

SWISS – Onboard Service Playbook

FINAL REPORT

19/12/2018



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INTRODUCTION

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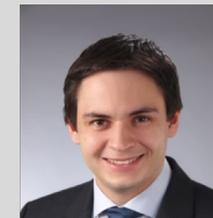


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MANAGEMENT SUMMARY

MAPPING THE CUSTOMER JOURNEY WITH THE ONBOARD OPERATIONS RESULTS IN THE «ONBOARD SERVICE PLAYBOOK»

This report was created to face the challenge of creating a new digital format to document and communicate a multidimensional customer experience on board of a SWISS aircraft. Today's process-oriented operations manuals are very extensive, thus should be integrated within a new and digital format, described as «onboard service playbook». This format will illustrate a multidimensional customer experience, including multiple layers, dimensions and elements from different perspectives.

Based on this requirement, the Customer Journey is displayed from the point on when passengers start boarding the aircraft, during the whole flight till the debarking of the aircraft. As a focus, a business class flight from Zurich to New York was analyzed. Furthermore, four dimensions, see, smell, hear and feel, are allocated to the respective stages during the flight.

After an intensive research phase, eight extensive interviews with cabin crew members and a hospitality manager allowed the team to gain some valuable insights which were then implemented into the solution. The ideation phase lead to a prototype which was developed and enhanced over the project period. Each prototype was tested with different stakeholders to gain further development insights. Accordingly, an iterative and agile project method led to the final prototype.

The result is the mapping of the Customer Journey with the onboard operations visualized with 360-degree videos and pictures to better motivate the target audience which is the flying staff. The created digital format illustrates the different flight stages which are linked to the respective onboard operations that are necessary to fulfill the complete Customer Journey during a flight. Each experience in the Customer Journey is linked to an empathy map which covers the mentioned dimensions.

WORDING

TO AVOID UNCLARITIES AND UNCERTAINTIES, THE MOST IMPORTANT TERMS OF THE REPORT ARE DEFINED HERE

CCM – FA – MC: Flight Attendants and **Maître de Cabines** are **Cabin Crew Members**. As the major contact point for the passengers on board of the aircraft, they have the unique possibility to create a fantastic experience to the customer. The MC is the temporary team leader. As the teams are set together differently for every flight, the MC prepares the flight and sets the focus of the flight briefing.

F/CL: First Class (only on long-haul flights)

C/CL: Business Class (short- and long-haul flights)

Y/CL: Economy Class (short- and long-haul flights)

SCM: The **Swiss Cabin Crew Manual** contains all the detailed process description and is also called "the bible". It contains all the **onboard operations** described in this report.

Customer Journey/Experience (CX): Describes in general the journey of a passenger with all the touchpoints with the airline company. In this report, the focus is set on the flight from boarding to debarking.

Empathy Map: Classification of the customer experience into the four dimensions See, Hear, Smell and Feel, while the **cognitive journey** leads through all the experiences focusing on one dimension.

LAT: Lufthansa Aviation Training is the organization, where SWISS- and LH-Group cabin crew members get their initial and recurring training.

1L – 2R: Reflect the **positions** of the CCM in the aircraft. In this flight scenario with the A330 from ZRH to JFK four CCM (including the MC) serve in the business class.

Operative Author: The operative author is the one, typically a **hospitality manager**, who keeps the playbook up to date and has a key role in the initial setup of the solution.

Strategic Author: For major strategic decisions a **board member** takes over the role of the strategic author who decides about the vision and major operational changes.

PROJECT BACKGROUND (1/2)

SWISS INTERNATIONAL AIRLINES IS THE PREMIUM AIRLINE FOR SWITZERLAND



Vision of SWISS

SWISS is the leading European airline in terms of **quality** and **service** and achieves **profitable** and **sustainable growth**.

1. The SWISS Vision is about the future
2. Differentiation from the competition by positioning SWISS as a premium airline
3. In the airline industry, you need to be big to be profitable

Mission of SWISS

We are the airline of Switzerland and **connect Switzerland with the world**. Our sign is a promise.



Source: Guest lecture of Jan-Christian Schraven, 22th of March 2017, University of St. Gallen

PROJECT BACKGROUND (2/2)

THE PROJECT «ONBOARD SERVICE PLAYBOOK» MATTERS

Today's situation

The vision clearly describes that SWISS is a premium airline and wants to be perceived by customers as quality leader. To differentiate within a highly competitive environment, such as the aviation industry, service quality is a key success factor. Today's operation manuals are focused on safety and a clear process description for cabin crew members.

New Premium

The New Premium combines the traditional customer expectations with the future customer needs. Trends within the society as sustainability, search of pleasure, the importance of human touchpoints and the search of unique experiences influence the perception of a premium service.

Future situation

The operation manuals should be mapped with the Customer Journey to secure a high level of service quality in every moment. Developing new services or individualizing services and communicating it to cabin crew members will have a positive effect on the customer's individual experiences. The goal is to enhance the customer experience with a streamlined service-orientation.

Individualization of Services

As customers expect more and more to have their individual needs fulfilled in the right moment and the right place, individualization of services will be an important criterion to enhance the premium experience on board of a SWISS aircraft. To communicate passenger's needs and create awareness among cabin crew members, the concepts of Personas and Customer Journeys are used. If it will be communicated and documented in an effective way, cabin crew members have the opportunity to make every flight as personal and unique for the passengers as possible.

PROJECT DEFINITION & APPROACH

PROJECT GOAL AND STRUCTURE

THREE MAIN GOALS HAVE BEEN IDENTIFIED AND WERE ANSWERED THROUGH A THREE STEP APPROACH

Project Goals

1

Create **vision** to document & communicate customer oriented behavior

2

New format will be defined and results in a concept of the new «**playbook**»

3

New format will be **tested** with crew members

The common understanding of the project's goal is a key success factor. In the first step, a clear project vision is developed and communicated to all stakeholders. The definition of the vision will further ensure that Personas and Customer Journeys can be documented and communicated effectively to cabin crew members.

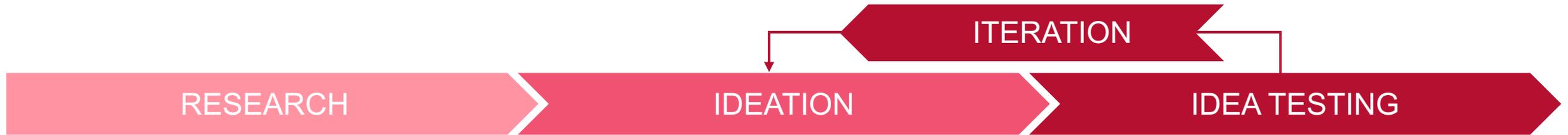
The second goal focuses on the new digital format which should be used to communicate and document Customer Journeys. The creation of a prototype to visualize the project idea was a key element of this goal. To allow the stakeholders to get a feeling of the «playbook», the prototype is created with an application to make the new format clickable.

In the third step, the students team tests the prototype with various stakeholders such as crew members, the project sponsor and a hospitality manager to get feedbacks about how to improve the prototype.

This iterative approach ensures that the prototype really meets the goals set and integrates the wishes of the stakeholders. In the next slide, the iterative process is illustrated in more details.

PROJECT STRUCTURE

OUR ROAD TO SUCCESS CONSISTED OF THREE MAIN STEPS



KEY QUESTIONS

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • What is the target audience of the new documentation format? • What are the main Personas of SWISS and what do they expect during a flight? • Do the process descriptions contain any information of customer oriented behavior? How is it communicated? • How does the journey of a LX14 Business Class flight look like? | <ul style="list-style-type: none"> • What digital tools does the target audience use today? • How can the SWISS-spirit be documented and communicated in an easy and repetitive way? • Which format motivates the target audience most to do the extra effort? | <ul style="list-style-type: none"> • Will the proposed formats really be successful to reach the target? • What ideas do different stakeholders have to implement new ideas? • How can digital tools be combined to offer an easy access? |
|---|--|--|

APPROACH

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Desk research • Interviews (if required) | <ul style="list-style-type: none"> • Internal workshops (whitepaper approach) • Usage of information of research and idea testing | <ul style="list-style-type: none"> • Tests with crew members and passengers • Iterative approach – open questions for idea generation |
|---|---|---|

EXPECTED OUTCOME

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • No structured way to communicate how “premium” service should be | <ul style="list-style-type: none"> • New digital formats are easy to use and offer the greatest learning experience for crew members | <ul style="list-style-type: none"> • Combination of different digital tools |
|--|---|--|

INITIAL INTERVIEWS (1/3)

TO LEARN MORE ABOUT THE PROJECT AND THE ACTUAL METHODS SEVERAL INTERVIEWS WERE CONDUCTED

Person	Date	Key Finding
Sara D. (FA)	21.10.2018	<ul style="list-style-type: none">• Good internal communication flow• Status quo with process description is purpose fulfilling• Good flight preparation in advance is key• Quick service guide is available on IPad• Interpersonal is based on instinct and human dignity• Discussion of different safety topics at the briefing
Nadine A. (MC)	22.10.2018	<ul style="list-style-type: none">• Time management on the ground as a big challenge• Service process policies are looked at virtually every flight• New guidelines are not always optimized for crew operations• Crew has the possibility to give feedback via «Report» App on IPad• Personas (and how to handle them) are not included in service process policies• Clip entries can be made for frequent flyers• MC and crew relies on simple human knowledge• Request: Push messages for new service processes on IPad (no emails!)

INITIAL INTERVIEWS (2/3)

TO LEARN MORE ABOUT THE PROJECT AND THE ACTUAL METHODS SEVERAL INTERVIEWS WERE CONDUCTED

Person	Date	Key Finding
Sabrina B. (FA)	22.10.2018	<ul style="list-style-type: none">• Customer experience not a topic at her department. However, all Swiss employees will be able to attend lectures, some of which will cover these topics• There is drylease and wetlease. If Swiss can not carry out the flights itself due to capacity deficits, these will be carried out by Helvetic. However, the customer buys a Swiss product. Therefore, these should also understand the customer needs of Swiss customers
Roger Geu	30.10.2018	<ul style="list-style-type: none">• Communication formats: email, safety letters, Swiss TV, CrewTube, MySwiss (Intranet), Ebay-Swiss (intranet LH), TownHall• 3 Communication categories: must know, nice to know and nice to read• Hospitality is „learning by doing“ (no video or role plays)• Very short training time for flight attendants• Changes take a long time• You do not want FAs to think in personas and simply categorize them• Passengers are not personas, but guests.

INITIAL INTERVIEWS (3/3)

TO LEARN MORE ABOUT THE PROJECT AND THE ACTUAL METHODS SEVERAL INTERVIEWS WERE CONDUCTED

Person	Date	Key Finding
Bianca Käser (LAT)	31.10.2018	<ul style="list-style-type: none">• In Geneva, the new product was trained with the Personas• Only for retraining to business and first-class have the FA once again a service course - FA have to inform themselves, there are voluntary courses that they can attend• MC is responsible for atmosphere during flight
Benedict Fanconi	27.11.2018	<ul style="list-style-type: none">• Within Swiss the Hospitality Manager is the voice for the customer. He is the one who knows what the customer wants at the touchpoints.• There are different sources for feedback: customer satisfaction report, crew feedback, feedback app within lufthansa, tripadvisor etc• Fulfilling the Swiss Standards can be a challenge with an information overflow from multiple sides• It is important that FA know the types of personas that they are confronted with during flights• Within the business class individualization is a challenge because of a limited manpower

THE VISION

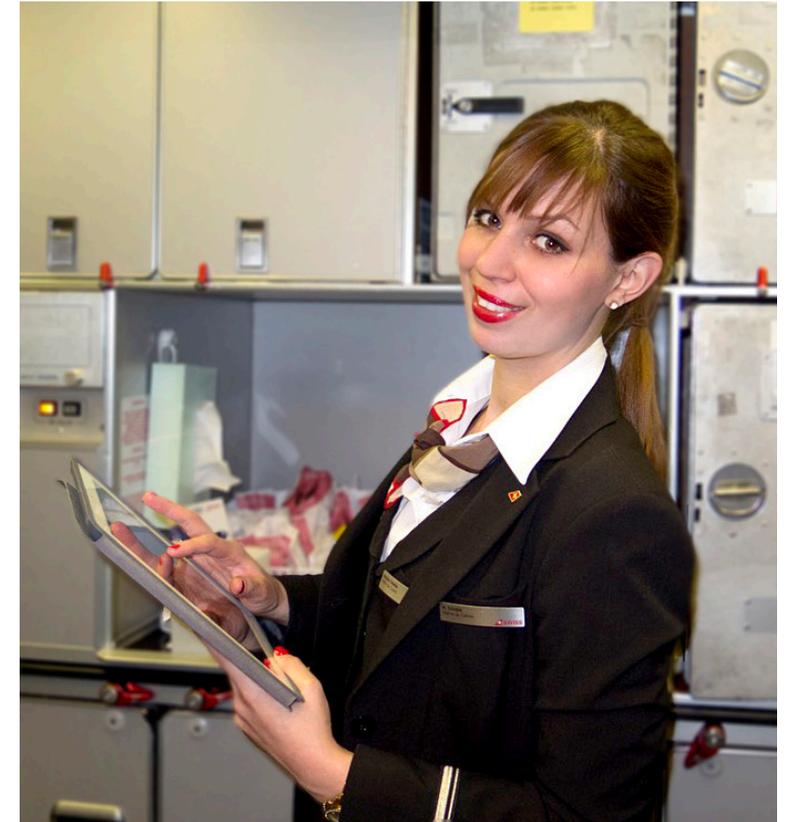
THE VISION

THE STUDENTS' TEAM DEFINED THE FOLLOWING VISION OF THE «ONBOARD SERVICE PLAYBOOK»

The «Onboard Service Playbook» is a new digital format for **documentation** and **communication**. It will be used by all internal stakeholders as a secure, integrated and easy to use **platform**.

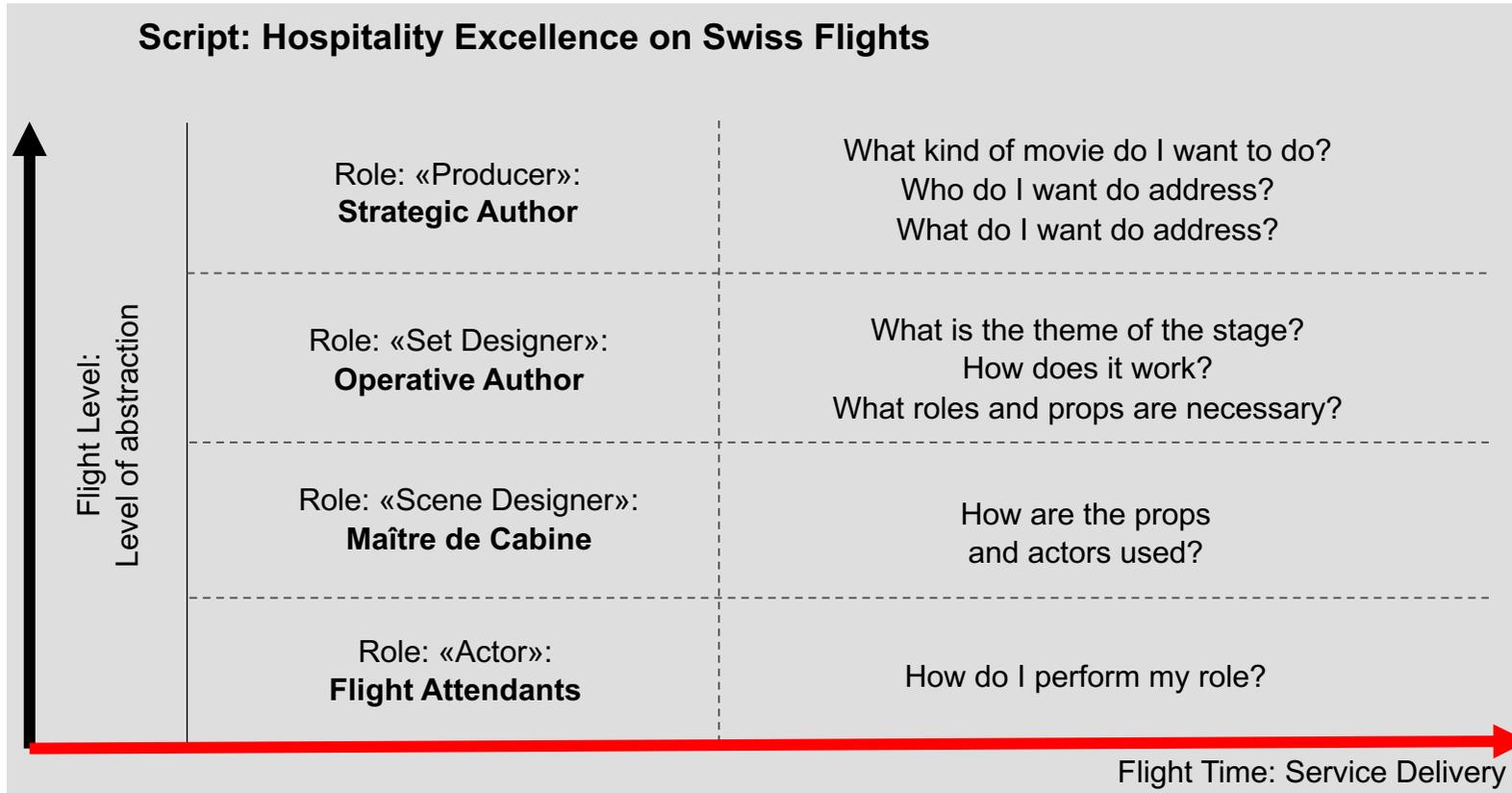
The goal of this «playbook» is to **increase customer experience** for all the passengers by **customer-oriented behavior** to establish SWISS further as the premium airline of Switzerland.

Mapping the onboard operations with the **Customer Journey** and the description of all dimensions (See, Hear, Smell, Feel) will allow cabin crew members to increase the customers' experience.



THE IDEAL SWISS CUSTOMER EXPERIENCE

THERE ARE MULTIPLE PARALLELS TO A STAGE SETTING



The situation in the cockpit can be visualized with the help of a script. At the strategic level, there is the management, which sets the direction, vision and adopts the role of the producer for the flight operation. At the next level, there is the operative author, the hospitality manager, who transforms strategic goals into practical process steps and requirements. Then, there is the Maître de Cabine, who divides the work and responsibilities within the FA. Hence, the Maître de Cabine takes the role of the Scene Designer. However, the challenge is that the scene designer changes for every flight and is not as constant as in the theater. Lastly, there are the Flight Attendants who perform their daily tasks and bring the script to life.

In a nutshell, there are four different needs and perspectives that the tool needs to bring together. The Flight Attendants and Maître de Cabine are the main users. The Operative Author functions as “tool feeder” and content provider. Further, the management, who is interested in achievements and implementations.

THE SOLUTION – PROTOTYPE

USAGE OF THE «ONBOARD SERVICE PLAYBOOK» (1/2)

SCENARIO 1: THE SOLUTION IS USED ON THE WAY TO WORK

The first scenario of using the «playbook» starts in the train to the airport

Imagine...

It is 09:00 o'clock in the morning. A cabin crew member is on the way from home to the operations center at the airport in Zurich. Her flight today is LX14 to JFK departing at 12:55. On the train from Zurich HB to the airport, she checks her iPad to catch up on the latest news on her next flight to New York. After this update which took around 15 minutes, she arrives at the airport and walks to the operations center, happy to meet the peers and ready for the flight briefing.



USAGE OF THE «ONBOARD SERVICE PLAYBOOK» (2/2)

SCENARIO 2: FLIGHT BRIEFING TO DISCUSS THE LATEST NEWS IN OPERATION PROCESSES



The «playbook» can also be used to focus on new operation processes during the briefing

Imagine...

After arriving at the operations center, the flight crew is getting together for the flight briefing. The MC wants to focus on the new operation processes, because there were several changes during the boarding process.

They use the «playbook» to check what process steps are changed.

After finishing the briefing, they head to the airplane.

THE SOLUTION – PROTOTYPE

TO ACCESS THE FULL PROTOTYPE CHOSE ONE VERSION

<http://bit.ly/swiss-hsg>

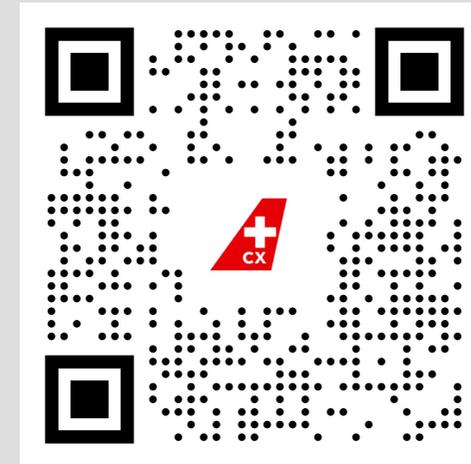


Prototype in PDF

(non-clickable)

Available until 30th of May 2019

<http://bit.ly/playbook-prototype>



Prototype on Marvel App

(clickable)

Available until 30th of May 2019

PROTOTYPE

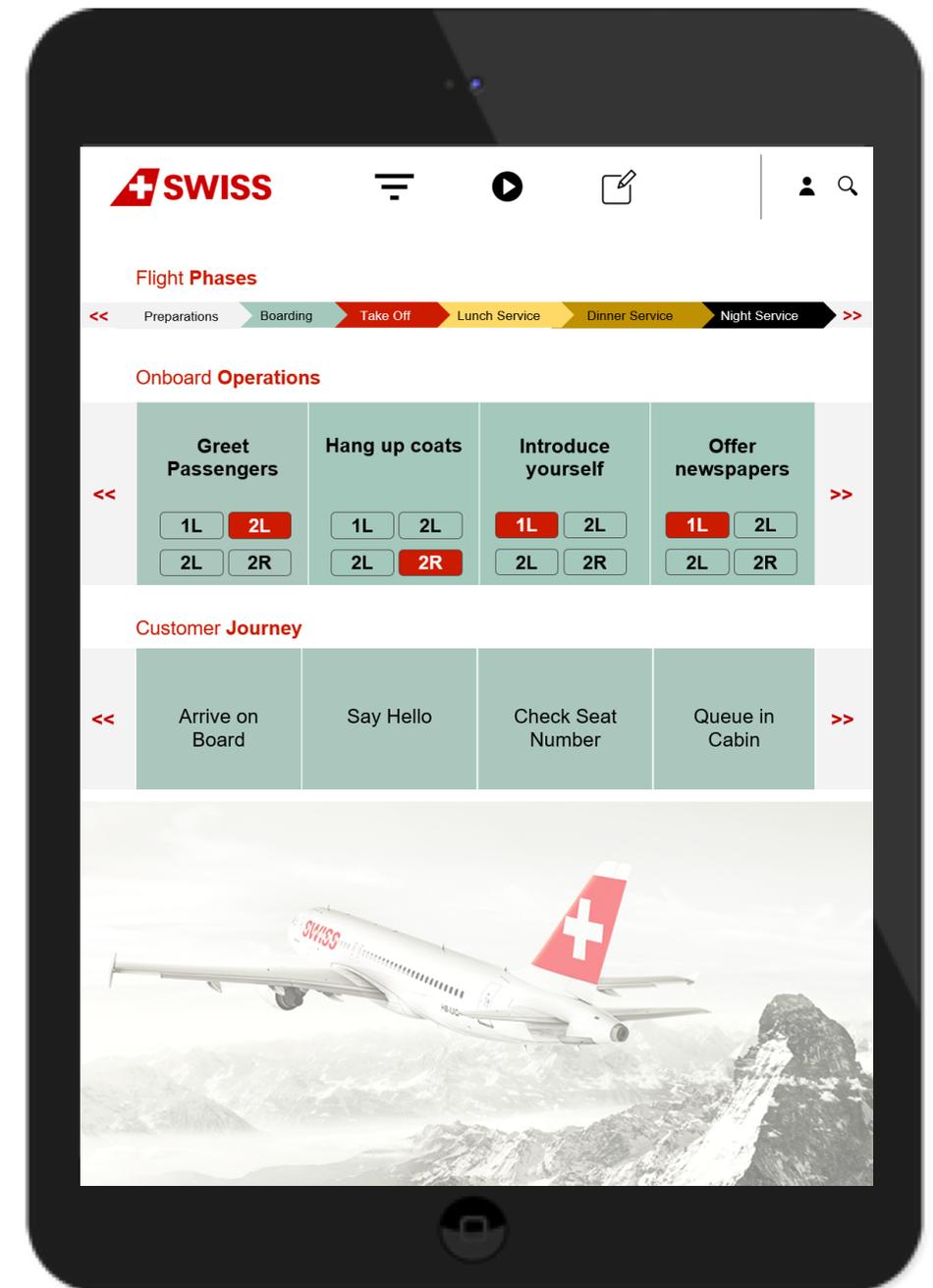
LOGIC DESCRIPTION OF THE «ONBOARD SERVICE PLAYBOOK»

The **main screen** is divided into three lanes. The first lane displays the "Flight Phases". Within this lane, the generic flight phases are listed in a chronological order. Each flight phase has a different color. This color coding shows where, when and which steps belong to a particular flight phase. The second lane represents the "Onboard Operations". All internal process steps are listed here. The color scheme is based on the flight phases mentioned above. Thirdly, "Customer Journey". The Customer Journey is shown here. This means that the respective flight phases are displayed from the passenger's perspective. Again the color indicates, what flight phase is affected.

A **click on "Arrive on Board"** in the lane "Customer Journey" will show you the "Cognitive Journey". Whereby, all four senses (seeing, hearing, smelling, touching) are represented. It shows what a passenger actually perceives.

A **click on a field on the "Onboard Operations"** line opens the "Operations Description". It lists all relevant process steps based on the "Bible".

The icons on the top-line of the screen serve as **navigators**. The **filter sign** (top-left) allows you to set a specific filter for flight phases, crew position and empathy. The **play sign** (top-middle) opens a drop-down menu where different videos on service-excellence in different flight phases can be selected. The **writing sign** (right-side) allows you to give feedback on service and onboard-related processes to the operative author. Furthermore, there is the possibility to co-create new content of the tool.



TESTING RESULTS

TESTING INTERVIEWS (1/2)

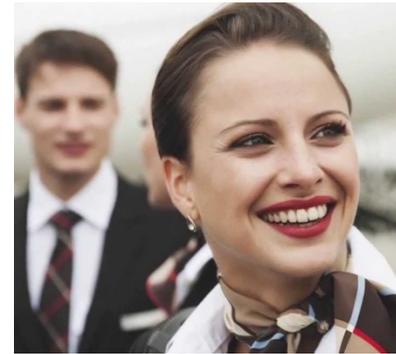
TESTING THE PROTOTYPE WITH DIFFERENT STAKEHOLDERS LEADS TO THE FOLLOWING RESULTS



Nadine A., Maître de Cabine

Interviewed by Jan Neuenschwander

"Im täglichen Geschäft ist der Zeitdruck die grösste Herausforderung. Daher wäre eine einfachere Suchfunktion für die Bibel sehr praktisch."



Sara D., Cabin Crew

Interviewed by Flavia Kohler

"Oft trifft man auf sehr verschiedene Kulturen was zwar meine Arbeit umso interessanter macht, jedoch auch Hindernisse mit sich bringen kann, da so die Kommunikation teils erschwert wird."



Sabrina B., Cabin Crew

Interviewed by Nora Adam

"Das Kundenerlebnis hat bei uns höchste Priorität. Die Konzepte zu Personas und den Customer Journey haben wir bei SWISS noch nicht kennengelernt."



Benedict Fanconi, Hospitality Manager

Interviewed by Marco Genovese

"Ein neues Tool, das multidimensionales Erleben von Prozessschritten im Hospitality-Bereich ermöglicht, ist eine sinnvolle Unterstützung, um neue Prozessschritte zu erlernen."

TESTING INTERVIEWS (2/2)

THE PROTOTYPE GOT A VERY POSITIVE FEEDBACK

Person	Date	Key Finding
Benedict Fanconi (Prototype Testing)	11.12.2018	<ul style="list-style-type: none">• The first impression of the prototype is well received and would be a value for the crew• Different symbol for filtering (confusion with Wifi Signal)• Working steps within operations are not compliant with different personas/roles (1L to 2R)• Dimension «smell» is difficult to capture• Further requested functionalities: notes for every FA, highlight new process steps, exploit filter possibilities, order function per seat
Annette Mann	Various	<ul style="list-style-type: none">• The new prototype is on a good way• Mapping of Customer Journey and onboard operations is the key element and very well designed• Diamond function is a nice addendum and could be extended with tips and tricks from “colleague to colleague”

SYNTHESIS FROM INITIAL AND TESTING INTERVIEWS (1/2)

THE FEEDBACK FROM THE INTERVIEWS LEADS TO THE FOLLOWING KEY FINDINGS – THE KEY FINDINGS MATCH WITH OUR ASSUMPTIONS

Process Description

Process documentation is the work basis

- Regularly read before flights to get familiar with technical specifications
- Status quo is purpose fulfilling
- Should be more intuitive and new designed

Changes and new guideline are a challenge

- Changes and new guidelines are sometimes not optimally adapted to the procedures of the crew
- Updates via app or email not satisfactory

Reporting functionalities through app possible

- Problems are dealt with quickly and reliably
- A uniform platform is desired

SYNTHESIS FROM INITIAL AND TESTING INTERVIEWS (2/2)

THE FEEDBACK FROM THE INTERVIEWS LEADS TO THE FOLLOWING KEY FINDINGS – THE KEY FINDINGS MATCH WITH OUR ASSUMPTIONS

Hospitality

Learning by doing

- There is an initial training, but hospitality is perceived to be learning by doing
- A supporting tool could enhance the customer experience

Hospitality Manager as customer voice

- The hospitality manager is the link between customers and flight attendants

Intuition is seen as prerequisite skill

- There needs to be time for the little extra
- Hospitality, professionalism and a high service style are part of the Swiss spirit

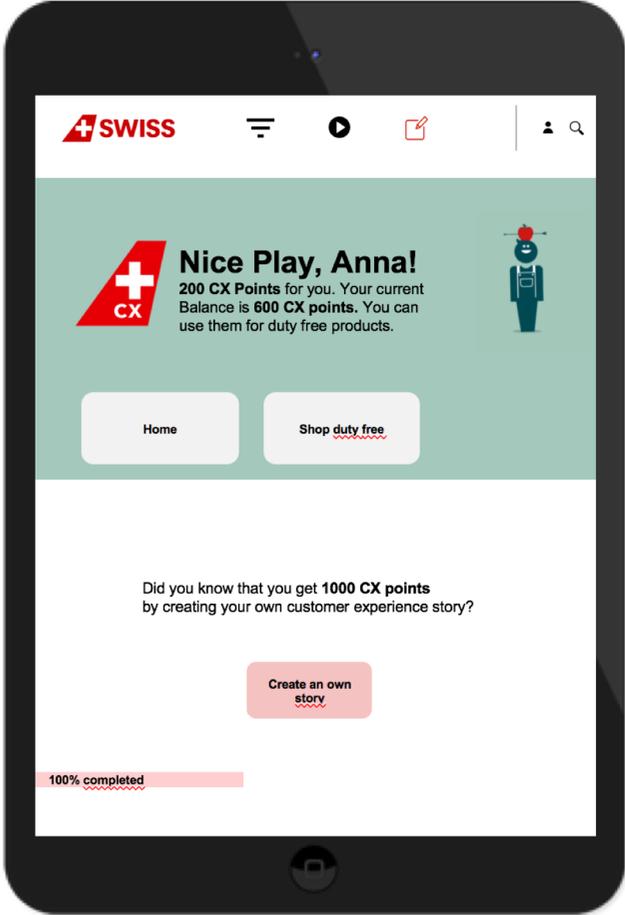
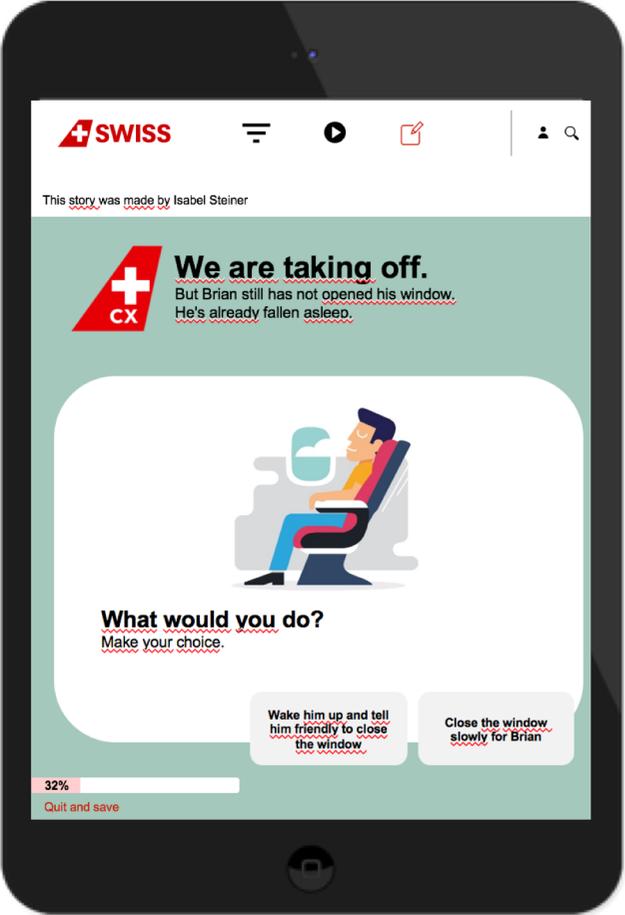
Personas not an integral part of trainings

- The opinions about the integration of personas are diverging.
- Passengers should be viewed as human beings rather than a certain stereotype

OUTLOOK

GAMIFICATION (1/2)

MORE GAMIFICATION ELEMENTS SHOULD BE BUILT IN TO MOTIVATE CABIN CREW MEMBERS TO PARTICIPATE



GAMIFICATION (2/2)

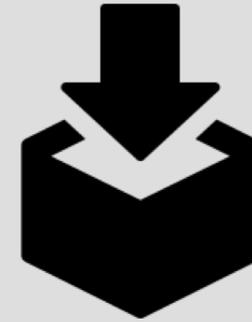
MORE GAMIFICATION ELEMENTS SHOULD BE BUILT IN TO MOTIVATE CABIN CREW MEMBERS TO PARTICIPATE



Participate and Play: Answer these questions about customer experiences correctly and increase the balance of your CX points



Create your own story: Describe a situation and tell about the actions – Share experiences others can benefit from



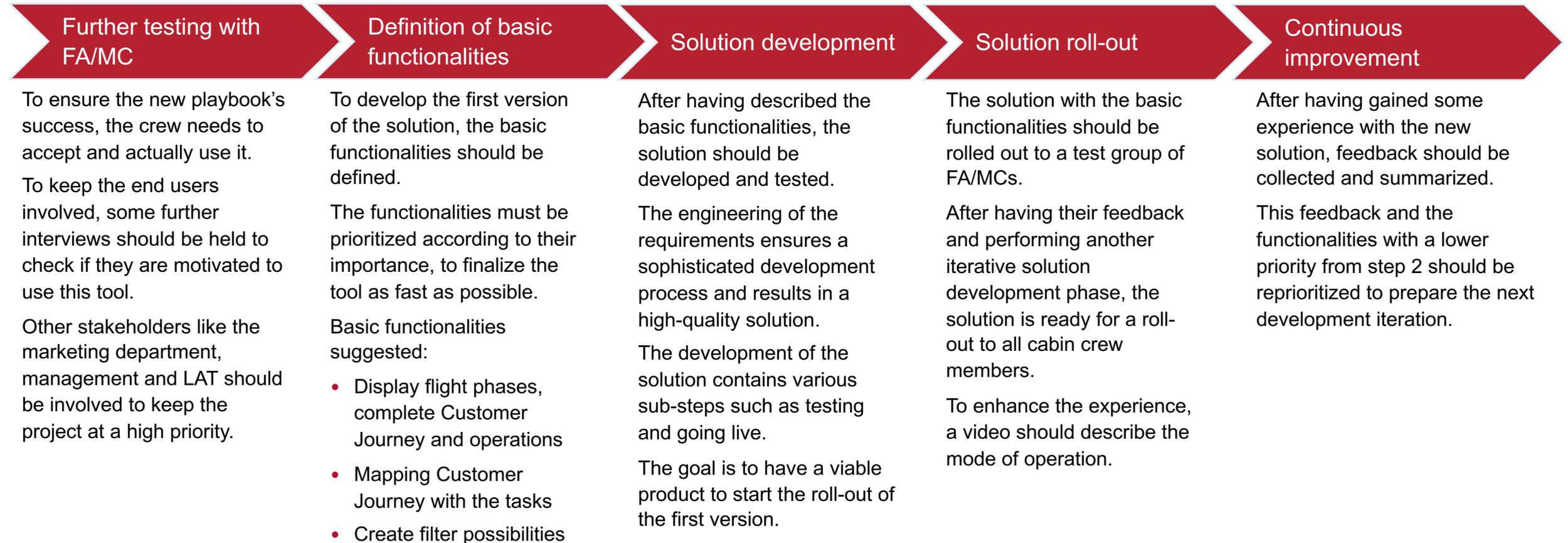
Collect stories: Make yourself familiar with the stories from others and use them as an inspiration

Collect CX points and use them for duty free products

PROCEDURE – ROLL OUT

PROCEDURE – ROLL OUT

FOR THE IMPLEMENTATION OF THE «PLAYBOOK» A X-STEP APPROACH IS RECOMMENDED





SWISS
Our sign is a promise.