

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM / PGDM (M) / PGDM (SM)**

**FIFTH TRIMESTER (Batch 2022-24)**

**END TERM EXAMINATIONS, JANUARY 2024**

Course Name	Customer Relationship Management	Course Code	20127
Max. Time	2 hours	Max. Marks	40 MM

**INSTRUCTIONS:**

- All Questions are Mandatory
- This is a closed book exam to be attempted in pen and paper
- DO NOT copy any part of the case study into your answersheet. This may result in negative marks

Read the case below and answer the questions that follow :

**Case Study: British Airways' Approach to In-Flight Service Challenges**

**Introduction**

British Airways (BA), the United Kingdom's flag carrier, has a reputation for quality service and customer satisfaction. However, even leading organizations can encounter challenges in service delivery. This case study delves into a significant service failure involving a Business Class passenger, Mr. Sanjeev Kakkar on BA flight BA146 from Delhi to London. The focus is on the customer's experience, the airline's response, and the resulting escalation due to inadequate handling of the situation.

**Industry Context**

The airline industry is characterized by high competition and the critical importance of customer service. Effective handling of customer complaints is essential to maintain customer loyalty and brand reputation. In this context, British Airways faced a crucial test of its service recovery processes.

**The Incident**

**Background**

On the 26<sup>th</sup> of November, 2021, Mr. Sanjeev Kakkar was scheduled to fly from Delhi to London on BA146. He had pre-booked a Hindu Non-vegetarian Meal, a standard offering that caters to specific dietary requirements. Unfortunately, due to an oversight, this meal was unavailable on his flight.

**The Flight Experience**

During the flight, when meal service commenced, Mr. Kakkar was informed about the unavailability of his pre-booked meal. The alternatives offered were not suitable for his dietary restrictions, leaving him without an appropriate meal for the entire duration of the 9-hour flight. This incident caused significant discomfort and dissatisfaction for Mr. Kakkar.

**Initial Complaint**

Feeling aggrieved by this oversight, Mr. Kakkar sent a detailed email to British Airways' customer service, expressing his disappointment and discomfort due to the lack of a suitable meal. His email highlighted the inconvenience caused and the expectation of a reliable service from British Airways.

**British Airways' Initial Response**



The response from British Airways' customer service was prompt but failed to meet the expectations of empathy and resolution. The reply was perceived as generic and impersonal, lacking in acknowledgment of the specific issue and devoid of any offer of compensation or a clear plan to prevent such occurrences in the future.

#### Escalation of the Issue

Mr. Kakkar, dissatisfied with the initial response, decided to escalate the matter to the senior management of British Airways. He expected a more considerate and tangible resolution to his grievance from the higher authorities.

#### Interaction with Senior Management

The interaction with senior management did not yield the expected results. The response echoed the tone of the initial reply, reiterating the airline's position without offering a satisfactory resolution or acknowledgement of the service failure. This further exacerbated Mr. Kakkar's frustration and dissatisfaction.

#### Breakdown in Communication

As the issue escalated, the communication between Mr. Kakkar and British Airways became increasingly strained. The responses from the airline grew more bureaucratic and delayed, contributing to the growing dissatisfaction of the customer.

#### Impact on the Customer

##### Loss of Trust

The handling of the situation resulted in a significant erosion of trust between Mr. Kakkar and British Airways. The perceived indifference of the airline towards his situation was a major contributing factor to the breakdown of this relationship.

##### Decision to Switch Loyalty

Ultimately, the cumulative dissatisfaction led Mr. Kakkar to make a decisive choice – to stop using British Airways for his future travel needs. This decision was a direct outcome of the incident and the subsequent inadequate handling of his complaint.

#### Conclusion

This case study of British Airways and Mr. Sanjeev Kakkar's complaint provides a detailed narrative of how a service failure, compounded by inadequate service recovery, can lead to the loss of a customer. It highlights the crucial importance of empathetic and effective customer service in the airline industry. The incident serves as a reminder of the potential consequences of service recovery failures and the impact they can have on customer relationships and brand loyalty. For British Airways, this incident presents an opportunity for introspection and improvement in its approach to customer service, a crucial aspect for maintaining its standing and reputation in the competitive world of airline travel.

### **Annexure: Email Exchanges in British Airways Service Failure Case**

*Email Exchange between Mr. Kakkar and British Airways Customer Service*

*Mr. Kakkar's Initial Complaint:*

*Sent: November 28, 2021*

*Subject: Disappointment with In-Flight Meal Service on BA146*

*"To Whom It May Concern,*

*I am writing to express my deep dissatisfaction with the service I received on my recent flight BA146 from Delhi to London. I had pre-booked a Hindu Non-vegetarian Meal, only to be informed during the flight that it was not available. The alternatives offered were not suitable for my dietary needs, leaving me without a proper meal for over 11 hours. This experience was not only uncomfortable but also*

completely unexpected from a reputed airline like British Airways. I trust that you will address this issue seriously and ensure such lapses in service do not recur.

Sincerely,  
Sanjeev Kakkar"

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British Airways Customer Service Response:

Sent: December 1, 2021

Subject: RE: Disappointment with In-Flight Meal Service on BA146

"Dear Mr. Kakkar,

Thank you for contacting British Airways. We apologize for any inconvenience you may have experienced. We strive to meet our customers' needs, but sometimes unforeseen circumstances can lead to service disruptions. We have noted your feedback and will use it to improve our services. We appreciate your understanding in this matter.

Regards,  
British Airways Customer Service Team"

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Email Exchange between Mr. Kakkar and British Airways Senior Management

Mr. Kakkar's Escalated Complaint:

Sent: December 5, 2021

Subject: Unresolved Complaint: In-Flight Meal Service on BA146

"To Whom It May Concern,

I am writing to follow up on my earlier complaint regarding the unsatisfactory meal service on flight BA146. The response I received from your customer service team was highly unsatisfactory and did not address my concerns. I expected a more empathetic and proactive approach from British Airways. This incident has significantly affected my trust in your airline, and I urge senior management to look into this matter personally.

Regards,  
Sanjeev Kakkar"

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Senior Management Response:

Sent: December 10, 2021

Subject: RE: Unresolved Complaint: In-Flight Meal Service on BA146

"Dear Mr. Kakkar,

Thank you for your email. We apologize if our previous response did not meet your expectations. Please be assured that we take all feedback seriously. However, we must inform you that our policy does not allow for individual compensation in such cases. We regret any inconvenience caused and hope to welcome you on board British Airways in the future.

Best Regards,  
British Airways Senior Management"

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Q1. Critically analyse the case study provided, and propose changes to the complaint handling process.

(20 Marks)

Q2. Develop any 5 Service Recovery measures to effectively mitigate the situation for retaining the Customer.

(10 Marks)



Q3. Explain the concept of Eco-Ego-Emo benefits, for the Customer Programs depicted in the exhibit below, with suitable examples (10Marks)

