Improving Customer Satisfaction in an Airline Industry
Case Study: Customer satisfaction improvement in an Airline Co.

- **Business Case**
  - 85% of the membership related complaints are of Privilege card not received. This is resulting in high customer dissatisfaction and may adversely impact sales.

- **Project Objective**
  - Decrease the % of Enrollment Form not reached cases out of all Privilege Card not received (CNR) Concerns from average 53% to 20%.

- **Analysis and Changes:**
  - Measurement System Analysis (MSA) results indicated that the team had a poor understanding of airline services and coding process.
  - Guidelines were added to the time sheets as a temporary measure and project management software was implemented later.
  - Training on time sheets is included in the orientation plan for the new employees.

  - The analysis was done by using tools such as Fishbone, Process Mapping, C&E Matrix & FMEA etc. to identify all x’s which were impacting the problem & improvements made.
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• Key Changes:
  - Detailed Process for Enrollment defined at all touch points
  - Modified and improved process Communicated and implemented in all locations
  - Training conducted for Cabin Appearance Staff i.e. staff cleaning the aircraft.
  - Audio Visual Training module created in Hindi for new recruits in Cabin appearance staff.
  - Membership Process Training incorporated in the In-flight and Airport Team Basic training module.
  - New Membership Enrollment form defined for the Airport/Sales team (existing form to be used only for In-flight).
  - New Membership Enrollment In-flight Announcement amended; asking the guest to submit the form onboard itself after filling the same.
  - Action taken to update the Ghost accounts (FFP numbers without any guest details) with details to upgrade existing database

• Benefits:
  - Higher customer satisfaction.
  - Lower Call Volumes at support centre.
  - Robust system and processes established.
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