing and I shall be looking further into this matter as it is very unusual for this to happen. I am extremely sorry for the lack of communication between the staff of British Airways as well as those who were at baggage control as your luggage was lost. I shall be talking to the member of staff who checked you in to see if your luggage was checked in, and where the problem started how your luggage was not transferred to the flight you were on.

With regards to British Airways not taking responsibility for you lost luggage, I will have to look into how your luggage was checked in and if it was checked in right, I can only decide if we were responsible for your lost baggage when I know what exactly happened, but I will

still apologise for the problems that were caused for you as your baby's medication was in the luggage which was very important.

Finally, I want to assure you that our member's staffs at British Airways are not trained to be rude to customers, but to be sympathetic and try and understand where the customer is coming from as well as doing their best to help the customer, this is very surprising that you were treated this way, I can tell you that I have spoken to this member of staff and they have been dealt with accordingly.

Once again I would like to express my deepest apologies to you and your family for the way you were treated, I am very sorry for your bad experience with British Airways. To compensate for this I would like to offer you £1,175 in Air miles and I hope that this time around your Experience with British Airways will be better. Considering your lost baggage we will do our best to try and retrieve your luggage as you baby's medication is there which is very important to you.

Large sum - realistic.

Yours sincerely

W. Walsh Signature!

Willie Walsh (Chief executive of British Airways)

*Letter is apologetic
Correct format
Addresses problem/complaint
raised effectively
for 402:2.*

Authenticity
approved ✓

OBSERVATION REPORT

Name of Candidate _____

Details of Situation/scenario

receptionist at my local dentist -
answering the phone as well as booking
appointments and entering it into
one data base.

Assessor Comments (on performance in practical situation, fluency of delivery in presentation use of aids and response to audience questions, communication skills demonstrated, confidence of candidate, appropriateness to meet the criteria)

| Report | AO |
|---|--|
| <p>Catherine helped out at the dentist surgery reception for one day in the week. During this she answered the phones, took messages, wrote and cancelled appointments as well as transferring customers to another line. Catherine gave excellent customer service while answering the phones, she was very polite when speaking to patients, she was attentive. She let patients finish speaking before responding which showed that she processed the information that she was given. Catherine gave her full attention to patients and when she was unable to answer a question she she would ask someone for help. Catherine was very focused and alert, she knew what she was doing and I would love for her to come back and help out again.</p> | <p>Excellent CS skills applied correctly</p> |

Assessor Name and Job Role _____

1 (Receptionist)

Signature of Assessor _____

Date 13/03/09

Name of Other Observer (if rele) _____

Signature _____

Date _____

Authenticity
approved ✓

WITNESS TESTIMONY

Name of Candidate: _____

Work Role of Candidate: Receptionist at dentist surgery

Name of Organisation: Hanwell Dentists

Please identify level of performance of skills demonstrated:

| | Excellent | Good | Skills need some development | Skills very weak |
|----------------------------|-----------|------|------------------------------|------------------|
| Personal presentation | ✓ | | | |
| Oral communication | | ✓ | | |
| Written communication | ✓ | | | |
| Telephone skills | ✓ | | | |
| Cooperates with colleagues | | ✓ | | |
| Follows instructions | ✓ | | | |
| Shows initiative | | ✓ | | |
| Approach to work | | ✓ | | |
| Attitude | ✓ | | | |
| Competent use of IT | ✓ | | | |
| Problem solving | ✓ | | | |

General report and comment: Catherine showed great telephone skills as she was polite to patients, her use of IT was excellent as she made no mistakes when entering and cancelling appointments.

Signature: [Signature] Date: 13/03/09
Witness' Name and Job Title: _____
(Receptionist)

OBSERVATION REPORT

Name of Candidate _____

Details of Situation/scenario

Helping to give out tea, coffee and biscuits to parents, teacher for the year 10 parents evening.

Assessor Comments (on performance in practical situation, fluency of delivery in presentation use of aids and response to audience questions, communication skills demonstrated, confidence of candidate, appropriateness to meet the criteria)

| Report | AO |
|---|---|
| <p><i>Whilst helping out at the year 10 parents evening, Catherine showed good customer service skills. Catherine started off by sitting at the front desk, where she gave out students reports to their parents as well as a map to show where the subject areas were, a questionnaire and parents name tags. Catherine did this very well, as she was very quick, she did not get mixed up and she was also polite and always had a smile on her face.</i></p> <p><i>After helping out at the desk, Catherine also helped to give out tea, coffee and biscuits to teachers and some parents. Catherine did this very well, she was attentive and saw when a teacher needed a biscuit or something to drink.</i></p> | <p><i>Clear evidence of good C.S skills applied</i></p> |

Assessor Name and Job Role _____

Psychology teacher

Signature of Assessor *[Signature]*

Date *15/03/09*

Name of Other Observer (if relevant) and Job Role _____

Signature _____

Date _____

[Signature]
approved

WITNESS TESTIMONY

Name of Candidate: *A.*

Work Role of Candidate: *Helping out at parents evening*

Name of Organisation: *Cardinal Wiseman High School*

Please identify level of performance of skills demonstrated:

| | Excellent | Good | Skills need some development | Skills very weak |
|----------------------------|-----------|------|------------------------------|------------------|
| Personal presentation | ✓ | | | |
| Oral communication | ✓ | | | |
| Written communication | | ✓ | | |
| Telephone skills | | ✓ | | |
| Cooperates with colleagues | ✓ | | | |
| Follows instructions | ✓ | | | |
| Shows initiative | ✓ | | | |
| Approach to work | ✓ | | | |
| Attitude | ✓ | | | |
| Competent use of IT | | ✓ | | |
| Problem solving | ✓ | | | |

General report and comment:

Signature: *[Signature]*

Date: *15/03/09*

Witness' Name and Job Title:

Psychology Teacher

Authentically
approved

OBSERVATION REPORT

Name of Candidate

Details of Situation/scenario

SALES ASSISTANT IN CLARKS' SHOE SHOP

Assessor Comments (on performance in practical situation, fluency of delivery in presentation use of aids and response to audience questions, communication skills demonstrated, confidence of candidate, appropriateness to meet the criteria)

| Report | AO |
|--|----|
| <p>Catherine has been working at Clarks Shoe Shop for almost a year and I can say that I am very pleased with the quality of Customer Service she provides.</p> <p>Catherine always uses the appropriate language when communicating with customers. She was always polite and her body language towards customers was approachable and open, which made customers feel at ease ease.</p> <p>Even if there was a mix up with shoes and customers got a bit stoppy, Catherine was apologetic, acknowledged the situation and resolved the problem quickly without fuss. Catherine has a knowledge of the products sold in the various lines held.</p> <p>She is a valued member of staff and I am happy she is working for our company.</p> | |

Assessor Name and Job Role [Signature] - STORE MANAGER

Signature of Assessor [Signature] Date 18/3/09

Name of Other Observer (if relevant) and Job Role _____

Signature _____ Date _____

WITNESS TESTIMONY

Name of Candidate: _____

Work Role of Candidate: Sales Assistant

Name of Organisation: Clarks' Shoe Store

Please identify level of performance of skills demonstrated:

| | Excellent | Good | Skills need some development | Skills very weak |
|----------------------------|-----------|------|------------------------------|------------------|
| Personal presentation | ✓ | | | |
| Oral communication | ✓ | | | |
| Written communication | | ✓ | | |
| Telephone skills | | ✓ | | |
| Cooperates with colleagues | ✓ | | | |
| Follows instructions | ✓ | | | |
| Shows initiative | ✓ | | | |
| Approach to work | ✓ | | | |
| Attitude | ✓ | | | |
| Competent use of IT | | ✓ | | |
| Problem solving | ✓ | | | |

General report and comment:

Signature: [Signature]

Date: 18/3/09

Witness' Name and Job Title: STORE MANAGER

OBSERVATION REPORT

Authenticity
 of this witness
 testimony is called
 into question!

Name of Candidate _____

Details of Situation/scenario

Yr 11 parents evening, serving drinks and biscuits to parents and teachers as well as handing out reports.

Assessor Comments (on performance in practical situation, fluency of delivery in presentation use of aids and response to audience questions, communication skills demonstrated, confidence of candidate, appropriateness to meet the criteria)

| Report | AO |
|---|----|
| <p>Catherine showed great customer service skills during the Yr 11 parents evening, her performance was outstanding and she was very attentive to all her customers. Catherine started at by serving tea and biscuits to teachers and parents. Catherine made sure that her body language made people her look approachable and very open. This made it easier for people to come up to her. Catherine was mature and when there was a problem she approached it calmly. This was so the problem was not blown out of proportion. After giving out drinks and biscuits, Catherine moved behind the desks, where she gave out reports to parents. Catherine did this very well as she do was very organised as she didn't mix up reports or give them to the wrong person. Catherine wore the appropriate uniform and looked very professional. Her personal hygiene was good as I saw her washing her hands before handing the biscuits.</p> | |

Assessor Name and Job Role _____ 11, Yr 11 tutor _____

Signature of Assessor _____ Date 25/3/09 _____

Name of Other Observer (if relevant) and Job Role _____

Signature _____ Date _____

* Authenticity questioned.

WITNESS TESTIMONY

Name of Candidate:

Work Role of Candidate:

Name of Organisation:

Helping at Yr11 parents Evening
Cardinal Wiseman school.

Please identify level of performance of skills demonstrated:

| | Excellent | Good | Skills need some development | Skills very weak |
|----------------------------|-----------|------|------------------------------|------------------|
| Personal presentation | ✓ | | | |
| Oral communication | ✓ | | | |
| Written communication | | ✓ | | |
| Telephone skills | | ✓ | | |
| Cooperates with colleagues | ✓ | | | |
| Follows instructions | ✓ | | | |
| Shows initiative | ✓ | | | |
| Approach to work | ✓ | | | |
| Attitude | ✓ | | | |
| Competent use of IT | | ✓ | | |
| Problem solving | ✓ | | | |

General report and comment:

Catherine was a great help, as all parents thought she was approachable and a skillfull problem solver.

Signature:

Date:

25/03/09

Witness' Name and Job Title:

Yr11 tutor

AO2 – Evaluation of Customer Service performance

While I was helping out at the year 10 and 11 parents evening, helping out at my local dentist surgery by answering phones and working Clarks shoe shop, I provided good customer service, by using appropriate language I did not use slang when I was asking teachers if they wanted something to drink or while answering the phone, I was always polite, I set my language depending on the type of customer I was dealing with, I spoke formally to parents while I was giving them their children's reports, and I was a lot friendly when I spoke to a child who had lost his parents, I got down to his level so he did not feel scared.

My body language was very positive, this is because customers interpret body language, so I looked approachable and I did not turn my back when a teacher or parent was talking to me; while sitting at the front desk, I did not slouch, I sat upright, I was smiling and had a welcoming approach I was not negative as people sitting at the desk, are the first thing that parent see when coming into the school as 1st impressions count. I showed an interest in what customers at the shop and over the phone had to say, I kept eye contact with teachers and parent who asked me questions and I nodded when they were speaking.

Listening skills

It is important to listen as you are able to solve a customer's problems more efficiently or help them out effectively. While helping out and working, I followed the British Airways listening policy method, which is called CLEAR; my emotions were Calm, I Listened actively when I was being told something, I Empathised with the little boy that could not find his mum, I Apologised to a customer who was upset that she was given the wrong sized shoe, and I Acknowledge that she was angry and wanted something to be done, and I Resolved the problem by getting her the right sized shoe. I gave my full attention when someone was speaking to me over the phone as well as in person, this was because I did not want to give customers the wrong impression, I did not look away, I was focused at all times, because this shows customers that they are being listened to. When a teacher wanted to ask or tell me something, I did not assume as my body language would have changed from positive to negative. I always let customers, parents and teachers finish speaking before answering back I never interrupted them. I responded accordingly, while I was on the phone, and I sounded very alert, I made sure that while I was listen I jotted down key information that I thought was important and that would help me assist the

*Detailed
evaluation of
C.S
performance*

customer in the best way possible. I also allowed myself to finish listening while I was on the phone or talking in person, before responding, as it shows that I processed the information properly before speaking. I was not afraid to ask other people questions if I was unsure of something for example I asked a teacher if the reports were allowed to be given to students who came without their parents as I was unsure and did not want to get into any trouble.

Product Knowledge

It is good for someone to know the product inside out, as it prevents uncertainty and questions can be answered easily, it also shows confidence and that a person knows what they are talking about which makes customers more confident in them as well giving them reassurance as well. During parents evening, I followed the same procedure as British Airways, which was looking for customer personality and behaviour patterns, which allowed me to deal with parent and teachers in different ways. When I was unsure about whether we had any milk left, I quietly went to a fellow student and asked them whether they knew if there was any milk left, this allowed me to go and get some more milk quickly and efficiently without anyone noticing.

Personal skills

Throughout me helping out, at parents evening and working, I was respectful of customer's views and feelings, although the thought of approaching people to ask them whether they would like anything to drink was a bit daunting, I made sure that I came across confident and not timid. I was knowledgeable as when patients called to make an enquiry, I was able to answer their questions properly. I had good body language which made me approachable as people found it easy to come up to me and ask for help, when they did I did not exaggerate the truth. I felt comfortable while I was dealing with customers at the shop, over the phone and at school, my cheerful nature showed through my voice when greeting parents and through my body language, which also showed that I cared and was interested in what they had to say. I was able to negotiate with a patient over the phone, who did not want the only appointment available in the week; I was able to give him a time which suited his schedule. Communication with colleagues was good for me as I was able to ask them for help or help them when they needed it, I also was able to get on with them all and I had no problems, I knew that I could get support from them anytime I needed it. When a parent was angry that they had been given the wrong drink, I was diplomatic in say that I was very sorry for the inconvenience and I would change it for them immediately, I was sensible and I did not give excuses.

Thorough
evaluation
of performance

ITC Skills – Reception

While I was at the dentist surgery reception, I used a special database, which had all the information of all the patients; I was shown how to use the database, so I knew how to assist customer's queries. My good IT skill shows well on the witness testimony that was filled out by my supervisor.

Dealing with complaints

I dealt with customer's complaint effectively as a woman was angry she did not get the right shoes, I immediately changed her shoes for her and gave her the right ones and I was very apologetic, I approached the problem professionally and I addressed each problem section by section. To ensure that this never happened again I rearranged shoes in size order and by colour. I felt that I dealt with Mr Walters complaints very well; when replying to his letter. I apologised for the state the room was left in when him and his wife arrived, I reassured him that the hotel was not run in that way and Best Western hotel have a high standard of cleanliness. I reassured Mr Walters that I would look further into the incident concerning the delivery of flowers for his wife as well as the newspaper that was not delivered, which had a special holiday offer. To compensate for Mr and Mrs Walters bad experience at the hotel, I offered them and all expense paid weekend of their choice in one of the complimentary suites. I also used the same approach when replying to Mrs Okuyiga's letter of complaint, I was very apologetic and I offered her £1,175 in airtime to compensate for the inconvenience that was caused.

Clear insight on successful communication + C.S. skills being applied to = range of C.S. situations

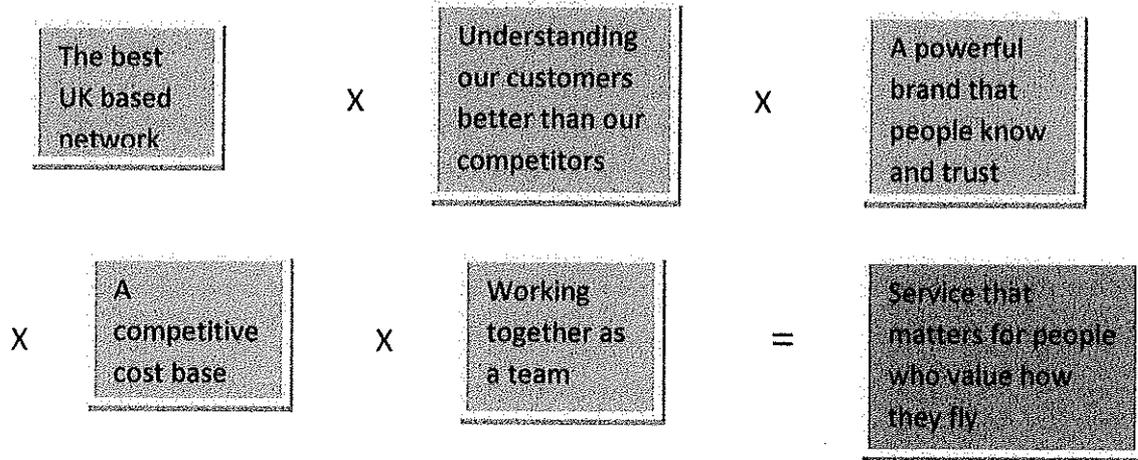
Dress code and personal hygiene

Whilst serving drinks and biscuits to parents and teachers, I followed the food safety (general food hygiene) regulation 1995, I made sure that I had washed by hands before I touched any food, to prevent cross contamination and spreading of germs I maintained a high degree of personal cleanliness, I tied my hair back to prevent obstruction, and to make it easier for people to see me. My uniform was perfect, although as the evening progressed my shirt became untucked and my tie started to loosen, if I were to help out at parents evening again, I would regularly check to see if my uniform was looking good.

In conclusion, I felt that I gave excellent customer service, I gave a 100% in every situation, I think that I dealt with customers in a polite way, my body language was very approachable and I always had a smile on my face when greeting customers, I listen attentively and I made sure that I was mature in all situations. I dressed appropriately and maintain personal hygiene at all times.

British Airways' mission statement

British Airways' mission statement is that whether customers are in the air, or on the ground, they will always take pride in providing a full service experience. The British Airways way, is:



British Airways' values are understanding, focus and cost conscious, supportive and trust worthy.

A mission statement is a company's promise and purpose, it is what they intend to provide to external customers, it is also what internal customers are working towards and external customers are aware of and expect. By having two mission statements, British Airways is showing that they are putting customers first, they want to provide a good service to all customers, fulfil customers needs, satisfy customers in order to have repeat business and customer recommendation, as well as show that they are a friendly airline that customers will want to fly with.

British Airways customer quality criteria

British Airways has a lot of aims and objectives that they want to achieve, which they assess against customer service quality criteria, this helps them to meet future goals. Customer quality control criteria are as follows:

- Value for money
- Consistent and accurate
- Reliable
- Staffing levels
- Staffing qualities

- Enjoyment of the experience
- Health and safety
- Cleanliness and hygiene

Value for money

British Airways need to make sure that they price their product for example their tickets, correctly based on the recession as customers will not be will to pay a lot of money for a ticket due to the credit crunch. British Airways also need to compare their prices to other competitors, such as virgin, to stay in the competition.

Consistent and accurate

British Airways want to make sure that they are consistently providing the highest customer service possible, in every stage of external customer's experience, which is why all internal customers are trained at crane bank for six weeks in order for them to be prepared for all situations and able to provide good quality customer service.

All information provided, needs to be accurate it is monitored to make sure that the information they put out to customers is right, all flight details are checked, time are right, so that customers are not confused with the wrong information, it also shows that British Airways are reliable and professional and they know what they are doing. If customers are given the wrong information, they will become frustrated and angry; they would not come back as they have not been satisfied with the level of customer service that has been given.

Reliability

In order for British Airways to meet customers' needs and expectations, they need to make sure that they provide a reliable service and keep their promises, for example arriving and departing on time. To make sure that their service stays reliable, British Airways constantly carry out surveys, to help them see where they need to improve, keeping their customer service of a high standard.

Staffing levels

British Airways cannot offer good customer service without investing in its members of staff, for example, there are training sessions in order for them to give good quality customer service. Staff's performance is monitored, in the form of mystery shoppers, all internal customers needs are met which motivates them to work better, making them happy leading to them staying for longer.

Staffing qualities

British Airways regularly hold staff performance appraisal meetings, where members of staff meet with their line managers and discuss their performances throughout the year. Things that went well are discussed as well as the things that did not go so well and the reasons why. SMART targets are also set, which stands for Specific, Measurable, Achievable, Realistic and Time bound. Staff member's knowledge skills, performance and contribution are also assessed by their line managers.

Enjoyment of the experience

British Airways always aim to make all trips an enjoyable experience, so that there can be repeat business which leads to increased sales as well. To make sure that their customers have the best experience possible, British Airways ensure that their customer service is always of a very high standard as well as making sure all facilities are working and clean also making sure that customers are comfortable while waiting for their flights.

Health and safety

It is a legal requirement for British Airways to make sure that all internal and external customers are safe, especially when they are using the service. British Airways makes sure that they reach all health and safety regulations to a high standard.

Cleanliness and hygiene

British Airways make sure that all premises, such as the airport terminals, lounges, checking in facilities and planes are cleaned; this is very important, as it is seen as professional and it gives British Airways a good image to potential customers. British Airways have a high standard of hygiene for its staff, and rules are set to make sure that the standards of hygiene are kept at a constant high level, for example uniforms must be clean at all times as well as staff washing their hands before handling food.

Quality criteria ^{set by} BA
to assess this level of
C.S. Target/ Objectives are
set based on these criteria

AO3: Monitoring the provision of British Airways customer service

In order for British Airways to be successful, they need to make sure that they know and understand what their customers want and need. British Airways has to make the right decisions based on their customers opinions in order for them to move forward and grow, that is why it is important to monitor customer service, as if they assume what customers want they are very likely to get it wrong which will leave customers unimpressed.

One way British Airways monitors their customer service, is by carrying out very detailed ongoing surveys called GPM, which stands for Global, Performance, Monitor, which is used worldwide. This survey measures from the moment customers check in online to when they board the aircraft, it measure all aspects of customers experience with British Airways. The survey is given to all types of internal and external customers, so that there is a variety of feedback. The company that makes these surveys, and works in partnership with British Airways, is called NOP who are very good at measuring customer service, and they are the leading experts in customer research. These surveys are extensively piloted by ransom people, this is done to check for any problems or errors in the survey; it also helps prevent the wrong information from being passed on. These surveys are heavily funded and there is constant feedback

Customer service is monitored on all main British Airways routes. Last year, over 750,000 passengers completed an on board survey, which is an average of 62,500 customers each month. British Airways also received feedback from 205 different nationalities over the last year, as well as receiving 70,000 comment cards from customers. British Airways makes sure that they read every single comment card and survey that has been filled out, as they use it to help inform their decision making, it also helps inform them on how good their product is as well as areas where they are slacking and need to focus on, and target marketing.

British Airways randomly selects customers to fill out their comment cards, because they want a range of customer's feedback. Customers comment card are checked for accuracy by phone calls made by British Airways or follow up interviews. British Airways publish all the customer feedback for both internal and external customers to see, this is to ensure that external customers can improve their performance and customer service, it helps motivate staff that good practice will be awarded it also maintains a focus on customer service. Customer feedback is also available on the

intranet, British Airways research library, display boards, advertising and British Airways official site, for both internal and external customers to see. The result from the survey is feedback to directors and managers of British Airways, which helps them to set targets for improvement. Examples of targets set are an increase in British Airways flight meals allowing there to be more option and variety, evaluated and created flexibility such as checking in and booking seats online and at the airport kiosk, British Airways lounges allow customers to have a more comfortable experience, as well as customised overall service for non English speaking customers.

Market research

Market research helps British Airways managers to make informed decisions. They need to know about the market they operate in, British Airways can get research from customers need and wants as well as competitors, so that they are able to cater to customers needs and inform their decisions and see what competitors are doing and keep an eye on them. If British Airways managers where to make the wrong decision, it could cost the company a lot of money as they do not want to fund the wrong initiative. Market research can also help British Airways managers to target market sections and attract more customers which leads to a generation in profit.

The types of market research that British Airways use are:

Descriptive market research

British Airways takes all the information that they receive from the, market research and try to make predictions, based on customer trends which shows what type of customer they are, where they are likely to fly and how often. After looking at these results, British Airways decide on specific adverts they want to advertise to certain customers and potential customers they need to target.

Explanatory market research

This type of market research gives British Airways reasons why customers are acting the way that they are for example why customers move to other competitors. The purpose of this type of market research is to explain what problems have already happened and how they can rectify this, it helps them to make plans for the future and inform decision making.

*Range of methods analysed
which assess the effectiveness
of BA C.S. - detailed
analysis
of results*

Primary market research

Primary market research is research that British Airways collect themselves, to find out what customers want and to check if their service is meeting the needs of customers. Primary research is expensive and time consuming; therefore British Airways feel that it is beneficial and important for them to be doing. British Airways do many types of market research to get best possible results from customers.

Interviews

British Airways carry out a variety of different interviews such as informal questionnaires at the airport, detailed formal interviews at people house, and telephone interviews which are quick, it covers a large geographical area in a short space of time, there are a range of answers from every type of customer from all walks of life which gives them a rounded picture of what customers feel about British Airways' customer service. It is also cheap to carry out as well. On the other hand, customers can easily hang up, they could give short and not detailed answers to get off the phone or because they are in a hurry, making the answers invalid. Phone interviews focuses mainly on elderly customers as they are the one who are likely to be at home when the phone rings.

Mystery shopping

Members of British Airways staff pretend to be customers and they experience British Airways customer service, they could sometimes make an issue to see how fellow members of staff handle the situation. Mystery shoppers also asses how hood the service is, then they feed the results back to directors and managers of British Airways; because of this, all staff members are to imagine and treat all customers as mystery shoppers. From the assessment results, praise is given to members of staff who perform well and provide a good service, and poor performance is addressed. A website called www.airlinequality.com, has all the different mystery shopper reports with assessments on the whole experience from booking online to disembarking the aircraft. British Airways can analyse reports to identify weaknesses so that overall customer service can be improved.

Here is an example of a mystery shopper report of British Airways

BRITISH AIRWAYS official 4-Star Ranking

*X My bag
stoppers
example.*

LONG HAUL

| | |
|-----------------|------|
| First Class | ★★★★ |
| Business Class | ★★★★ |
| Premium Economy | ★★★★ |
| Economy Class | ★★★ |

SHORT HAUL

| | |
|----------------|------|
| Business Class | ★★★★ |
| Economy Class | ★★★ |



GENERAL RATINGS : British Airways

| | | | |
|--------------------------------|--------|-------------------------------|--------|
| Web Site : Ease of Use | ★★★★★★ | Age of Aircraft in Fleet | ★★★★ |
| Web Site : Product information | ★★★★ | Cabin Safety Standards | ★★★★ |
| Web Site : Online Check-In | ★★★★ | Cockpit Communications | ★★★★★★ |
| Handling Delays/Cancellations | ★★★★ | Airline Onboard Magazine | ★★★★ |
| Staff Grooming & Presentation | ★★★★ | Assisting Families & Children | ★★★ |

FIRST CLASS : British Airways

AIRPORT : London Heathrow Terminal 5

| | | | |
|-------------------|------|--------------------|------|
| Check-In Services | ★★★★ | Arrival Assistance | ★★★ |
| Transfer Services | ★★★ | Arrival Lounges | n/a |
| Priority Boarding | ★★★★ | Baggage Delivery | ★★★★ |

FIRST CLASS LOUNGE : London Heathrow Terminal 5

| | | | |
|-------------------------------|--------|------------------------------|------|
| Lounge comfort, space | ★★★★★★ | Staff : Service Efficiency | ★★★ |
| Washroom, shower facilities | ★★★★★★ | Staff : Enthusiasm, Attitude | ★★★★ |
| Dining options / Food Quality | ★★★★ | Staff : Problem Solving | ★★★★ |
| Internet / WiFi options | ★★★★ | Staff : Language Skills | ★★ |

ONBOARD PRODUCT

| | |
|-------------------------------|------|
| Seat Comfort | ★★★★ |
| Comfort : Blankets, Pillows | ★★★★ |
| Inflight Entertainment | ★★★★ |
| Washroom Cleanliness | ★★★ |
| Cabin Cleanliness / Condition | ★★★★ |
| Quality of Meals served | ★★★★ |
| Dine-on-Demand efficiency | ★★★ |
| Newspapers & Magazines | ★★★★ |

CABIN STAFF SERVICE

| | |
|----------------------------|------|
| Service Efficiency | ★★★★ |
| Enthusiasm, Attitude | ★★★★ |
| Interaction with PAX | ★★★★ |
| Cabin Presence thru Flight | ★★★ |
| Responding to Requests | ★★★★ |
| Language Skills | ★★★★ |
| Consistency amongst Staff | ★★★ |
| Personalisation of Service | ★★ |

BUSINESS CLASS

British Airways (Long haul = Club World / Short Haul = Club Europe)

AIRPORT : London Heathrow Terminal 5

| | | | |
|-------------------|------|--------------------|------|
| Check-In Services | ★★★★ | Arrival Assistance | ★★★★ |
| Transfer Services | ★★★★ | Arrival Lounges | n/a |
| Priority Boarding | ★★★★ | Baggage Delivery | ★★★★ |

BUSINESS CLASS LOUNGE : London Heathrow Terminal 5

| | | | |
|-------------------------------|------|------------------------------|------|
| Lounge comfort, space | ★★★★ | Staff : Service Efficiency | ★★★★ |
| Washroom, shower facilities | ★★★★ | Staff : Enthusiasm, Attitude | ★★★★ |
| Dining options / Food Quality | ★★★★ | Staff : Problem Solving | ★★★★ |
| Internet / WiFi options | ★★★★ | Staff : Language Skills | ★★★★ |

Long Haul

ONBOARD PRODUCT

| | |
|-------------------------------|------|
| Seat Comfort | ★★★★ |
| Comfort : Blankets, Pillows | ★★★★ |
| Inflight Entertainment | ★★★★ |
| Washroom Cleanliness | ★★★★ |
| Cabin Cleanliness / Condition | ★★★★ |
| Quality of Meals served | ★★★★ |
| Dine-on-Demand efficiency | ★★★★ |
| Newspapers & Magazines | ★★★★ |

CABIN STAFF SERVICE

| | |
|----------------------------|------|
| Service Efficiency | ★★★★ |
| Enthusiasm, Attitude | ★★★★ |
| Interaction with PAX | ★★★★ |
| Cabin Presence thru Flight | ★★★★ |
| Responding to Requests | ★★★★ |
| Language Skills | ★★★★ |
| Consistency amongst Staff | ★★★★ |
| Personalisation of Service | ★★★★ |

Short Haul / Regional

ONBOARD PRODUCT

| | |
|-----------------------------|------|
| Seat Comfort | ★★★★ |
| Comfort : Blankets, Pillows | ★★★★ |
| Inflight Entertainment | ★★★★ |
| Washroom Cleanliness | ★★★★ |
| Quality of Meals served | ★★★★ |
| Newspapers & Magazines | ★★★★ |
| Cabin Cleanliness | ★★★★ |

CABIN STAFF SERVICE

| | |
|----------------------------|------|
| Service Efficiency | ★★★★ |
| Enthusiasm, Attitude | ★★★★ |
| Interaction with PAX | ★★★★ |
| Cabin Presence thru Flight | ★★★★ |
| Responding to Requests | ★★★★ |
| Language Skills | ★★★★ |
| Consistency amongst Staff | ★★★★ |



PREMIUM ECONOMY

British Airways (World Traveller Plus)

AIRPORT : London Heathrow Terminal 5

| | | | |
|-------------------|------|--------------------|------|
| Check-In Services | ★★★★ | Arrival Assistance | ★★★★ |
| Transfer Services | ★★★★ | Baggage Delivery | ★★★★ |

ONBOARD PRODUCT

| | | | |
|--------------|------|--------------------|------|
| Seat Comfort | ★★★★ | Service Efficiency | ★★★★ |
|--------------|------|--------------------|------|

| | |
|-------------------------------|------|
| Comfort : Blankets, Pillows | ★★★★ |
| Inflight Entertainment | ★★★★ |
| Washroom Cleanliness | ★★ |
| Cabin Cleanliness / Condition | ★★★ |
| Quality of Meals served | ★★★★ |
| Quantity of Food served | ★★★★ |
| Newspapers | ★★★ |

| | |
|----------------------------|------|
| Enthusiasm, Attitude | ★★★★ |
| Interaction with PAX | ★★★ |
| Cabin Presence thru Flight | ★★★★ |
| Responding to Requests | ★★★ |
| Language Skills | ★★★★ |
| Consistency amongst Staff | ★★★★ |
| Personalisation of Service | ★★ |



ECONOMY CLASS : British Airways (Long haul = World Traveller / Short Haul = Euro Traveller)

AIRPORT : London Heathrow Terminal 5

| | |
|-------------------|------|
| Check-In Services | ★★★★ |
| Transfer Services | ★★★ |

| | |
|--------------------|-----|
| Arrival Assistance | ★★★ |
| Baggage Delivery | ★★ |

Long Haul

ONBOARD PRODUCT

| | |
|-------------------------------|------|
| Seat Comfort | ★★★★ |
| Comfort : Blankets, Pillows | ★★★★ |
| Inflight Entertainment | ★★★★ |
| Washroom Cleanliness | ★★ |
| Cabin Cleanliness / Condition | ★★★ |
| Quality of Meals served | ★★★★ |
| Quantity of Food served | ★★★★ |
| Newspapers | ★★★ |

CABIN STAFF SERVICE

| | |
|----------------------------|------|
| Service Efficiency | ★★★★ |
| Enthusiasm, Attitude | ★★★★ |
| Interaction with PAX | ★★★ |
| Cabin Presence thru Flight | ★★★★ |
| Responding to Requests | ★★★ |
| Language Skills | ★★★★ |
| Consistency amongst Staff | ★★★★ |
| Personalisation of Service | n/a |

Short Haul / Regional

ONBOARD PRODUCT

| | |
|-------------------------------|------|
| Seat Comfort | ★★★★ |
| Comfort : Blankets, Pillows | ★★★★ |
| Inflight Entertainment | ★★★★ |
| Washroom Cleanliness | ★★★★ |
| Cabin Cleanliness / Condition | ★★★★ |
| Quality of Meals served | ★★★★ |
| Quantity of Food served | ★★ |

CABIN STAFF SERVICE

| | |
|----------------------------|------|
| Service Efficiency | ★★★★ |
| Enthusiasm, Attitude | ★★★★ |
| Interaction with PAX | ★★ |
| Cabin Presence thru Flight | ★★★★ |
| Responding to Requests | ★★★★ |
| Language Skills | ★★★★ |
| Consistency amongst Staff | ★★★★ |

Focus groups

There are 10 to 18 people in a focus group, they are seated in a monitored room with cameras; discussing British Airways customer service. Highly experienced researchers, monitor the group in another room, analyse everything that is being said. Questions are asked about the service and British Airways takes these answers into consideration and make changes to improve their customer service, British Airways are always product testing as they want their products to be of the highest quality. Results from the focus group is qualitative as answers are very detailed and in depth. Although focus groups give detailed answers, it can be very time consuming as it takes up to 2 to 3 hours to carry out, it is expensive as highly experienced researchers are hired from NOP.

Customer surveys

British Airways carry out many surveys, such as online surveys and one to one surveys, they are easy to distribute, and British Airways can get a lot of responses in a short space of time. Online surveys are done with NPD research group who collate all the data which is mostly qualitative, it is analysed and internal and external customers receive the information through advertising. British Airways also pay customers to keep a diary of their experience with them; British Airways normally go for business customers as they are always flying due to their job. These diaries give British Airways a reasonable picture about customer's behaviour.

Omnibus

Together, some companies do omnibus surveys, random questions are asked British Airways will pay the company to ask people four question created by British Airways who make sure that the questions are not one sided or specific to them, and they try to make them as open as possible, after the questions are asked the company give the results to British Airways who use them to inform their decision making. Omnibus surveys are cheap, they save time and effort as well.

Secondary data

Secondary data is information that other people have collected, which helps British Airways when making decisions such as analysing the stock market figures, to see if they have good customer service, as well as analysing sale figures if more tickets are being sold, then British Airways are doing well.

Detailed analysis of the methods used to assess BA C.S. Very thorough analysis of the ways BA monitor BA C.S.

AO4: an evaluation of British Airways customer service

During this evaluation, I shall evaluate and assess the good things about British Airways' customer service as well as the bad things; I will also be giving recommendations on how British Airways can improve their customer service, which will increase the number of customers leading to higher profit.

British Airways meet the needs of the majority of their customers, as they have had 36 million external customers, and they have employed 49,490 internal customers. This shows that British Airways' customer service must not be bad and must be of quite a high standard. British Airways also fly to over 2,600 different locations in 132 countries; in my opinion I think that British Airways are very comprehensive company who do things in a lot of detail, they fly to more locations than any other company, and they are always putting customers first.

British Airways make sure that they meet all external customers' needs. As long as they have been given 24 hours notice, British Airways will always go the extra mile no matter what the customer's needs are, for example if an airport buggy is needed for an elderly customer, British Airways will make sure that it is available for them on the day of their flight. Disabled customer are allowed to sit in their wheelchair while waiting for their light as well as just before they board the aircraft as long as 24 hours notice has been given. However, not all airports allow customers to do this as they do not offer the service, so I recommend British Airways should educate all other airports that their planes land in, about customers being able to stay in their wheelchairs, as they feel more comfortable and at ease

A disadvantage is that not all British Airways aircrafts can accommodate wheelchair users, such as the Airbus A319 which cannot accommodate mobility aides over 60 kilograms as well because of limited space. My recommendation to British Airways is that they should modify or improve their aircrafts, for travelling disabled customers to have a more comfortable flight; this would also comply with the disability discrimination act. Another disadvantage is that British Airways staff, cannot carry disabled customers due to health and safety regulations, therefore disabled customers are advice to travel with

AO4 - Evaluation

someone who can assist them if they need to be carried or if they need help with going to the toilet. Disabled customers can be given assistance to the toilet by internal customers, but once they are inside, they must help themselves.

I think that British Airways provide an excellent service for customers who are hearing and visually impaired, there are a range of facilities provided for them, in order for them to have a better and more comfortable experience with British Airways, such as meet and greet service, where customers are greeted by members of staff in order for them to become familiar with their faces, T loop which is in sync with hearing aids of hearing impaired customers enabling them to watch TV on the plane as well as listen to the radio, Braille card allowing visually impaired customers to read the safety guides, as well as separate safety procedures, so that they are able to understand what is going on also giving them reassurance as they know what to do in case of an emergency. All films and programmes are subtitled so customers are able to enjoy the programmes

British Airways meets the needs of internal customers by having an equal opportunities system, which welcomes people from all walks of life and religions, there is no discrimination, they will be given a job based on merit, their interview and how ideal they would be for the job as well as how much they will contribute to British Airways and benefits they can bring. British Airways also meet the needs of children and infants, as they offer skyflyer service, where children fly to a certain destination on their own, but they are escorted by members of staff to and from their destination. British Airways has a good reputation; the children will be safe, secure and looked after at all times. A CRB check, is carried out on all members of staff, this check is to make sure that members of staff have had no previous criminal offences most especially with young children; this will enable British Airways to decide whether they are suitable to work with young customers or any other customer. This reassures parents and lets them know that their children will be well taken care of.

The needs of families with infants are also met as they are provided with carry cots, which babies up to the age of 23 months are able to sleep in. However parents will have to pay a child price, for their babies to be able to sleep in the carry cots. Infants are also provided with infant seatbelts, which meets the safety regulation for infants. In spite of this, aircrafts 777 and 767, British Airways do not offer infant seat belts in first class. I recommend that British Airways should provide infant seatbelt as young children are

AO4 - Evaluation

unable to fly first class, because it is too dangerous for them as they will not be secure enough in the seats, and this does not meet the safety regulations for infants.

British Airways have a wide range of entertainment for children as well as adult on board the aircraft; there are skyflie pack for children ages 3 to 12 years there are a mixture of games and puzzles for them to do as well as magazines and coloring books, this is to keep them occupied and prevent them from being restless throughout their journey. A wide range of meals are served on board, this enables British Airways to provide for customers of different religions, cultures and beliefs, so that everyone is satisfied. British Airways are also very good at making sure that nut are not included in any of their meals and snacks, this is to prevent any reactions; this is taking other customers needs into consideration.

From surveys that have been carried out, British Airways found out that 84% of external customers were happy with the service that was provided by the cabin crew, however, I would recommend that British Airways should constantly be trying to make sure that 90 if not 100% of their customers are satisfied with the service that they have been given by members of staff. 75% of customers thought that the check in times at the airport was good, which means one in every four customers are unhappy with how they have to wait to check in. I would suggest that British Airways follow these results up and put more staff members at the desk, during peak times. On the other hand British Airways have addressed the problem of long check in times, by providing check in online as well as self service kiosks at the terminals; advantages are that customers can book the seats of their choice, it is quick and both facilities come in a variety of languages this is very convenient as non English speaking customers will be able to check in quickly and conveniently.

Stats. are used when evaluating C.S. principles underlying the services provided to customers

One problem with British Airways is that they received bad press, due to the loss of thousands of passengers bags, when Terminal 5 opened on 12th April 2008; this made customers lose trust in British Airways' ability to take care of their luggage, they were discouraged and they did not have confidence in British Airways, this also leads to a loss of profit as not as many customers will be travelling with them. There is a strict policy that British Airways have, which is any unclaimed or unreturned bags, will be destroyed or auctioned off, My recommendation is that British Airways should reassess how customers luggage is handled, so that they are not lost in the first place; I also

recommend that British Airways should make more of an effort to return the bags to the customers, to prevent them from having a bad image as well as bad publicity.

Another problem is that British Airways suffer from a lot of strikes, this means that internal customer are unhappy with they way that they are being treated, which means that British Airways is not catering to their needs. Strikes really have a big impact on external customers as it is very inconvenient for them because they receive poor customer service as there is a shortage of staff, there are many delays and food is not served on board; these cause customers to be very unhappy and less likely to come back which leads to a loss of profit for British Airways, it also creates a very bad image of British Airways. I would recommend British Airways to do their best to try to meet the needs of their internal customers, which decreases the number of strikes that takes place; it will keep them happy, motivating them to provide higher quality of customer service.

From a recent survey that has been recently carried out, only 51% of external customer said they were satisfied that British Airways was good value for money. I would advice British Airways to reassess their prices as well as check their competitor's prices to see where they can cut their costs, without affecting the quality of their service. Only 52% of flights flew out on time last year; this is quite bad as 1 in every 2 flights do not fly on schedule. My suggestion would be that British Airways should improve and make sure more of their flights fly out on time, this could be done by making check in quicker or they could provide more self service kiosk to speed up the number of people that are checked in on time. Although British Airways can sort out any internal issues as to why flights do not leave on time, they cannot do anything about external issues such as the weather or air traffic.

On the other hand, by mystery shopper standards British Airways is a very good airline as it has been rated 4 stars out of 5, however the lounges and toilets need to be improved, so that customers will be satisfied.

British Airways perform poorly on language skills, which make non English speaking customers frustrated and angry as they cannot understand members o staff and vice versa. I recommend that British Airways should invest in multi and bilingual members of staff as this will attract more foreign customers to British Airways which leads to them

making a higher profit. The kiosks at the airport terminals are very good as they come in a variety of languages, but when they are talking in person, they need members of staff who can speak their language; British Airways need to be prepared for all flight and different languages.

It would be good if British Airways improved priority on allowing business customers on board first, as they are the customers who pay the most money for their tickets. This is because 49% of business customers were not satisfied with the service that they received. Results from surveys also showed that cabin crew did not interact with the customers in economy class on long haul flight. My suggestion is that cabin crew should make an effort to interact with them as they are paying customers as well and deserve to be given the best service, as there could be repeat business as well as recommendations, which will lead to a growth in profit.

Through evaluation
of C.S for BA.
Some conclusions are
drawn with recommenda-
tions about how the
service could improve +
why.
However recommendations are
not thorough in their
justification.

SWOT Analysis

SWOT stand for:

Strengths

Weaknesses

Opportunities

Threats

British Airways use this analysis regularly to see where they are going right or wrong, to see if there are any threats in the market and other competitors.

Strengths

British Airways look for their strengths customer service wise so that they can build on it and maintain it. Some of British Airways strengths are that they offer a range of special meals, to cater to customers of different dietary requirements, religions and beliefs. There are special facilities for hearing and visually impaired customers such as Braille cards separate safety demonstrates and t loop facilities for hearing impaired customers. British Airways have 36 million passenger and they have over 49,000 internal customers worldwide which shows that they are happy and all their needs are being met.

There are skyflyer pack for children from ages 2 to 12 years old which keeps them occupied and prevents them from being restless it also helps parents enjoy their flight; British Airways also have entertainment for customer of all ages, with different genres. From a previous survey taken, 84% of customers were happy with the service that was provided by the cabin crew which shows that the customer service is if a high standard and customers are satisfied. 75% of customers also thought that check was good as they did not take a long time. There are check in kiosks which enables customer to check in quickly and efficiently also allowing them to pick seats of their choice. According to mystery shopper British Airways has been given 4 stars out of 5 which are very good.

Weaknesses

British Airways also use this analysis to look at their weaknesses, what they need to work on, what they are doing poorly compared to their competitors and improvements that can be made. Some of British Airways' weaknesses are that there are weight restrictions on board the aircraft, meaning that wheelchairs are unable to come on board, the Boeing 777 and 767 do not have seatbelts for infants in first class meaning children cannot go into first class. Only 51% of customers thought that British Airways was good value for money meaning that their tickets are quite expensive, members of staff are unable to do sign language making them unable to communicate with hearing impaired customers. Many internal customers go on strike which means that they are unhappy and British Airways are not meet their needs, also British Airways received bad press when Terminal 5 open as thousands of customers bags were lost this created a bad image for British Airways.

Opportunities

British Airways look for opportunities to reach more customers, for example the new Boeing airbus which carry a lot more passengers and go to more places, there is new technology such as Wi-Fi on board and at the airport terminals, this will attract more business customers as they can get their work done while waiting for their flight as well as on board.

Threats

British Airways have many threats such as Easy Jet which allow their customers to use their computers on board, this will attract more customers, and British Airways will start to lose this customers, the economic slump is another threat as people will have less disposable income to go on holiday, there is also new completion such as new airline with special offers and deals.

*SWOT analysis
for BA overall.*

