

APPENDIX

A

SKYTEAM AND THE INDUSTRY

A.1. UNDERSTANDING THE INDUSTRY

In this chapter the different type of partnerships are discussed. Unless mentioned otherwise, the insights in this chapter are based on multiple semi-structured conversations with industry experts from SkyTeam.

FREEDOM RIGHTS

After World War II, the range of commercial planes increased and air transport networks became internationally oriented. As a result, the first five freedom rights were designed during the International Convention in 1944 in Chicago. Since then, the Convention has been extended and currently there are nine different freedoms. The nine freedoms are (Rodrigue, n.d.):

1. The freedom to overfly a foreign country without landing
2. The freedom to stop in a foreign country for technical and refuelling purposes only
3. The freedom to carry traffic from a home country to another country for purpose of commercial services
4. The freedom to pick up traffic from another country to a home country for purpose of commercial services
5. The freedom to carry traffic between two foreign countries on a flight that either originated in or is destined for the carrier's home country
6. The "unofficial" freedom to carry traffic between two foreign countries via the carrier's home country by combining third and fourth freedoms
7. The freedom to base aircraft in a foreign country for use on international services, establishing a de facto foreign hub
8. The freedom to carry traffic between two domestic points in a foreign country on a flight that either originated in or is destined for the carrier's home country ('cabotage' privileges)
9. The freedom to carry traffic between two domestic points in a foreign country ('full cabotage' or 'open-skies' privileges)

These freedoms are privileges for airlines that have to be negotiated and are not automatically granted to all of them: even if two nations have a free trade agreement, their air carriers could still operate under

the same commercial restrictions as before the trade agreement. Generally, an airline from country A or B can fly from A to B or B to A. However, having a fifth or ninth freedom right constitutes an exception to this rule. Getting such a freedom can be quite hard, but another possibility is expanding your network and being able to serve a bigger market by partnering with another airline (Fuldner, 2011).

These partnerships exist in different forms, of which an alliance is one.

PARTNERSHIPS

Within partnerships between airlines, there are different levels of collaboration. The most common type of relationships are, ranked on degree of cooperation, an interline agreement, a codeshare agreement, an alliance, a joint venture and a merge. Between these levels there are several other possibilities, such as only sharing FFPs, but the most important types of partnerships are discussed below. This analysis is based on multiple online sources and interviews, which can be read in Appendix #.

INTERLINE AGREEMENT

The lowest form of a partnership is the 'interline agreement'. According to Todd and Rice (2002) this agreement is 'a voluntary commercial agreement between individual airlines to handle customers traveling on itineraries that require multiple flights on multiple airlines'. By the use of interline agreements, airlines have the possibility to offer their customers a larger network, and by doing so attract more customers. From a customer perspective, the price of an interline tickets is usually lower than the sum of individual fares. Besides, in order to increase the convenience for the passenger, only one check-in for the whole trip is needed, baggage is transferred to the connecting flight by the operating carrier and, in case of missing the connecting flight, basic expenses are covered. (Avianca, n.d.)

CODESHARE AGREEMENT

The next level of agreement is a codeshare agreement. This is an arrangement in which two or more airlines share the same flight and with this broaden the offer of destinations and flight timings, without an increase

of costs and difficulties. Within such an agreement customers can purchase a seat from an airline (the 'marketing carrier') on a flight that is operated by another airline (the 'operating carrier'), under a different flight number. Besides the above mentioned benefits (baggage transfer and through check-in) FFPs, routes and schedule planning are often coordinated, and facilities and services at airports are often shared within such agreements. However, it should be mentioned that having a codeshare agreement doesn't affect all flights of an airline, but only certain routes. (AviationLaw.EU, 2013)

A potential downside of a codeshare agreement is the confusion that can occur from a customer perspective regarding the operating airline. Another disadvantage can be a difference in standards (e.g. a customer traveling with an airline because of a certain service level, but not receiving this because of a different operating airline).

Antitrust immunity

It should be mentioned that having a codeshare agreement or working together in an alliance still doesn't allow two partnering airlines to negotiate about their pricing (apart from the price one airlines pays to the other when selling seats). In order to prevent two partners from competing on price and scheduling, a lot of airlines therefore enjoy 'antitrust immunity'. This antitrust immunity exists besides other forms of partnerships, such as a codeshare agreement. These agreements allow the partners to collaborate in pricing decisions, enhancing their ability to function as a single airline, regardless of their partnerships. (Brueckner, 2001)

ALLIANCE

The highest form of collaboration without (partly) merging is an alliance. The benefits of such an alliance are discussed later in this chapter. Over the last decade, an increasing number of airlines became member of a global airline alliance in order to increase competitive advantage and create stability. According to Fuldner (2011), airline alliances exist largely because of practical limitations on airline mergers, especially across borders.

In short, alliances allow airlines to get benefits of a larger network, such as operational economies and larger route networks, while remaining independent companies.

In general, global alliances offer several main benefits to both the airlines and customers. These benefits are explained below. (Fuldner, 2011; Goh & Uncles, 2003)

JOINT VENTURE

Within a joint venture, two or more airlines align their service offerings and share costs, revenue, profit and

risks on a defined route network. By doing so, they are able to serve new markets. Within this route, resources, costs and revenues are fairly shared among the airlines. Within a joint venture, the freedom rights of all participating airlines are maintained and therefore can increase the network of the airlines within the venture.

A possible downside can be the need to allocate a significant amount of time and money to this cooperation.

MERGE

A merge between two or more airlines is the highest form of collaboration. With a merge, multiple airlines decide to completely share their costs, revenues and resources on their whole network. In general, a merge doesn't necessarily expand the route network of the airlines, since the freedom rights of the acquired airline are withdrawn. Often this is a reason to choose for an alliance over a merge.

THE BENEFITS OF AN ALLIANCE

Alliances offer multiple benefits. These benefits can be divided into benefits for the airlines and the customers.

BENEFITS FROM AN AIRLINE PERSPECTIVE

Increased traffic and revenue per available seat mile

First of all, airlines have several benefits regarding the numbers of passengers and revenue per available seat mile (RASM):

- ▶ The code sharing enables airlines to expand their route network
- ▶ The possibility the coordinate schedules (getting more passengers on specific flights by tuning the flight times)
- ▶ More traffic from alliance fares (e.g. Round the world and continent passes)
- ▶ Frequent flyers from other alliance members choosing an airline to ear miles

The 'revenue per available seat mile' (RASM) is a unit of measurement that is used to compare the efficiency of different airlines. It is obtained by divided the operating income by the available seat miles, which refers to how many seat miles (available seats for a given plane multiplied by the number of miles that plane will be flying for a given flight) are actually available for purchase on an airline. Generally one could say: the higher the RASM, the more profitable the airline. (Investopedia, n.d.)

Cost savings

Joining an alliance allows airlines to reduce their fixed costs by sharing:

- ▶ Airport Lounges
- ▶ Ground handling and check-in

A.2. PORTFOLIO

TRAVEL AND ROUND THE WORLD PASSES

The 'SkyTeam Travel Passes' and 'Round the World Pass' were introduced by SkyTeam in respectively 2002 and 2011 and allow travelers to travel around a specific continent or even the globe for a maximum of 12 months, making use of the 20 member airlines. Customers can make use of First, Business and Economy class and can take a unified amount of baggage with them on all flights. These passes allow customers to travel at their own pace and to go wherever they want. In addition, customers are offered the possibility to choose a by SkyTeam compiled theme based itinerary.

JOINT FACILITIES

From 2002 on SkyTeam established multiple joint

facilities at members' shared locations at the airports of amongst others Barcelona, Beijing, Budapest, London Heathrow's Terminal 4, Paris Charles De Gaulle and Tokyo Narita International Airport. The joint facilities offer convenient transfers and a consistent check-in process by the use of check-in kiosks, premium customer check-in, transfer desks and shared lounge facilities.

SKYTEAM REBOOKING

Within the first half of this year, SkyTeam will launch a tool that makes rebooking and rerouting customers a lot easier, irrespective of the operating or the marketing carrier, at no extra cost for the passenger. This tool will enable SkyTeam and its members to focus even more on the passenger. (Vernooij, 2016)

	PEK* Beijing	DXB Dubai	TAV Istanbul	HKG Hong Kong	LHR London Heathrow	SYD Sydney
Openings hours	-	24/7	24/7	05:30 - 01:00**	05:00 - last flight	06:00 - 22:00**
Buffet	✓	✓	✓	✓	✓	✓
Ethernet connection	✓		✓	✓		✓
Game station					✓	
Living wall	✓	✓	✓	✓	✓	✓
Lockers		✓	✓			
Massage chair			✓			
Noodle bar				✓		
Oxygen bar			✓			
Quiet room	✓				✓	
Reading table						✓
Showers	✓	✓		✓	✓	✓
Spa			✓		✓	
TV room	✓	✓	✓	✓		✓
VIP area	✓	✓		✓	✓	
Wheelchair access		✓	✓	✓		✓
Wi-Fi	✓	✓	✓	✓	✓	✓
Wine bar	✓	✓		✓	✓	✓
Yoga room				✓	✓	
Kids' room		✓				
Office space	✓	✓				
Art gallery		✓				
Conference room	✓					

* To be opened
** Depending on time of last flight

Figure A.2. Facilities per SkyTeam lounge

A A.3. INNOVATION ROADMAP

1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 Future plans

SkyTeam

SkyTeam
Alliance wide FFP

Joint facility Venice
Europe Pass

America Pass

Corporate identity aircrafts
Mexico Pass
Twitter
Facebook
Lounge London

SkyTeam app launch
Round the world Ticket

SkyPriority
Go Russia & Africa pass

Instagram
Go Round Asia
Announce fast-track service

Lounge Hong Kong & Sydney
Yoga on the go
WeChat

SP Cust.r Audit App
Lounge Dubai
China Corp. Connect.
Coop. UNICO
Retroactive Accrual

Rebooking tool

Lounge Beijing
Seat map exchange project
Cross-selling

Star Alliance

Star Alliance

Launch StarNet (link IT-systems)
Alliance wide FFP

Global e-service initiative
Lounge Zurich
Convention Plus product

Timetable to download
Travel info feature

Round the World mileage calculator
Asian Airpass
Global interline e-ticket product
First local website

Joint ticketing Mexico
Co-location in Paris

New website
African Airpass

Farefinder app
Common baggage facility Chicago
Lounge Los Angeles

Lounge London Heathrow & Paris
China Airpass
Automatic doc. check

Twitter
Book & Fly
Middle East Airpass
Meeting Plus Launch

Facebook
Promotional Interactive quiz for FFP
Farefinder app
iPhone app

Convention tool incl. online booking tool

Navigator iPad app
Lounge Buenos Aires

Navigator App android
Lounge Sao Paolo
+4 fare levels Round the World

Instagram
Connecting partner model
Premium Economy Round the World fares

Lounge Rio
Gold Track Priority
+1 theme Around the World
Guest input via Twitter

Convention Plus & Meeting Plus service ew Convention Plus & Meeting Plus service

Cross-selling

OneWorld

Alliance wide FFP
OneWorld

Visit Europe Pass

Visit Australia Pass
Visit Australia/ New Zealand & South America Pass

Circle Explorer & Circle Trip Explorer
Website translations

e-tickets & interlin e-tickets
Downloadable timetable for members

Consumer fares for groups
Interactive terminal maps online
Co-location madrid

Lounge Los Angeles

Flight vsearch app
Booking tool in local language

'OneWorld global support services' at key hubs

Twitter
Launch IT hubs (easier to add new recruits)

Facebook
Extra checked baggage + fast track lanes
OneWorld academy
OneWorld events

Instagram
Visit South-Asian sub continent Pass

Emirates

1985
Emirates

1992
Video screens in all seats

Opening first hotel

FFP launched

Visit Australia/ New Zealand & South America Pass

Launch 1st class private suite

Launch on-board showers
Intro in-flight mobile phone service

Opening 'Community Health Education Society', India

First paperless flight

WiFi on board

Launch Innovation Lab

Emirates app for Apple Watch

Virtual reality-enabled interactive amenity kits

Etihad Airways Partners

Etihad

Opening first lounge

Launch loyalty program

'Experience Etihad' 3D tour

Etihad Rail
Family room
UAE Visa service

Etihad Chefs
Etihad Luxury Coach

Etihad Chauffeur
Etihad Meet & Greet
Flying Nannies
UAE City check-in

Etihad Airways Partners
Innovation center
Arrival lounge Abu Dhabi
Family Membership
Multicity booking

Coop. Cognizant to reimagine Digital Guest Experience
Fare Choices
Walletplus (creditcard & loyalty program in one)

Dine anytime
Flat bed among partners
Harmoni-zation benefits
New Etihad app (book apps etc.)
Runway to Runway program
Priority check-in and boarding among partners
Shared Hollywood movie collection among partners

'The residence' onboard of Etihad aiplanes



Appendices

- ▶ Marketing and sales efforts
- ▶ Maintenance

Brand

When joining an alliance, especially smaller emerging market airlines also have benefits regarding their brand. These airlines in general have:

- ▶ A higher perceived safety
- ▶ A higher perceived service

Improved frequent flyer program

Finally, there are some benefits that directly affect the passenger that makes use of FFPs, and which will subsequently foster the passengers' loyalty regarding the airline:

- ▶ The possibility to earn miles across the alliance instead of an airline
- ▶ Benefits across the network, such as lounge access
- ▶ The possibility to redeem miles across the network

BENEFITS FROM A CUSTOMER PERSPECTIVE

As mentioned before, SkyTeam enables member airlines to offer their customers smoother connections around the world. More specifically, there are several main benefits for the customer. In a study, Goh and Uncles (2003) did research into these benefits and defined them as:

- ▶ A greater network access
- ▶ Seamless travel, which can be divided into:
 - » Quick transfers
 - » Flexible flight schedules
 - » Convenient check-in procedures
- ▶ Transferable priority status
- ▶ Extended lounge access
- ▶ Enhanced frequent-flyer program (FFP) benefits

DISADVANTAGES

Although alliances offer a lot of benefits, also some disadvantages exist. First of all, the costs for an airline to join an alliance can be quite high because of the expenses on adjustments, training, branding etc. The resulting risks of the expenses to outweigh the revenues can be a serious reason for airlines to not join an alliance.

In addition, airlines have to spend a lot of time and effort on the co-operation with the different airlines and the alliance and have to compromise on independence.

Finally, although a lot of effort is spent on creating benefits for the customers, these benefits will often not be experienced as benefits of flying with an alliance, but with an airline. This lack of understanding can result in less loyalty to the alliance.

A.4.1. - SKYTEAM: PASSENGER EXPERIENCE AT THE AIRPORT

SkyTeam was the first alliance opening a joint facility at one of their shared airports. They did so in order to provide their passengers with easier flight connections, better facilities and an extensive flight network.

It could also be noticed that, in general, SkyTeam particularly focuses on the physical journey instead of the pre and after-flight experience. It does so by for example the 'Yoga on the go' app, different SkyPriority services and multiple lounges. The recently launched 'SkyPriority Customer Audit App' aims at involving passengers in improving the services SkyTeam offers by enabling passengers to share their opinion about the offered services.

Finally, the alliance offers some products for companies, such as 'China Corporate Connection', 'Global Meetings' and 'Corporate Agreements'.

In the future the alliance is going focus on cross-

selling of ancillaries and has launched a seat map exchange project.

Looking at the materials (see figure Figure A.4.1.) the alliance uses as promotion, it could be noticed that in all of them people, both passengers and employees, are depicted. In case of the passenger, those people are most often business travelers. However, in all advertisements these people are pictured within the context of the airport or airplane.

Overall it could be concluded that the alliance mainly seems to focus on the experience of passenger with a business profile and its physical journey.

A.4.2. - STAR ALLIANCE: E-SERVICES AND LUXURIOUS, CORPORATE SOLUTIONS

Overall it could be noticed that Star Alliance, the first alliance established, was also the first alliance opening a lounge: the lounge in Zurich was opened respectively 6 and 8 years before OneWorld and SkyTeam opened their first lounge. This lounge gives passengers the opportunity to work or relax before boarding their flight.

Star Alliance also was the first alliance to launch a global e-service initiative to the public, which made booking flights online a lot easier, and corporate services such as their 'Meeting Plus' and 'Conventions Plus' product, which both simplify organizing events. Finally, Star Alliance seems to pay a lot of attention to developing (digital) services that simplify the process of preparing the trip. They for example introduced the online mileages calculator, 'Book and Fly' application, 'Farefinder app', 'Navigator App', and an 'Auto doc

check', which aims at simplifying the complex task of verifying travel documentation requirements for passengers online. All mentioned services contribute in increasing the efficiency when booking a trip.

Within promotional materials (see figure Figure A.4.2.), Star Alliance seems to use a lot of dark colors in combination with silver elements. This, in combination with the photos of business people and more luxurious environments, evokes a feeling of luxury.

Taking into account the promotional materials and product portfolio, Star Alliance seems to focus on offering passengers with a business profile a more exclusive experience and benefits through (digital) services and corporate solutions.



Figure A.4.1. Advertisements SkyTeam

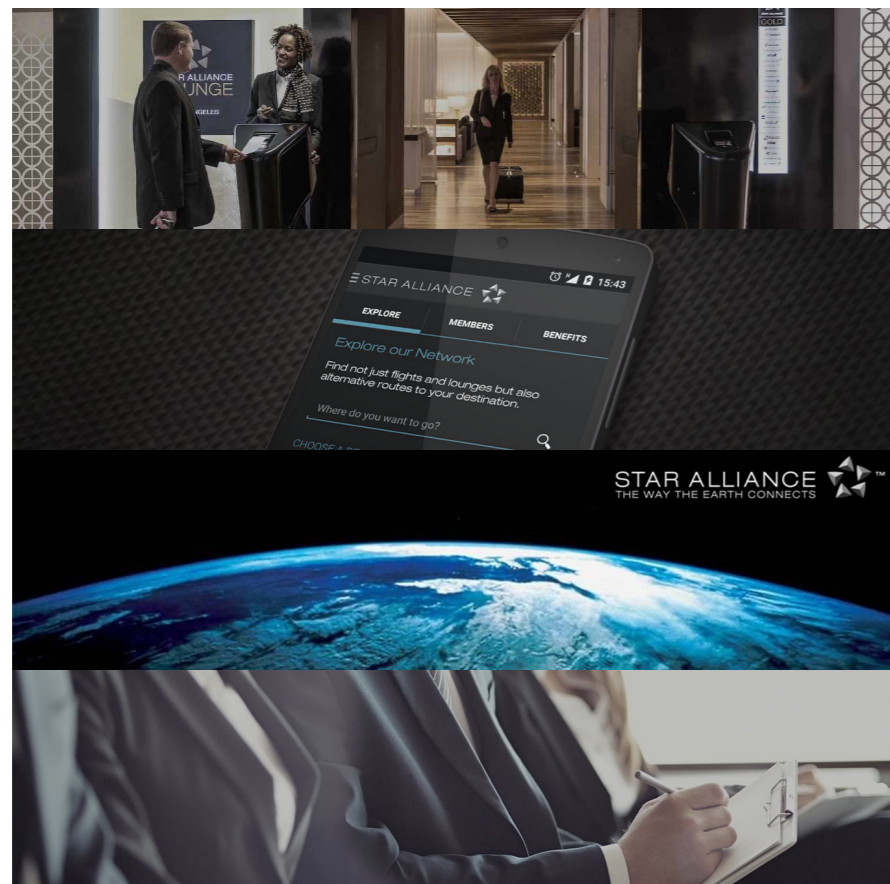


Figure A.4.2. Advertisements Star Alliance

A.4.3. - ONEWORLD: NETWORK COVERAGE AND ECONOMIC BENEFITS

OneWorld was the first alliance that introduced themed fares like the 'Europe Pass', which makes traveling easier, more flexible or more affordable. It also was the first alliance to introduce interline e-ticketing, which allows passengers to change from one flight on one airline to another flight on another airline without having to gather their bags or check-in again, and an alliance wide FFP. SkyTeam and Star Alliance introduced their FFP's respectively 1 and 2 years later. OneWorld introduced this program in order to 'smooth' the way of the passenger through the airport and forthcoming increasing the ease of traveling.

Apart from reducing barriers, OneWorld paid relatively little attention to developing services that increase the actual flight experience of the customer. They also introduced several online tools, such as the 'Circle explorer' and interactive terminal maps, and although they do offer their passengers the possibility to make use of lounges, they don't have alliance-branded lounges.

Finally, OneWorld offers one tool for companies called 'OneWorld events'. This service helps in satisfying company's events travel needs.

Looking at the advertisement of OneWorld (see figure Figure A.4.3.), it could be stated that often business people 'enjoying the benefits' of OneWorld are depicted. Often this is in a complete blue context, sometimes in combination with a blue globe, referring to the brand, or images of the different awards the alliance have won. By doing so they're emphasizing the quality they offer and the ease customers experience when making use of the alliance.

In contrast to SkyTeam and Star Alliance, OneWorld mainly seems to focus on the airlines that are member of the alliance and, by the use of the different awards they've won, the quality of their network. This is in line with the benchmark report of SkyTeam (2016), in which it is stated that OneWorld in general is focussing a bit less on the customer experience than SkyTeam and Star Alliance do. However, OneWorld aims to be beneficial to their customers by offering them the guaranteed quality through their airlines and simplicity, which is experienced by the customers when making use of the alliance.

A.4.4. - ETIHAD AIRWAYS PARTNERS: OFFLINE LUXURY AND PERSONAL TREATMENT

Etihad is the youngest alliance of the four. The alliance, which was established by Etihad in 2014, is nowadays focusing on aligning the services of different members. Recently they for example introduced 'Dine anytime', which enables customers to have their meal at a self-chosen time, flatbeds on all aircrafts, priority check-in and boarding at all the individual airlines. Taking into account the portfolio of Etihad as an airline as well, the main focus seems to be on offline services. Products from their portfolio are for example Etihad Meet & Greet (which is a personal welcome and service after being landed), Etihad Chauffeurs (a personal driver that takes you to your final destination), Flying Nannies (a

personal nanny that takes care of your children during the trip) and even a Rail service. However, it should be mentioned that several moves towards more digital services were identified. In 2015 Etihad started to cooperate with Cognizant to reimagine digital guest experience and introduced an application that merges a credit card and loyalty program into one, called 'Walletplus', and in 2016 a new app was launched that enables passengers to book trips and make changes to current bookings.

Also within their advertisement the focus seems to be on the passenger traveling, their physical journey and luxury. In almost all promotional materials real people



Figure A.4.3. Advertisements OneWorld



Figure A.4.4. Advertisements Etihad Airways Partners

are depicted in an aircraft or luxurious environments (see figure Figure A.4.4.). Also the Logo that is often depicted in gold emphasizes this luxurious image. This is in line with image resulting from the portfolio analysis.

Taking into account the promotional materials and product portfolio, Etihad Airways Partners mainly seems to focus on offering passengers a luxurious experience from the moment they leave home to the moment they arrive at their final destination.

A.4.5 - EMIRATES: LUXURY AND INNOVATION

Looking at the roadmap, it could be said that Emirates mainly focuses on the higher end of the market. During the past years it introduced several luxurious facilities both on-board (such as 1st class private suites, on-board showers and in-flight mobile phone service) and at the airport (such as opening multiple hotels and opening luxurious lounges). Besides, the airline is constantly working on new products and services, such as an application for the Apple Watch virtual reality-enabled interactive amenity kits. In 2012 the airline even opened its own Innovation Lab, in which project teams are constantly working on innovative projects. With their services, the alliance mainly focuses on improving the experience of the individual passenger. Remarkably is that the airline also is working on their Social Corporate Responsibility. In 2009 the 'Emirates Airline Foundation' for example opened the 'Community Health Education Society' in Chennai, India, in which more than 100 destitute children infected with the HIV virus are accommodated. By doing so, the company tries to do something back for the world.

Luxury seems to be the focus of Emirates, looking at the used pictures for advertisement (see figure Figure A.4.5.). Airplanes and airports are almost never depicted within promotional materials, but instead people in glamorous or exotic settings are used.

Looking at the product portfolio and the advertisements the airline use, it can be stated that Emirates is focusing on offering its passengers a more exclusive and comfortable trip. It should be noted that in all advertisements people are depicted, emphasizing the personal approach it has towards customers. Finally, the airline is putting a lot of effort in highly innovative projects in order to improve the customer experience. This is partly due to the fact the airline is way more agile than the bigger alliances, and innovative projects are easier to implement within one single organization.



Figure A.4.5. Advertisements Emirates

APPENDIX B

TREND ANALYSIS

The trend analysis is divided into four categories: 1) other loyalty programs, 2) transportation, 3) luxury and entertainment and 4) high tech companies. Competitors within this competition should be considered inspirational sources more than direct competitors. Below, the products and services and upcoming relevant trends within these four categories are analyzed.

B.1. LOYALTY PROGRAMS

Nowadays, loyalty programs are frequently used to make customer more loyal to the brand. According to Cognizant (2014), airline loyalty programs influence 84% of customers to engage with a brand. Within the hotel, grocery and car rental, these percentages relatively are 67%, 42% and 39%.

Participants of loyalty programs are often rewarded with points when signing up for a newsletters, for every euro spent, for referring friends, and sometimes even at unexpected moments. In addition, with some programs people are saving points towards higher tiers with extra benefits. This encourages customer engagement even more and makes customers feel valued (Sweet Tooth Rewards, 2014). Eventually, points can most often be used to get discounts or to get free products. (Sweet Tooth Rewards, 2015)

HOSPITALITY INDUSTRY

One of the industries in which loyalty programs are frequently used is the hospitality industry. Travelers increasingly choose their hotels through social channel chatter, customer reviews and rewards (BigDoor.com, 2014). As a response, hotels around the world are rising to meet the challenge of winning loyalty by offering perks for their most loyal customers.

The basic of almost all loyalty programs within this industry is the ability to earn points in several hotel chains around the world. These points can be redeemed for rooms, but also for other (travel related) benefits such as dining gift cards. In addition, a lot of the loyalty programs cooperate with credit cards, car rental companies and airlines. Latter enables members to redeem points for frequent flier miles.

Some of the programs offer loyal customers nice extras. Hilton and Marriott for example don't have any dates in busy seasons on which points can't be redeemed. Besides, Hilton offers participants the possibility to earn extra points when booking a hotel stay and flight in one trip. Finally, within the programs of Best Western and Starwood guests can save points that will never expire. (Best Western, 2017; BigDoor.

com, 2014; Hilton, 2017a; Hyatt, 2017; Marriott, 2017; Starwood Hotels, 2017)

However, according to Ezra (2016), CEO of OfferCraft, several more innovative trends can be discovered within the hospitality industry that could change the hotel loyalty landscape dramatically.

PERSONALIZED BENEFITS

The first trend is the trend of shift from broad, tier-based loyalty programs to benefits tailored to the participant. Instead of receiving certain benefits because of having a gold member status, customers will receive benefits based on past behavior, but also based on data streams ranging from social media, GPS locations and purchases at related companies. This type of benefits will anticipate on unarticulated needs of the individual. This trend is in line with the findings of Deloitte (2017b), who stated that customers are increasingly expecting a personalized experience tailored to meet their needs.

EASIER TO USE LOYALTY

Multiple loyalty programs nowadays have complicated rules and policies: points which can't be redeemed during busy seasons, rewards that expire after a certain date and value of points which is constantly degrading. According to Collinson Latitude (2014), 78% of travelers would like reward programs to be easier to understand. Programs should be adjusted to those desires in order to stay relevant and to prevent them from being banned by people. The before mentioned programs of the Hilton, Marriott, Best Western and Starwood are already replying on this trend by offering 'never expiring points' and the absence of blackout dates.

An opportunity for SkyTeam with regard to this trend would be making loyalty program rules insightful for the customer.

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B.2. LUXURY AND ENTERTAINMENT

When looking at trends within the luxury and entertainment sector, several upcoming trends can be detected.

COMMUNITY-BASED

Collaboration and communities will have a growing impact on the hotel guest experience in 2017. Hotels will increasingly try to bring people together and create a place where strangers can gather together (Skift, 2017). In response to this trend, Accor Hotels announced to launch its new brand called Jo&Joe in 2018. Within this community-driven 'open house concept', interaction with other visitors is promoted and positive community living is fostered due to the common areas that are open to both the external and internal worlds (Accor Hotels Group, 2016; Skift, 2016b). Also Hilton has announced to open its 13th hotel brand in 2017, which is more focussed on bringing guests together by offering them places to work, play, lounge and eat together (Hilton, 2017b).

SkyTeam could respond to this trend by for example creating a place where different SkyPriority customers can gather together, make their waiting more pleasant and share experiences or even exchange business cards.

EXPERIENCE BEYOND THE FLIGHT

More and more attention is paid to guests' experiences not just inside the hotel, but outside of it. A holistic approach to the overall guest experience arises (Skift, 2017). According to McKinsey (2017), 85 percent of the

CURRENT SITUATION WITHIN THE CAR RENTAL INDUSTRY

Within the car rental industry, customers often can earn points or (virtual) euros per qualifying rental or per euro spent. Other programs just offer their participants a fixed discount when renting a car. Hertz offers its customers even to earn points with every euro spent on fuel. With most car rental companies these points can later be used for a free rental day. National Car even offers their customers additional benefits like the ability to bypass the counter and to choose their own car, at Hertz your points will never expire and can be redeemed worldwide and at Enterprise Plus you can spend your points also during busy season (blackout dates). (Hertz, 2016; National Car, 2017; Skyscanner, 2016)

leisure travelers choose their activities after arrival, and half of the international travelers uses their mobile device to search for activities.

An example of this trend can be found in Airbnb, that recently introduced their initiatives called 'Trips', the first official foray into tours and activities, and 'Places', which allows users to look up by Airbnb selected recommendations for meet-ups, restaurants and events on a destination. The company noted to eventually want to become the 'super brand of travel', by offering its guests the possibility to book car rentals, restaurant reservations, and grocery delivery services through their app. (Skift, 2016c)

SkyTeam could for example also offer their customers such a service by offering recommendations for hotels, places to meet and restaurants after booking a flight or arriving at the airport.

GENUINE LUXURY

In the coming years, the concept of luxury will change. Luxury will no longer only be the designer rooms, top-chef food and over-the-top messages and logos, but will transform into a new luxury that offers travelers a more authentic, genuine luxury experience. The focus will shift to a personalized service that tells a story that fits within the local environment and preferences of the communities (Skift, 2017). This is in line with the findings of Deloitte (2017b), who stated that customers want authenticity and personalization in their travel experiences.

In response to this trend, the two hotel chains

The car rental industry is currently facing the challenge of competing against new players like BlaBlaCar, that makes car sharing accessible to a broader audience by the use of innovative business models, and Uber, that uses mobile technologies and devices to better meet customers' personal transportation needs (Cognizant, 2015b). These kinds of innovations are increasingly disrupting the car rental industry, and are being answered by several new initiatives which can be relevant for the alliance industry.

FUTURE TRENDS WITHIN THE CAR RENTAL INDUSTRY

OMNICHANNEL EXPERIENCE

Nowadays, 60% of the rental cars are rented via channels that are not owned by the car rental company. As a result, car rental companies are limited to providing basic information and promotions in set-ups that are often not designed for mobile devices and where choices are based on price, which make renting 'on the go' very inconvenient. In addition, 'omnichannel' players like BlaBlaCar and Uber are gaining popularity. The car rental industry is increasingly responding to these upcoming players by being everywhere customers are – offline, online and on the road. Currently this mainly means that optimized mobile apps to book cars are appearing, but eventually rental companies will also provide for pick-up, support, return and payment. (Cognizant, 2015b) But also outside the car rental industry omnichannel retail is fast becoming the norm. According to McKinsey (n.d.) companies must meet customers' rising expectations for being able to buy what they want, when and how they want it. Offering customers an omnichannel experience is a key brand differentiator for companies, with increased customer satisfaction, loyalty and brand perception highlighted as the top benefits. (Accenture, n.d.). Cognizant (2015a) stated that companies should bring together the physical and digital shopping worlds into once omnichannel experience by e.g. adding mobile alerts, product information via QR codes and digital associates to the existing in-store experience.

Applying this trend to the alliance industry would mean being everywhere. Customers should not only be able to prepare their trip online in a personalized environment, but also for example being welcomed personally when entering the lounge and the aircraft, getting a personal message to wish them a nice day after being landed and receiving a reminder of upcoming flights.

By doing so, the experience of the customer would not be limited to the moments where he or she can use the fast track at the immigration or enters the lounge anymore, but a connection between all the different stages of journey would be formed.

LOCATION-BASED, PERSONALIZED SERVICES

Cognizant (2015b) mentioned that 41% of frequent business travelers like personalized offers, and 35% of them found high value in loyalty programs. So instead of offering people only general targeted offers, car rental companies should start with analyzing a customer's past transactions, feedback, trip itineraries and preferences, along with their location. This could for example lead to situations in which a customer instantly receives contextual, relevant offers after being detected at the airport: for example a customer with a child receiving an offer of a car with child seat. This not only saves time for the customer, but also enables the customer to read relevant user ratings and make an informed decision for a car. Eventually this could also be combined with partnerships with other companies, into which an increasing number of car rental companies are entering. In such a situation, a family visiting Paris could be offered a family car combined with a family entrance ticket to Disney World.

Applying this to the alliance industry, one could think of customers receiving offers for travel-related needs at different stages within their journey, such as an upgrade to business class after being detected on the airport based on past behavior, rental car after landing, spa treatment at a long transfer or table at a restaurant after landing around dinner time.

Marriott and AccorHotels are already trying to further distinguish the unique identities of their multiple hotels worldwide (Skift, 2016a, 2016d).

Also the experience of SkyPriority passengers could for example be adapted to the country where they are traveling to or staying in. In such a scenario lounges could get personalized by adding a 'local theme' or other local-based elements in order to create a more genuine experience.

SMART ENVIRONMENTS

In response to the rapid rise of new technologies worldwide, hotels are increasingly equipping their rooms and lobbies with the latest technologies in order to improve the customer experience. Wynn Resorts is for example already equipping all its rooms at the Wynn Las Vegas with the Amazon Echo, in order to enable guests to control their hotel rooms. This artificial intelligence-powered smart speaker enables guests to control the lighting, temperature, draperies, and TV in their rooms by just asking out loud (Skift, 2016f). Also Starwood is responding to this trend by integrating Apple's Siri into its rooms (Skift, 2016e).

But this development will not stay limited to voice control. An increasing number of hotels is already making large investments in beacon technologies, messaging, streaming in-room entertainment, and other smart hotel concepts (Skift, 2017). Making use of sensors and beacons could provide SkyTeam with the opportunity to for example lead their customers to less crowded spaces to work or relax, in order to improve the customer experience.

THEME PARKS

Another source of inspiration are theme parks. People spend a lot of their time waiting when visiting a theme park. And although they visit the park in order to be entertained, in some cases people spend hours waiting in a very static and uninspiring line for a ride that is just minutes or even seconds long. However, according to EntertainmentDesigner.com (2013), distracted customers are much less likely to be frustrated at the prospect of a long wait. And also an increasing number of parks realises that the ride doesn't start with the actual ride: the experience begins much sooner. Several trends within this industry were identified.

DISTRACTING THE CUSTOMER

Theme parks all over the world came up with solutions in order to improve the user experience. Some of them have tried to visually shorten the length of the queue. An example of this is the attraction Villa Volta in the Efteling, the Netherlands, in which people are passing through multiple rooms before entering the ride itself. In Disney World, "Move it! Shake it!

Celebrate It!" parades are used to reroute visitors to less populated areas in case other attractions are too crowded (Mentalfloss.com, 2015).

There are also cases in which parks tried to make the waiting itself more enjoyable. Disney for example added interactive elements to line queues of different attraction, among which the Dumbo the Flying Elephant ride. At this attraction, visitors are ushered into an air-conditioned tent, where kids can play in an interactive area while parents wait for the buzz of a pager telling them it's time to ride the attraction (EntertainmentDesigner.com, 2012; Los Angeles Times, 2013).

Also in Universal Hollywood's Transformers: The Ride 3D, the ride already starts with queuing. By the use of pre-show videos that introduce visitors to characters and artifacts from the ride's world, the park tries to create more positive associations with not only the ride itself, but with the park as a whole. (EntertainmentDesigner.com, 2013)

SkyTeam could apply this trend to its own situation by entertaining customers during their journey, and by doing so improving their experience.

FACT TRACKS

Disney World also tried to actually shorten the waiting time of visitors by offering a park-wide ride reservation system, called Fastpass. Visitors can use their entry ticket to collect a Fastpass at a particular attraction, which allows them to bypass the stand-by line one time during a specified one-hour window (Theme Park Insider, 2013). Similarly SixFlags tried to reduce the waiting time, but only for people that bought a 'FLASH Pass' for an additional cost of at least \$40 per person (Six Flags, 2016).

SkyTeam is already responding to this trend by the introduction of the different priority services.

IMPROVED ENTRANCE AND EXIT EXPERIENCE

Some parks are trying to improve the first impression of their customers. South Korea's Lotte World for example announced to a plan to improve the experience of entering the park itself. The entrance is something that every guest experiences and the first and last impression made. The park planned to do so by the introduction of the world's first upscale ticketing experience. The traditional tickets booths at the park's entry will make place for the 3500 m2 Lotte World Welcome Center. In this Center visitors will find long, flowing ticketing desks which will expedite the check-in process and will be much more akin to that of checking into a luxurious hotel. After the upgrade the new entry area will become a multi-sensory dream-like garden. (EntertainmentDesigner.com, 2013; LiveDesignOnline.com, 2013)

B

Applied to aviation, SkyTeam could try to improve the total experience of the passenger by improving its first and final impression. This is the first and last thing the customer sees, and will have a major impact on its overall experience.

SEAMLESS EXPERIENCE

In the future, theme parks will offer their visitors a more seamless experience than they do now. Separate entrances for every attraction and long waiting lines will disappear, and attractions will flow into one another. Once entered the park, visitors will have a flow of experiences that all relate to one another. (MentalFloss.com, 2015)

During the flying process one could also try to create such a seamless experience, for example by suggesting a certain pace with which passengers have to go through all stages in order to wait as less as possible. Instead of waiting in line for boarding, passengers could be picked-up by the crew in the lounge or receiving a message when it is time to board. KLM already tried to make their customers' journey more seamless by the introduction of the Happy Flow, in which facial recognition technology is used to identify passengers. By doing so, they removed the need for passengers to

show their passports and boarding passes at several stages of the journey. (Airline Trends, 2015a)

WELLNESS-RESORTS

Within the wellness resort, only few relevant trends were found.

BEING ORGANIC

People are increasingly exposed to digital devices and screens. One trend within the wellness industry is 'being organic'. Within the pop-up organic gym of fitness guru Matt Aspiotis Morley people can already work out on handcraft equipment made from organic materials in a green environment, without being exposed to digital devices (Forbes, 2016c). Several studies were done on the effect of plants on people. According to Han (2009), six plants within a classroom already have a significant and positive effect on the feeling of preference, comfort and friendliness of the present students. These indoor gardens can be seen on numerous other locations, among which the SkyTeam lounges itself.

B.3. TRANSPORTATION

HIGH-SPEED TRAINS

With an increasing maximum speed and expanding network, high-speed train could form an important competitor for the aviation industry, and short-haul flight in particular. According to Elon Musk, who recently announced plans for the Hyperloop (a reduced-pressure tube that contains pressurized capsules driven within the tube by a number of electric motors), claimed it would "never crash, be immune to weather, go twice as fast as an airplane, four times as fast as a bullet train, and – to top it off – run completely on solar power" (SmartRailWorld, 2014). Developments within this industry will probably take years, but nevertheless should be taken into account within this project.

Currently, several high speed trains exist. Within Europe, the Thalys and Train à Grande Vitesse (TGV)

are the leading operators. Both travel with a speed of approximately 300 km/h.

The Thalys features different classes in which passengers can travel: Comfort 1 and Comfort 2. With both classes passengers can make use of comfortable waiting rooms before entering the train. Once on-board they enjoy access to comfortable chairs, a meal served at their seat, free WiFi, power sockets, newspapers and an optional private on-board 'business lounge' with 4 places to meet or work in peace. In addition, passengers have the possibility to make use of a mobile ticket instead of a paper ticket. Traveling in Comfort 2 class gives them the additional benefit of having access to the on-board Thalys Welcome Bar. Collecting points by participating in the loyalty program can even give access to extra benefits such as the possibility to reserve a free cab at your final destination, access to the Thalys Lounge, or a free

ticket. (Thalys, n.d.)

Apart from offering eight instead of three lounges, the services of the TGV are comparable to the services offered by Thalys. The main difference is that the TGV offers its passengers the possibility to book a 'couchette': a flatbed in a cabin with four or six passengers. (Voyages-sncf.com, n.d.-a, n.d.-b)

Within Asia, a leading operator regarding velocity is the Shinkansen. Currently this Japanese bullet train is traveling with a speed of 320 km/h, but tests runs have already reached 603 km/h. Passengers of the train can choose between three classes: Normal Class, Green Class and Gran Class. Just like on the European operators Gran Class provides access to luxurious seats, complimentary meals and drinks and a power sockets, but in addition offers a blanket, slippers and eye-shades. In contrast to the European operators this train operator mainly seems to focus on velocity and punctuality, which is measured in seconds per year, instead of service. (Japan Rail Pass, 2017; Pass, 2016)

Several major developments and trends were identified within this industry.

TICKETLESS TRAVELING

In the near future, paper tickets will disappear and mobile ticketing will be the norm. According to McKinsey (2017), by 2019 nearly 80 percent of US travelers who book their journey online, will do so via mobile, compared to 36 percent in 2014. In addition, as before mentioned, passengers traveling with the Thalys can already use their mobile phone instead of a paper ticket, and in London passengers can even use their bank (SmartRailWorld, 2014). Eventually paperless traveling could even evolve into ticketless traveling. Gate-lines within stations will disappear and payment will be done automatically when the passenger gets on the train. (ARUP, 2014; Raj Sachdave, 2016)

In response to this trend, SkyTeam could shift its focus towards 'Mobile first' by offering passengers the possibility to easily book, change and collect flights and upgrades of all their upcoming trips via their mobile phones.

PERSONAL TICKETING AGENTS

Virtual ticketing agents will also become more common. For rail companies this would enable a central pool of staff to be deployed across the network and be able to be focused at certain peak times. For passengers it offers a human interaction and the possibility to buy tickets while speaking their own language, at the speed and immediacy as a ticket machine. At the moment such virtual ticketing agents are already being trialed by Deutsche Bahn. (SmartRailWorld, 2014)

Within the alliance industry this trend could lead to an even more personalized service for SkyPriority customers. SkyTeam could for example offer these customers the possibility to always have one personal contact person to discuss their travel related business with.

OFFLINE MULTI-FUNCTIONALITY

Another trend that can be discovered within this industry is multi-functionality. People are increasingly looking for ways to spend their waiting time more efficiently. Not only within trains people have an increasing choice of activities, also on stations clothing stores, places to work, parcel walls and supermarkets appear. In 2011, Homeplus (retailer) even set up the first virtual shop along the platform of a subway station in Seoul, South Korea. This wall displays over 500 popular supermarket products. Smartphone users scan the QR code of a product to order it, and Homeplus will deliver the shopping the same day. (ARUP, 2014)

Also on airports it could be an opportunity to offer customer the possibility to make their waiting time at the airport more efficient.

CAR INDUSTRY

Currently, major changes take place in the car industry. There is not only a shift from fossil fuel to renewable energy, but also a shift from owning a car to making use of shared facilities like BlaBlaCar and Uber. Following trends and developments were identified within this industry.

OFFLINE MULTI-FUNCTIONALITY

In the nearby future, more and more autonomous functionalities like self-parking and adaptive cruise control will appear in cars. Several companies are already responding on this trend. Tesla and Google are examples of companies that are already developing road-legal driverless cars, Uber developed a self-driving truck that already did its first delivery and Ford announced its plan to mass-produce autonomous vehicles by 2021. (McKinsey, 2016; Strategy&, 2017; Techcrunch, 2016)

Eventually, autonomous and connected cars may change some societal trends of workers all around the world. The kind of cars will give people the freedom to connect with friends and family, work or relax. This multi-functionality could make longer travel times more acceptable and could cause a shift of travel habits. (Forbes, 2016b)

This trend of Offline Multi-Functionality was seen before within trains and emphasizes that this trend is broader than just one single industry. Therefore, the urge for SkyTeam to respond to this trend is bigger, and could be done by for example introducing possibilities

for passengers in order to make their time on board or at the airport more efficient.

BEING GREEN

Younger generations are getting more responsible and aware of the current environmental problems. As a result, the demand for green and transparent products arises (Autoxloo, 2016). Responding to this demand, a lot of companies have started to develop electric vehicles and within the coming years, the number of electric initiatives will only increase. Ford announced its plan to produce 13 electrified models by 2020,

Mercedes will make 10 by 2025 and Volkswagen, in an attempt to recover from the damage done by the diesel emissions scandal, has 30 new models planned (The Washinton Post, 2017).

However, this trend doesn't only exist within the car industry. A lot of initiative were launched within the past years that aim on recycling and sharing things, from headphones and bicycles to jeans and complete inventories. Therefore, attention should be paid to 'being green' in order to attract more of these Millennials.

B.4. TECHNOLOGIES

Finally, several companies and initiatives focussing on innovative projects were analyzed. From this analysis, several trends we're found which could serve as inspirational source within the project.

INTELLIGENT DEVICES

In the past few years, several 'intelligent personal assistants' appeared on the customer market. Most of these systems are controlled by speech and are able to answer questions and perform small tasks like setting the alarm or checking the weather. Examples of these kinds of systems are Apple's Siri, Google's Google Now, Soundhound's Hound and even an airline-specific version of Microsoft's Xiaolce, which they developed in partnership with China Easter Airlines. There are several systems that take these functionalities even one level further. Amazon's Echo connects different services into one single interface and is for example able to play your favorite music, read out your tweets, order an Uber and control your lights and Microsoft's Cortana is able to almost have a true conversation with its user and asks questions when she doesn't completely understand the question. Finally, there are some systems that make use of a number of machine Learning algorithms, better known as 'artificial intelligence' (AI), in order to give a response that better fits the user. Netflix is such a system. This service is able to suggest you movies and documentaries based on things watched in the past. (Airline Trends, 2015b; CNBC.com, 2017; Team Transport, 2016; Techblog, 2016; TurboFuture, 2017)

Deloitte (2017b) stated that technologies like artificial intelligence and mobile applications should remove the pain points during the journey and enhance the customer's experience. In addition, Accenture (2017) stated that AI enables us to make interfaces simple and smart at the same time, and is setting a bar for how future interactions will work. In their Technology Vision 2017 they stated that AI will act as the face of a company's digital brand and a key differentiator.

These smart devices could offer SkyTeam the possibilities to help customers not only during the booking process, but also on board and at the airport. In addition, SkyTeam could reflect its brand digitally by doing so.

DRONES

Drones are appearing everywhere. Amazon recently announced their 'Prime Air' that will deliver packages up to 2 kg in 30 minutes or less using small drones. Its first delivery was completed in early December 2016 to a customer in England (Amazon, 2016; Strategy&, 2017). At the Delft University of Technology a drone was developed to speed up the process of delivering first aid after incidents and in Rwanda the world's first drone airport is currently being built which will make medicine more accessible to those who need it. (FrogDesign, 2017; TU Delft, n.d.)

Drones can deliver and pick-up products or even guide the way, without being hindered by humans or traffic. This could deliver significant benefits in environments

such as airports.

PERSONALIZATION BY PARTICIPATING SPACES

According to FrogDesign (2017), in the nearby future our environments will no longer be passive, but will participate in our activities. By the use of low-cost sensors that can easily be embedded in our environments, usage patterns can be identified making use of machine learning. These patterns can be used to reconfigure spaces to drive new behaviors of people. With the information gained, signage and lightening could for example be adapted to the preferences of the passengers, and d-tours could be suggested in order to avoid crowded areas, all with the goal to optimize the customer experience.

AUDIO USER INTERFACE

In the past, the focus of human computer interaction was in Graphical User Interfaces (GUIs). However, with an increasing number of screens in everything around us, people more often have to deal with screen fatigue more. As a response, an increasing number of initiatives is looking for something beyond the visual. Car manufacturers are for example more often experimenting with audio in order to keep driver's eyes on the road. Another example is the HearOne, an initiative that is exploring the possibilities of augmenting reality through sound. They came up with an audio device that offers its users the possibility to filter unwanted sounds, called the 'Smart noise filtering'. This makes it possible to for example cancel out an airplane engine, but still hear the flight attendant. (FrogDesign, 2017; HereOne, n.d.)

EVERYTHING ON-DEMAND

People increasingly have the possibility to have everything on demand by the use smartphone apps. These apps make it possible to order food, a room or a taxi wherever we want. This trend will be the reason for e.g. a lot of car manufacturers to make moves towards leasing organizations and dealer networks that are able to deal with partial ownership and vehicle servicing. The traditional business model within the car industry will be complemented by a range of on-demand mobility solutions, such as Uber and GreenWheels. According to Forbes (2016a), this trend will only becoming more important. And also in travel their experiences people will increasingly demand for things to order 'on demand'. (Deloitte, 2017b; McKinsey, 2016; Techcrunch, 2016) SkyTeam could respond to this trend by for example being 'always available' and offer passengers the possibility to ask for assistance or book upgrades at every moment.

AUGMENTED & VIRTUAL REALITY

An increasing number of applications making use of augmented reality (AR) and virtual reality (VR) appeared on the customer market and the industry is gaining momentum. According to several companies they currently are the hottest tech topics (Accenture, 2016; Deloitte, 2017a). According to Deloitte (2017a), Virtual Reality allows users to immerse themselves in virtual surroundings, either a representation or an imaginary world, and Augmented Reality blends their digital- and real life experience by overlaying contextual information on whatever the user sees. By doing so, the technologies allow us to experience information in new ways. In 2016 the high-end Oculus Rift was released and followed by a huge amount of VR apps, games and other VR devices, such as the lower-end Samsung Gear VR, LG 360 VR and Google Cardboard. But also AR applications took a leap, think of applications like Snapchat and Pokémon Go, which was a megahit all around the globe (Forbes, 2016a). However, a lot more is possible with these kinds of new technologies. Think of for example offering passengers interactive samplings of their trip to explore properties, the possibility to be entertained with virtual guided tours or information about their destination while waiting at the gate, being guided to the lounge or virtually attend a meeting at their work when spending time waiting.

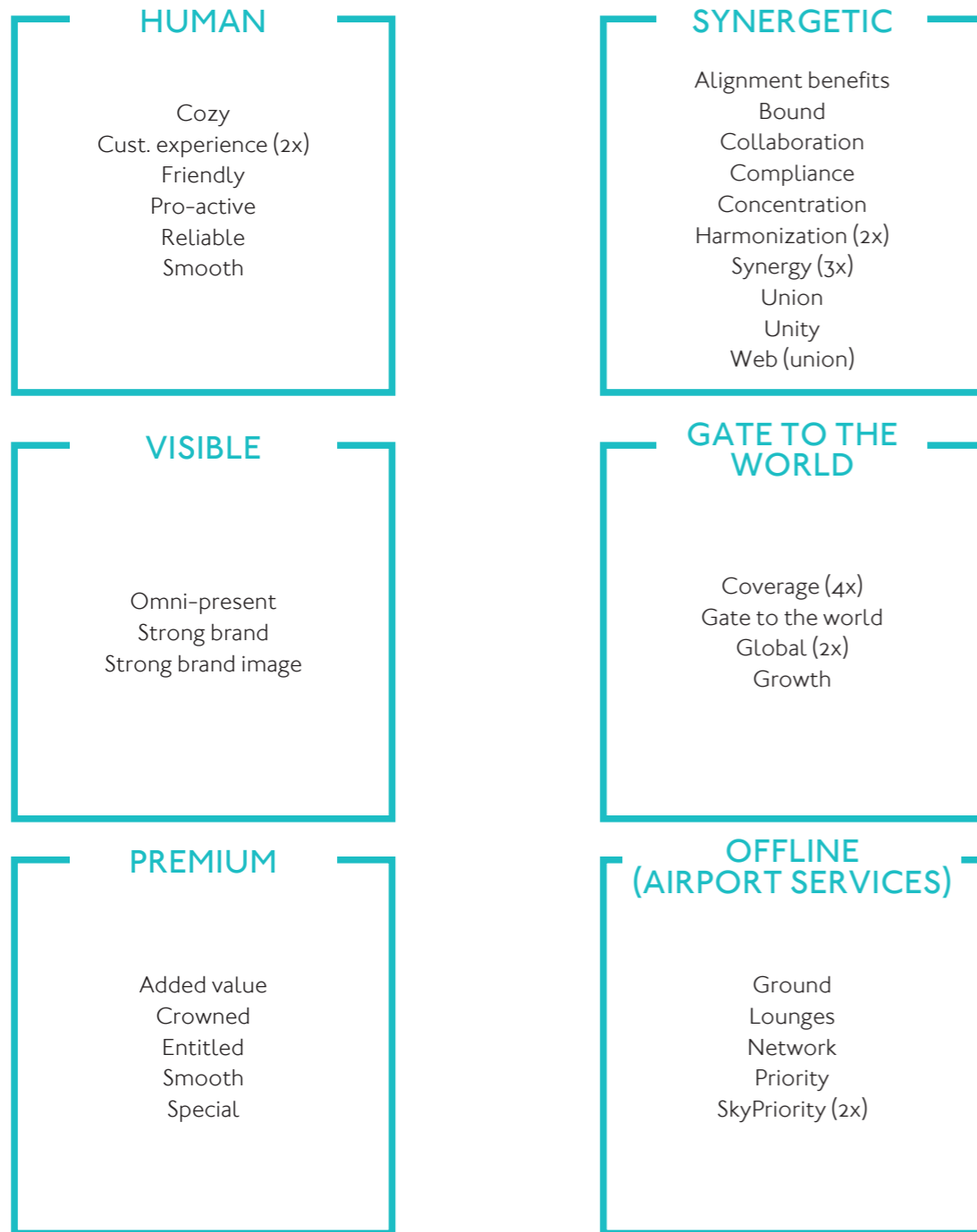
B.5. EVALUATION OF TECHNOLOGIES

Trend	Urgency						F. Impact (In consultation with ST, scale 1-3) Only trends with a 3 score
	A. Timing of impact (Google Trends + number of sources)	B. Timing of impact (Based on # existing applications)	C. Average Timing of impact (Avg. A & B)	D. Response time (Based on sources + ST) 1 = Medium 2 = Fast 3 = Ongoing	E. Urgency (Avg. C & D) Low = 1 Significant = 2 Pressing = 3	F. Impact	
Virtual (ticketing) agent	2	1	1,5	1	1	1	1
Being organic	1	1	1	3	1	1	1
Audio user interface	1	1	1	1	1	1	1
Distracting the customer	2	2	2	2	2	2	2
Ticketless travelling	1	1	1	3	2	2	2
Genuine luxury	1	1	1	3	2	2	2
Community-based	1	1	1	3	2	2	2
Being green	2	3	2,5	1	2	2	2
Improved entrance & exit	1	1	1	1	1	1	1
Smart environments	1	2	1,5	2	2	2	2
Virtual/augmented reality	3	3	3	3	3	3	3
Intelligent devices (Location based)	2	2	2	2	2	2	2
Personalized benefits	3	2	2,5	1	2	2	3
Offline multi-functionality	2	2	2	2	2	2	3
Easier to use loyalty	1	2	1,5	3	2	2	3
Everything-on-demand	3	3	3	2	3	3	3
Omni-channel experience	3	3	3	2	3	3	3
Seamless experience	3	2	2,5	3	3	3	3
Experience beyond the	2	2	2	2	2	2	3
Fast Track	3	2	2,5	1	2	2	3

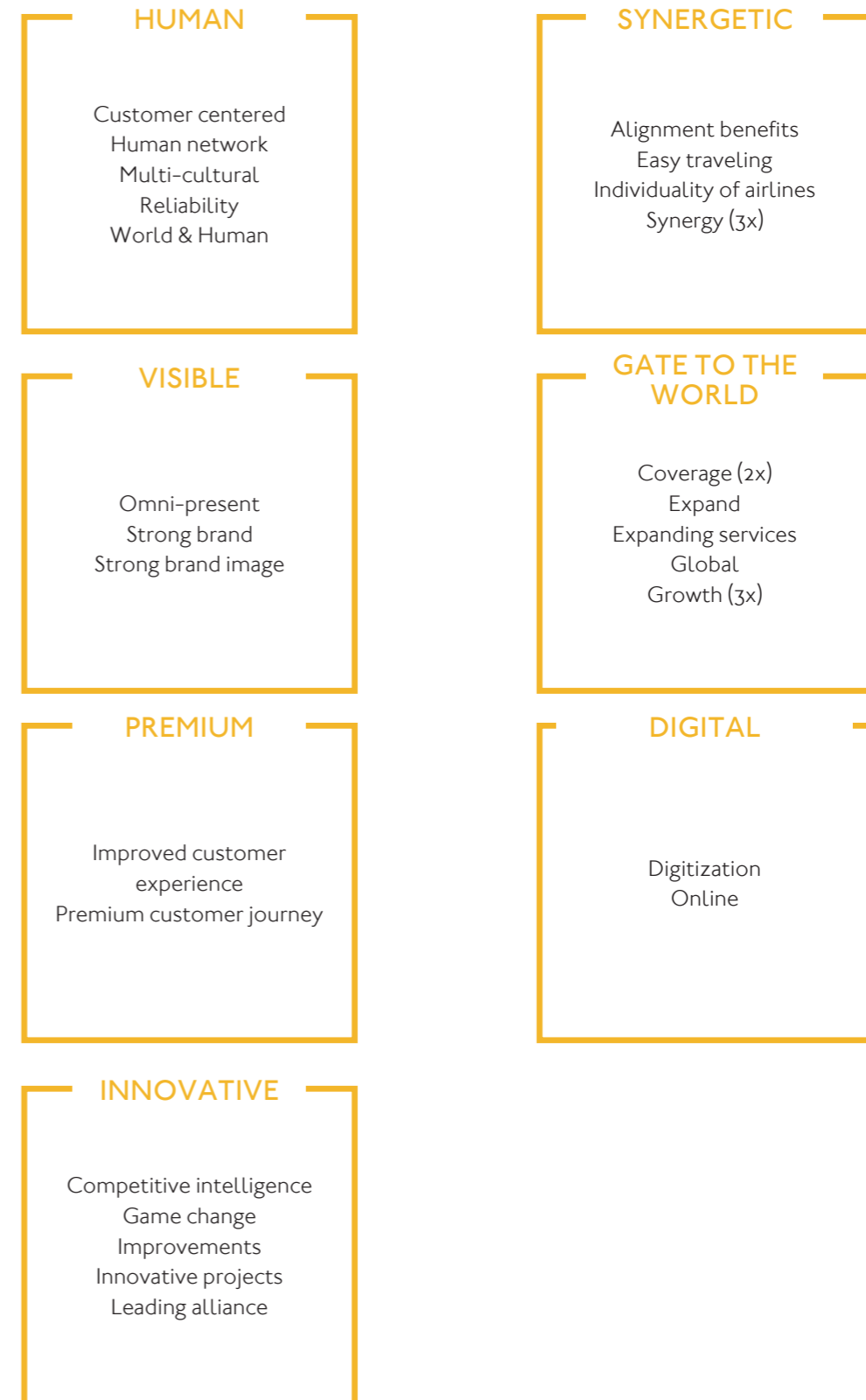
APPENDIX
C

VISION ON SKYTEAM BRAND BY
MEMBER AIRLINES

C.1. CURRENT BRAND PILLARS SKYTEAM FROM A MEMBERS PERSPECTIVE



C.1. FUTURE BRAND PILLARS SKYTEAM FROM A MEMBERS PERSPECTIVE

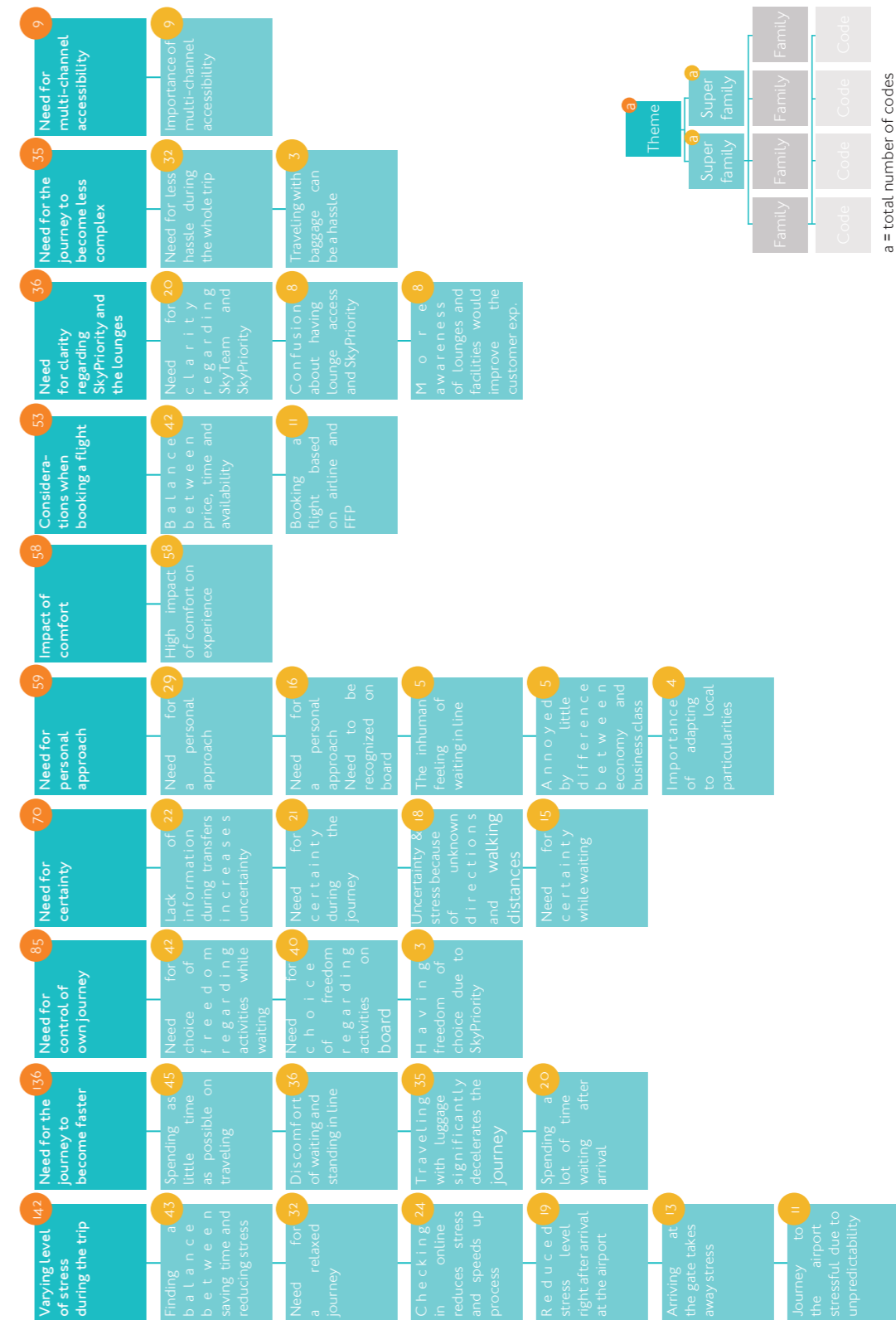


APPENDIX D

CUSTOMER RESEARCH

In order to gain insights in the experience and vision of passengers traveling with a SkyPriority status, 26 interviews were conducted. The results of this customer research can be found in this chapter.

D.1. THEMES AND SUPERFAMILIES DERIVED FROM THE INTERVIEWS



D.2. RESULTING THEMES DERIVED FROM THE INTERVIEWS

Need for freedom of choice during the journey

The theme of the 'need for control of the own journey' was mentioned by 21 of the interviewees and contains 85 codes. 19 of the participants mentioned to be in need of choice of freedom regarding activities while waiting, and 11 regarding activities on board. At the airport, activities as walking around or buying something to eat, drink or read while waiting were often mentioned (13 times in total). It appeared that although sometimes done at the airport and on board, working is mainly done to make the journey more efficient, but is not preferred. As one of the participants, who before his retirement traveled a lot for his work as tax specialist at a global service provider, stated: "I didn't like working during my trip because I often had to work with confidential documents". It also appeared that customers like to be in control before the actual flight: one for example stated that he always checks online because of the possibility to choose his own seat, and two others mentioned to like to be able to choose their own meal during the booking process. In total three respondents commented that they felt to have freedom of choice during their trip due to SkyPriority.

What makes this interesting for SkyTeam, is that other than only speeding up the process, SkyPriority could also strive to give the customers the feeling of being in control of their own time again, regardless of their airport or airline. A benefit solely SkyPriority can deliver across the whole journey, since it isn't bound to a single location. It shouldn't necessarily offer customers a variety of activities at the airport, which is already done by the airports and airlines, but could be done by for example minimizing the time waiting in line and making people aware of the possibilities at their current location.

Impact of comfort on the experience

The fourth theme was defined as 'impact of comfort on the experience'. In total, 58 codes were identified on this theme over 21 of the interviewees, who all thought that comfort has a high impact on the experience, both at the airport and on board. As one of them said: "Being able to lay down for nine hours

is a luxurious feeling". Other responses with regard to this topic included: "I like that they have showers, especially at a transfer, that is fantastic, that's really nice, you can use them for free" and "During a transfer I go to the lounge to relax to wait on my flight. Else you walk around for 7 or 8 hours at an airport and don't know what to do".

Although comfort has a huge impact on the journey, SkyPriority currently only has little influence on this aspect since the SkyTeam lounges are no SkyPriority benefit. A logical solution here would be giving SkyPriority customers lounge access. However, giving these customers access to the lounge has proved to be difficult in the past. Another possibility would be to make people aware of the lounges or facilities they can make use of, as e.g. smartphone application 'Hopper' does. Such solutions could have a major impact on the overall experience of the trip and therefore appreciation of SkyPriority since, although already reduced, waiting still is a big part of the journey.

Need for certainty at the airport

The fifth theme emerged is the 'need for certainty at the airport'. In total, 76 codes were identified in this topic, mentioned by 20 unique interviewees. 13 of them mentioned to have a need for certainty at the airport and 12 interviewees specifically mentioned that the lack of information during transfers increases uncertainty. As one of them stated: "I first try to figure out, if I haven't done that already, what the shortest way to the right queue is. [...] Than I try to find out what the quickest way is to the lounge, and how far the lounge is from the departure gate, so I can sleep or work without being stressed and having to check the clock constantly". Another one mentioned that she likes the crew to look trustworthy. Finally, 10 interviewees stated to experience uncertainty and stress because of unknown directions and walking distances at the airport.

The problem when traveling is the amount of different stakeholders. All have their own channels via which they provide their customers with information, but this huge amount of information and channels to check

can make traveling an insecure process. SkyTeam could function as a mediator here, by bringing together the information of the multiple airports and airlines on one platform. By doing so it could make the customer at ease and reassure him that he will not miss important information.

Considerations when booking a flight

In total, 53 codes related to the theme of 'Considerations when booking a flight' were identified from 21 interviewees. It appeared that all of them choose their tickets based on a balance between price, time, availability and FFP. Eight of the participants stated to make a decision based on airline FFP. As one of them stated: "Whenever possible, I always book through Vietnam [Airlines]". Another interviewee said: "I think because it [KLM] is Dutch". Three of the participants flew with specific airlines because the employer booked the tickets for them.

Need for the journey to become less complex

The sixth theme that emerged was defined as the 'need for the journey to become less complex'. 35 codes were identified on this topic from 18 interviewees. 17 respondents mentioned that they would like to experience less hassle during their trip, and that they would like to have one, more seamless journey. According to one of the interviewees, who is a CEO of a global travel and tourism company: "The ideal journey starts at home". Another issue within this theme is traveling with baggage. According to three of the participants this can be quite a hassle. To the question what her ideal journey would look like, one of the interviewees mentioned to not having to carry so much luggage anymore. Another interviewee, CEO of an international banking corporation, noted that at some airlines this problem is already solved: "Emirates provides the opportunity to being picked up

at home and bring you to your final destination, very interesting".

Currently, there is no consistent factor during the journey: it is divided into several individual steps with different stakeholders. This makes that the journey can be experienced as complex, because there is no one that seems to be in charge of the whole trip. SkyPriority could take its position here as door-to-door assistant by providing you with assistance throughout the whole journey to make your journey less complex.

Need for multi-channel accessibility

The final theme that emerged from the analysis was the 'need for multi-channel accessibility'. In total, nine codes from seven different interviewees were identified on this topic. When talking about being able to arrange thing yourself via the internet or an application, it turned out that a lot of different preferences exist. One participant commented: "Accessibility is very important: when you have accessibility in getting your ticket and reservation, getting the boarding pass yourself, you know -", while another stated "No, I am not a phone person [...]. That's my generation, we like talking to people".

It should be noted that booking the ticket and managing the trip isn't something that is directly related to SkyTeam. However, SkyTeam could contribute to these needs. Like Apple's Passbook it could offer the possibility to collect all loyalty cards and boarding passes on one place, remind you when you are able to use your status or loyalty cards, and maybe even provide the opportunity to check-in for all their trips on one place. It could become the glue between the individual phases of the trip, and turn the journey into one seamless experience, with a blanket of SkyPriority.

APPENDIX E

PERSONALITY WORKSHOP

In order to define a personality for SkyPriority, a workshop was organized. Next to three students from the Master Strategic Product Design, six employees from within SkyTeam with backgrounds in various airlines participated in this workshop. In this chapter, the results of this workshop can be found.

E.1. - WORKSHOP SET UP AND PLANNING

Time	Duration	What	Needed
13:00	00:10	Introduction - Introduction of the day (2 min) - Introduction SkyTeam and SkyPriority (5 min) - Explanation project (2 min) - Goal of the workshop: creation of a 'unique character' for SkyPriority in order to make people not only recognize SkyPriority, but know SkyPriority" (2 min)	- Put all interaction qualities on the wall
13:10	00:10	Introduction attendees Name, background, biggest annoyance when traveling	
13:20	00:10	Introduction results customer research By the use of personas & customer journey (containing the themes and values)	
13:30	00:10	Ice breaker	- Ball
13:40	00:25	Defining the ideal travel partner - "What kind of travel buddy would make the journey more pleasant?" - Think of the needs the personas have within the different phases of the journey, and by the use of what characteristics these could be satisfied? - Filling the customer journey with travel buddies in two groups (2 personas)(15 min) - Presenting the results to the other group (2 x 5 min)"	- 2 big customer journey of the wall - 2 A3 personas on the wall - Post-its - Pens
14:05	00:25	Choosing qualities - All different kind of interaction qualities are put on sheets on the wall. - All participants have to put a green dot on the ones they think that fit SkyPriority, and red ones on the ones they think really that don't (10 min) - Discussion to make a final selection of words that everyone agrees with (15 min)	- Interaction qualities on the wall - Red and green dots - Empty flipover
14:30	00:10	Break	
14:40	00:05	Energizer Participants are divided into two groups and ask to line up as soon as possible ordered on: 1) Shoe size 2) Number of brothers and sisters 3) From city in which they were born	
14:45	00:10	Imaginary world - Discussion: Which characteristics (referring back to the customer journey with the ideal travel buddies) are currently not present within SkyPriority, but would be desired in an ideal situation? Does SkyPriority contribute or counteract to these needs? - Review and if needed adjust selection	- Post-its
14:55	00:25	Profession - If you had to think of an analogy for SkyPriority, what analogy would it be? - Present example analogies (3 min) (brands compared to animals/ professions/family members) - Let SkyTeam present analogies - Individually writing down ideas on post-its (5 min) - Putting everything on the wall, explaining, adding new analogies and choosing a final analogy (15 min)	- Post-its - Tijdschriften

Time	Duration	What	Needed
15:20	00:15	Brainstorm - Introduction (2 min) - How can you... (4 x 1.5 min) Make people feel relaxed on their way to the airport? Make traveling easier? Avoid queues? Make waiting more comfortable? - How would [analogy] ... (4 x 1.5 min) Prepare your flight? Take away unpredictability's? Bring you home? Give you the feeling of being recognized?	- Sheets HCY and HW - Post-its
15:35	00:15	Concept sheet for your favorite idea	- Conceptsheets
15:50	00:05	Pitching	
15:55	00:05	Conclusion	
16:00	03:00		

E.2. WORKSHOP PRESENTATION (HIGHLIGHTS)

E.3. OUTCOMES OF THE WORKSHOP

GOAL OF THE WORKSHOP

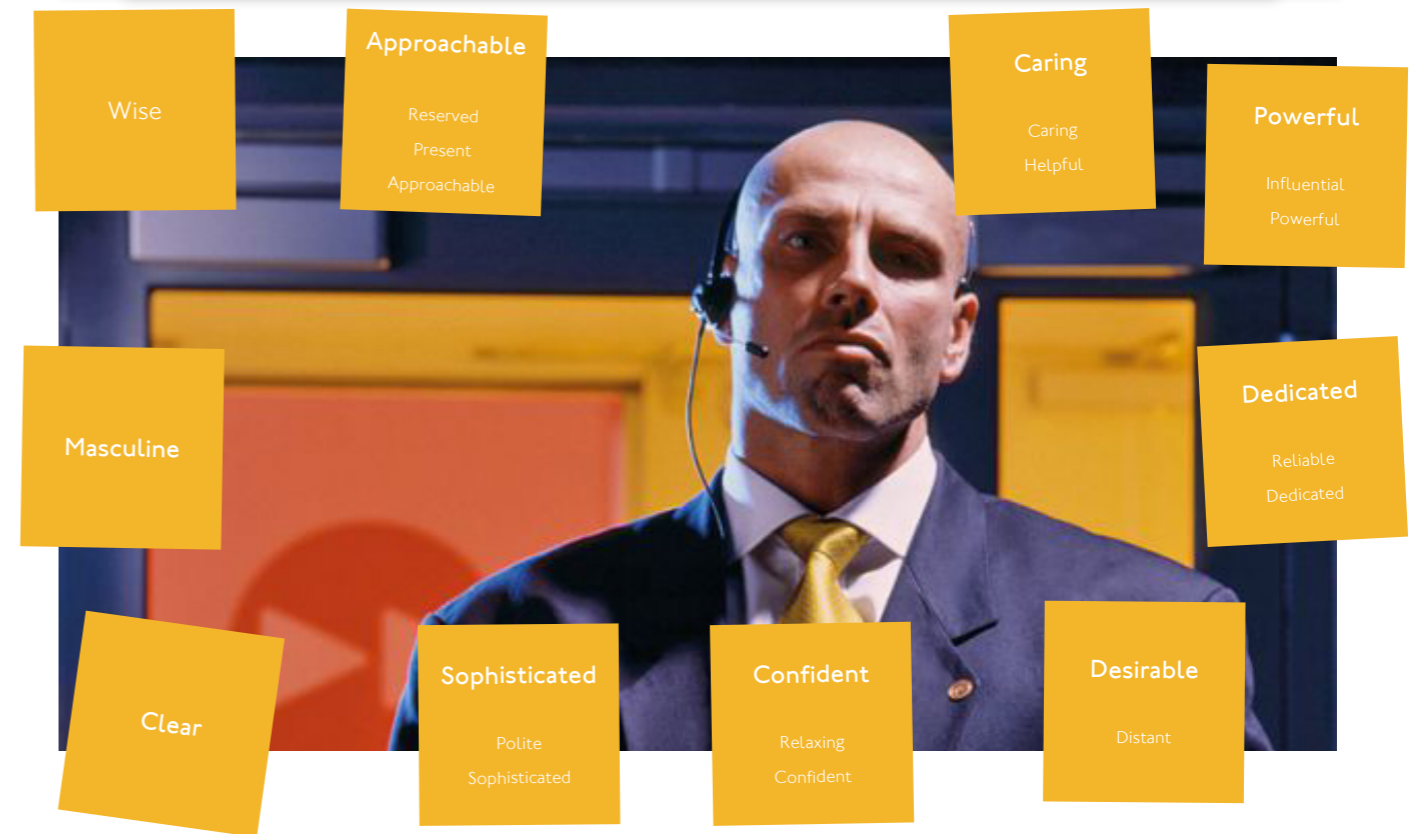
The goal of the workshop was to define a) the characteristics of the ideal travel buddy, b) a personality for SkyPriority and c) the ideal personality of SkyPriority. The current personality of the SkyPriority was determined by first selecting the characteristics

of SkyPriority individually, and subsequently come to an agreement as a group. Ideal personality was created by the use of the ideal travel buddies. The role of the students within this process was playing the devils' advocate and guarding the customer perspective.

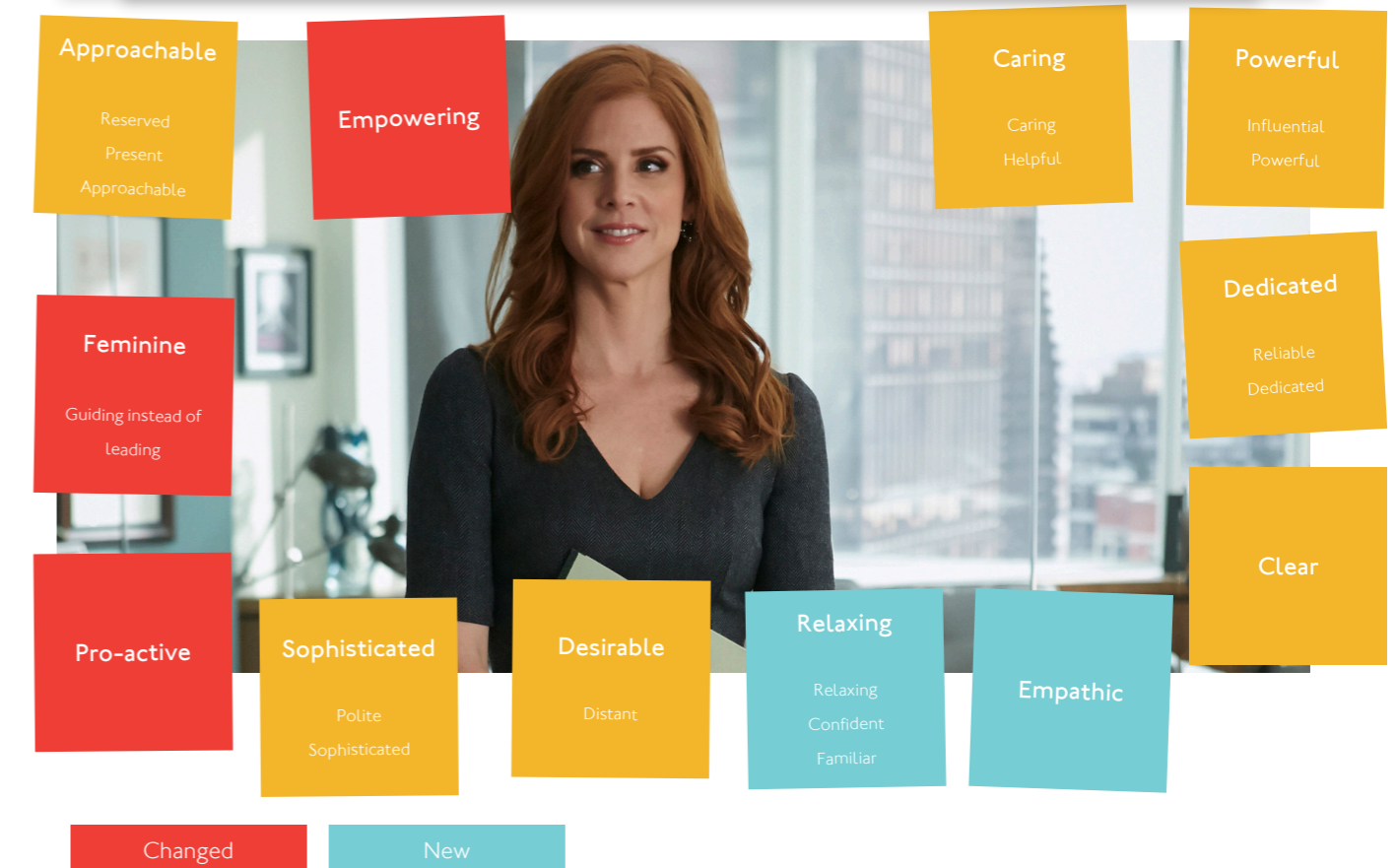
ANALOGIES FOR SKYPRIORITY IN THE IDEAL SITUATION

Mechanic	Personal assistant	Butler (2x)	Host(ess)
Donna (Executive assistant)	A mentor	Event manager	Policeman
Brother	Well-traveled friend	Bouncer (2x)	Up in the air
Nurse	Concierge (2x)	Celebrity	Chief of staff (2x)

SkyPriority as it currently is - The door man



SkyPriority in an ideal situation - The executive assistant



APPENDIX F

IDEATION & CONCEPT SCENARIOS

In order to generate ideas, multiple creative sessions, iteration sessions and brainstorming were organized. In this chapter, the results of these sessions can be seen. In addition, scenarios of the four concepts are shown.

F F.1.1. CREATIVE SESSIONS ONE - SLIDES



CRAZY RACE
5 MIN

"What would your travel buddy in the ideal world do for you to make your journey feel like a holiday?"

HOW TO...
5 MINUTES

... Make people aware of what they can and can't do?

HOW TO...
5 MINUTES

... Manage the expectations of a trip?

HOW TO...
5 MINUTES

... Give people a relaxed feeling the whole trip?

SHEDDING THE KNOWN
15 MIN

"What solutions currently exist that give people the feeling of being accompanied?"
Think of e.g. new technologies, applications, etc.

HOW TO...
5 MINUTES

... Make the journey more relaxed by being pro-active?

HOW TO...
5 MINUTES

... Give people the feeling of being in charge?

HOW TO...
5 MINUTES

... Give people the feeling of being recognized?



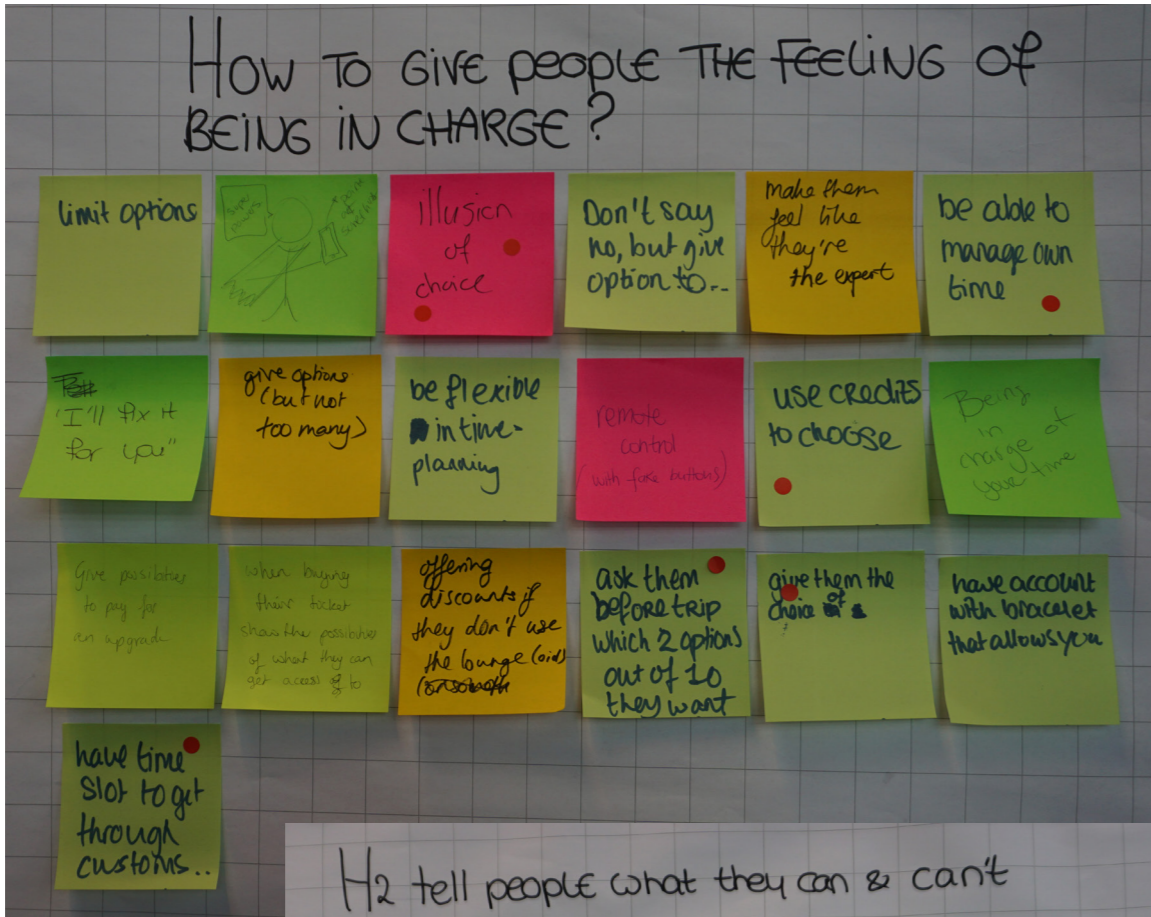
F.1.2. CREATIVE SESSIONS ONE - OUTPUT



Solutions that give people the feeling of being accompanied



What your travel buddy would do to make your journey feel like a holiday?



How to give people the feeling of being in charge?



How to tell people what they can and can't



How to use pro-activeness to make people feel relaxed?



How to manage expectations?

F.1.3. CONCEPT IDEAS FIRST BRAINSTORM

The... (Name) Sky priority member bracelet.

is a ... (website, app, product) Smart watch/ bracelet

that... (one or more key features) is linked to your personal profile

Touch points / Story

- ① before the trip you make appointments for when to go through customs, check in, baggage drop-off.
- ② When your timeslot comes, the bracelet reminds the user to eg. check in or go to customs.
- ③ When your timeslot comes, the bracelet reminds the user to eg. check in or go to customs.

Pain points

- less waiting time; in charge; clarity

Technology

- * access key linked to profile.
- * 'agenda' - aspect.

The... (Name) The travel cup.

is a ... (website, app, product) Product App

that... (one or more key features) Shows possibilities

Touch points / Story

- guides
- takes care of you

When you are buying a ticket it shows several options

On the airport it shows you where you can go & helps you to get your breakfast/ sleep.

Pain points

- * Hurry to catch flight
- * Where can I go?

Technology

- * Kapping account can travel!

The... (Name) The travel cup.

is a ... (website, app, product) Product App

that... (one or more key features) Shows possibilities

Touch points / Story

- guides
- takes care of you

When you are buying a ticket it shows several options

On the airport it shows you where you can go & helps you to get your breakfast/ sleep.

Pain points

- * Hurry to catch flight
- * Where can I go?

Technology

- * Kapping account can travel!

The... (Name) App

is a ... (website, app, product) App

that... (one or more key features) Lets you know your Sky priority status

Touch points / Story

- lets you know your privileges during the trip
- has awesome infographics!

When you book a flight you receive a link to the app & it shows your sky priority status.

Shows you the airports in your journey.

The app follows your trip. Removes options. Keeps it clear.

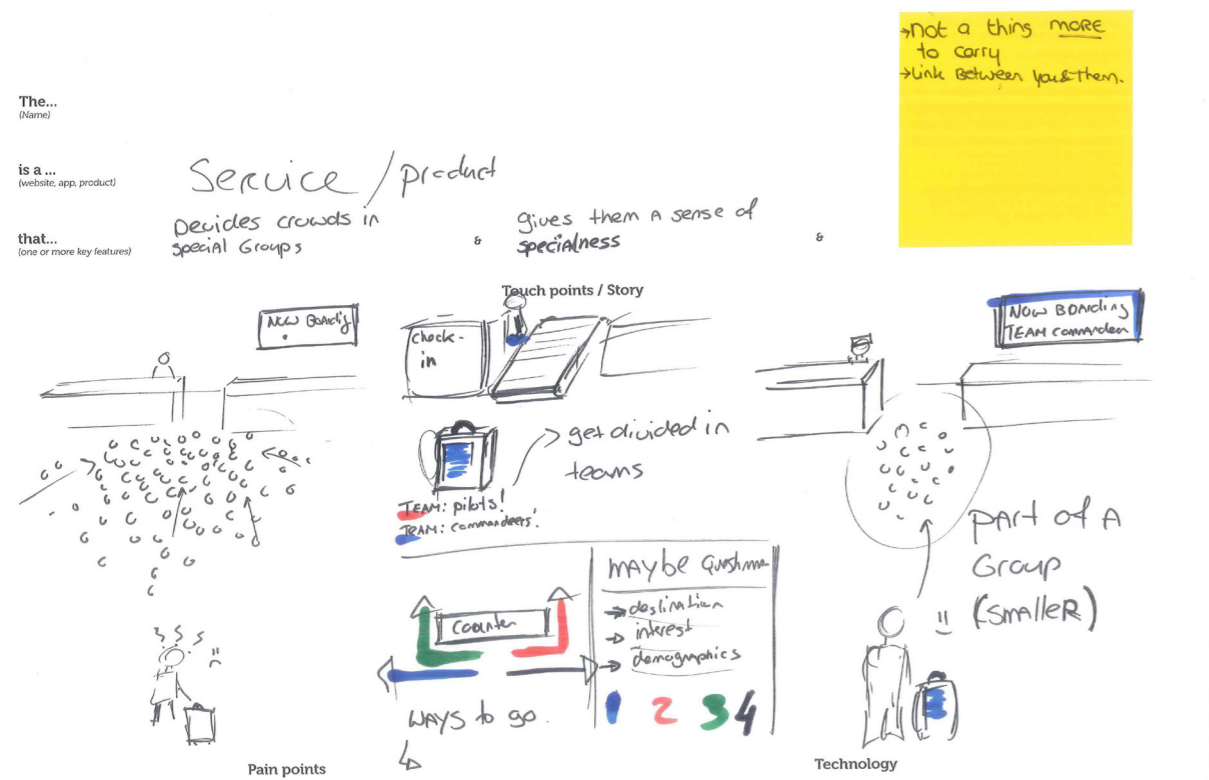
Pain points

- * Clarity of status during travel increased.
- * Step to download app is too big.
- * Cool infographics keeps people engaged.

Technology

- * Mobile
- * website.

F.2. CREATIVE SESSIONS TWO OUTPUT



Als ANDERE MENSEN Het kunnen zien	Priority VIP Keyboard	Speciaal bandje
Gouden HANDBAGGAGE TAG		Aparte ingang
EXCLUSIVITEIT	Paspoort Speciaal (Hoeje)	

H2 make people feel special?

How to make people feel special?

UPDATES OP JE TELEFOON	- Namen & locatie touch points → rekening houden met wat iemand heeft meegemaakt	RFID contactloos betalen NFC near field comm	ie mand localities → hij...	H2 MAKE Someone feel special? / Guide people
Bandje worden geven	Room service avaal	Huis meer vlucht NL-Rome	Afrekenen credits avaal betalen	Pass GUIDEN
BANNIES - sleutel concept PASPOORTHOEJE MACHETENOPEN RING pasje pen		SmartB wearable ZZZM ZMR	→ Tel. je vliestijd vertelt zo ga lopen	

How to make people feel special / guide people?

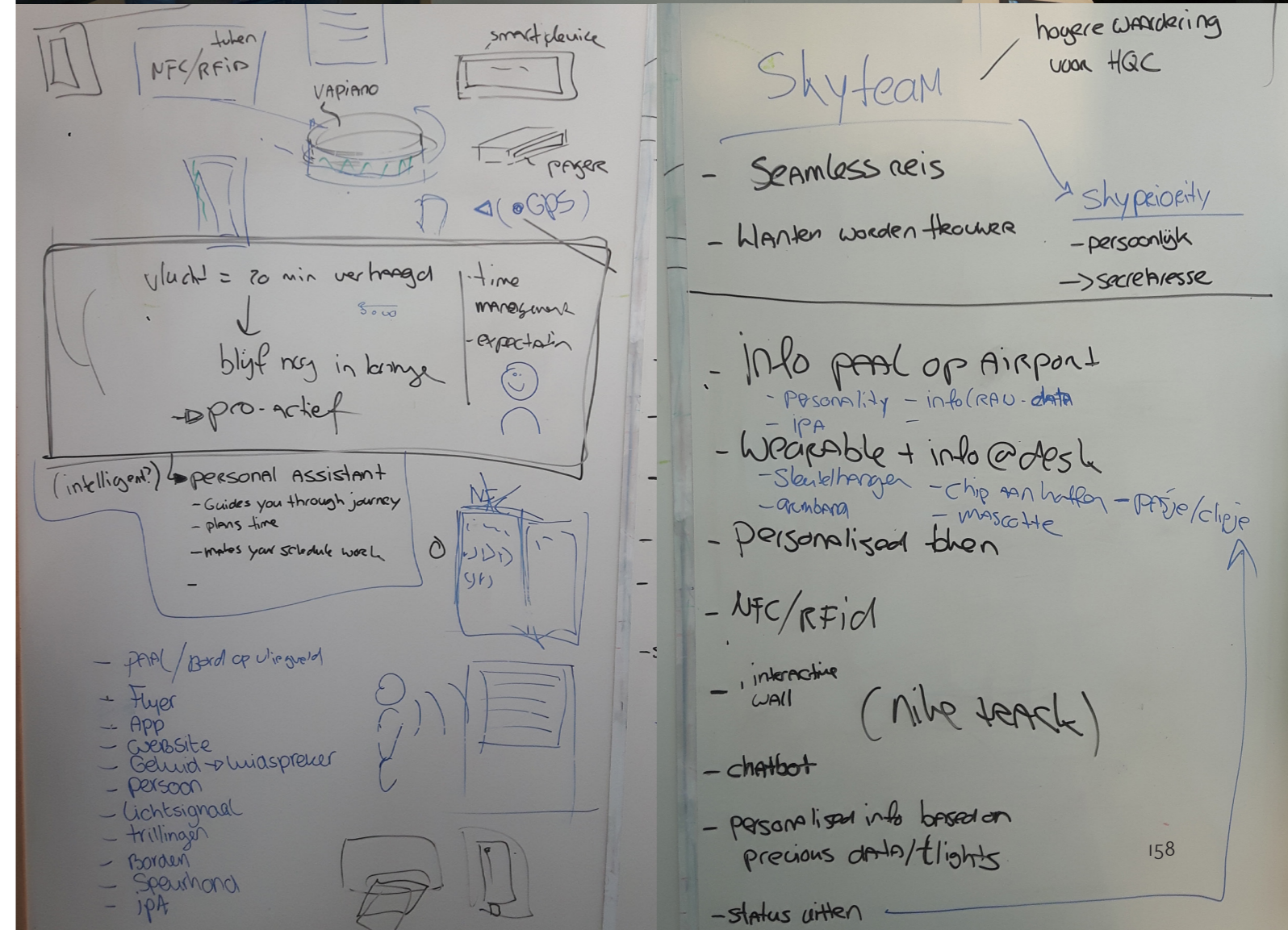
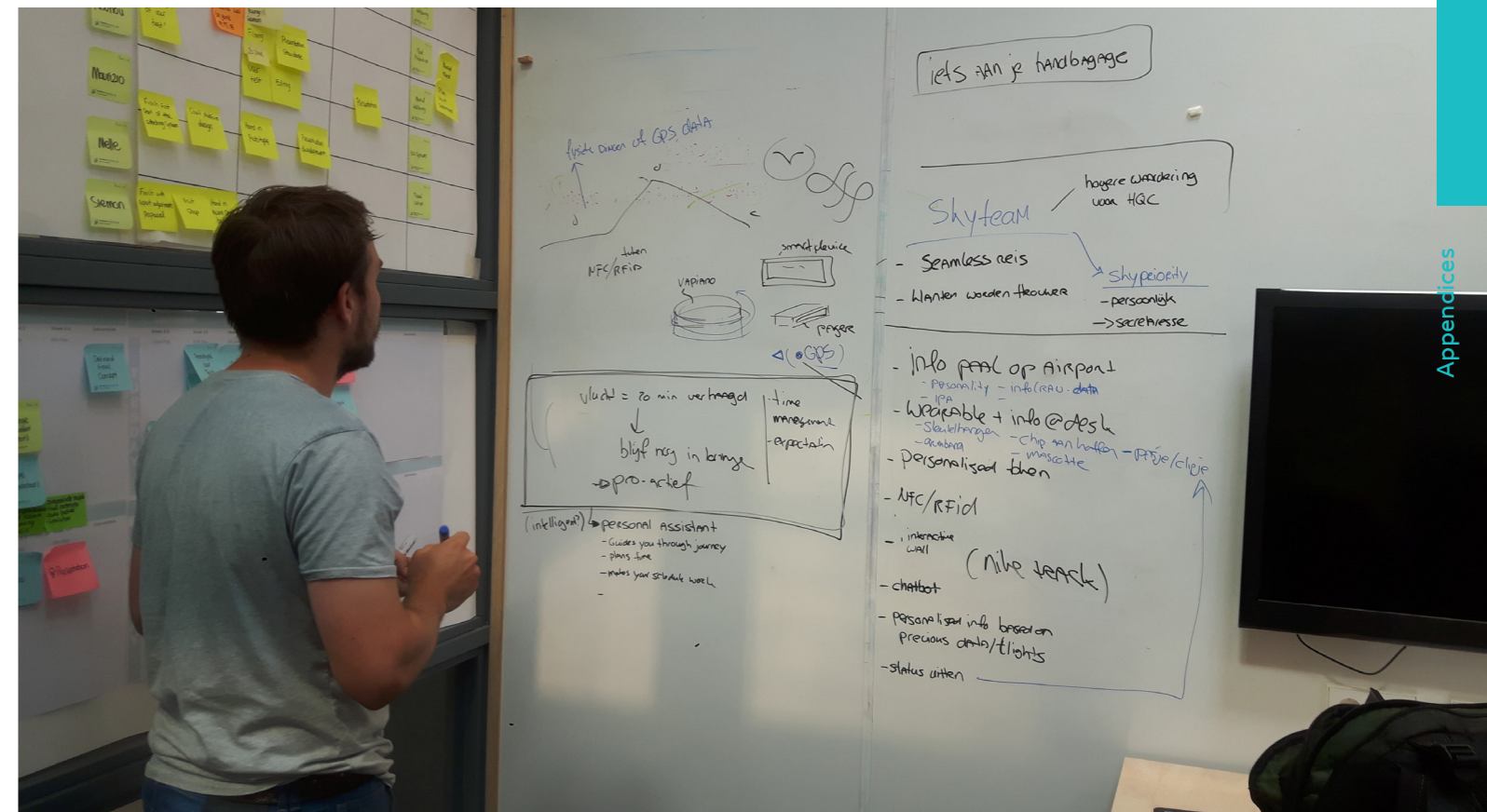


How to inform people by the use of RFID/NFC?



How to give a personal treatment by the use of NFC/RFID?

F.3. CREATIVE SESSIONS THREE OUTPUT



F.4.1. CONCEPT SCENARIO SKYPRIORITY LOYALTY CARD

The SkyPriority Loyalty Card is a card that is integrated in the existing loyalty cards. Its contains a RFID chip that makes that customers are recognized before handing over their passport or boarding pass at several Priority touchpoints at the airport, among which the priority check-in, security lanes and lounge. This earlier recognition creates a feeling of being recognized as frequent traveler. In addition to being recognized, this card enables customers to see which facilities they can make use of during their trip, get personalized information and help in case of e.g. delays or canceled flights. This is done by the use of a 'SkyPriority Wall' at the airport. This wall recognizes the customer by the use of the chip in his loyalty card, and automatically shows the right information on a screen.



FULFILLS THE NEED OF...

Consistency between airlines /airports ●●●●●

- ▶ Aligning loyalty cards
- ▶ Recognition at the airport regardless of airline (in case of RFIC readers)

Transparency ●●●●●

- ▶ Informing people about which facilities they can make use
- ▶ Most up-to-date information about their flight, adjusted to the specific journey

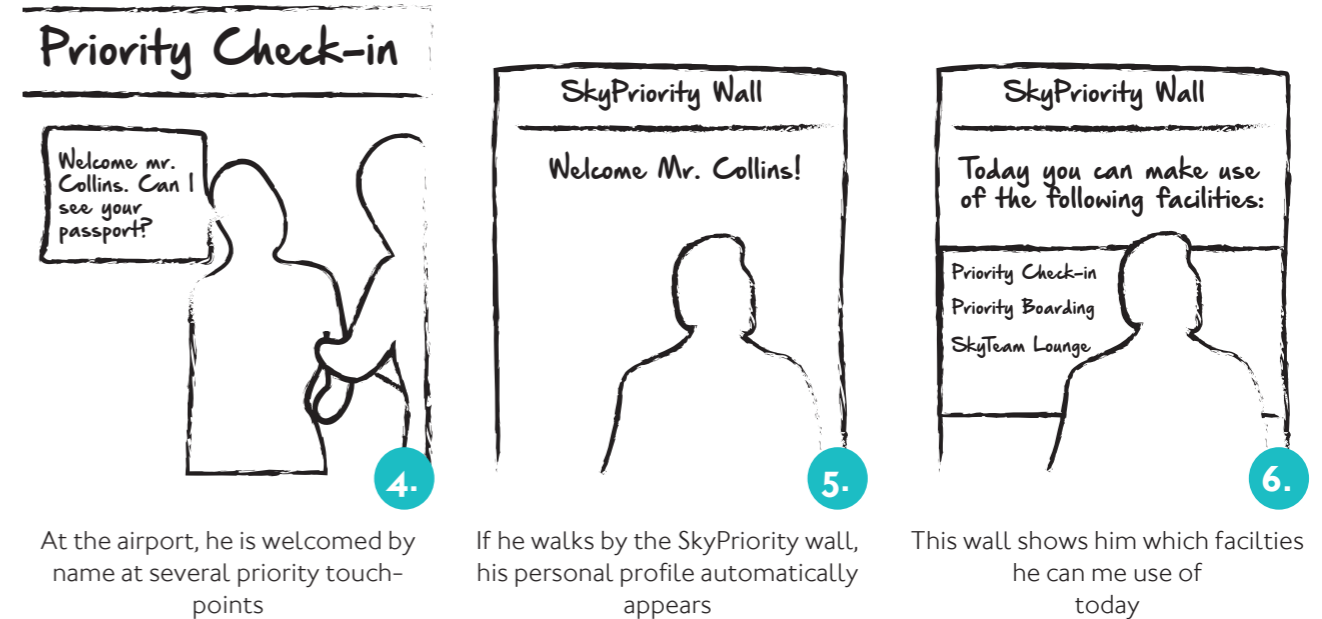
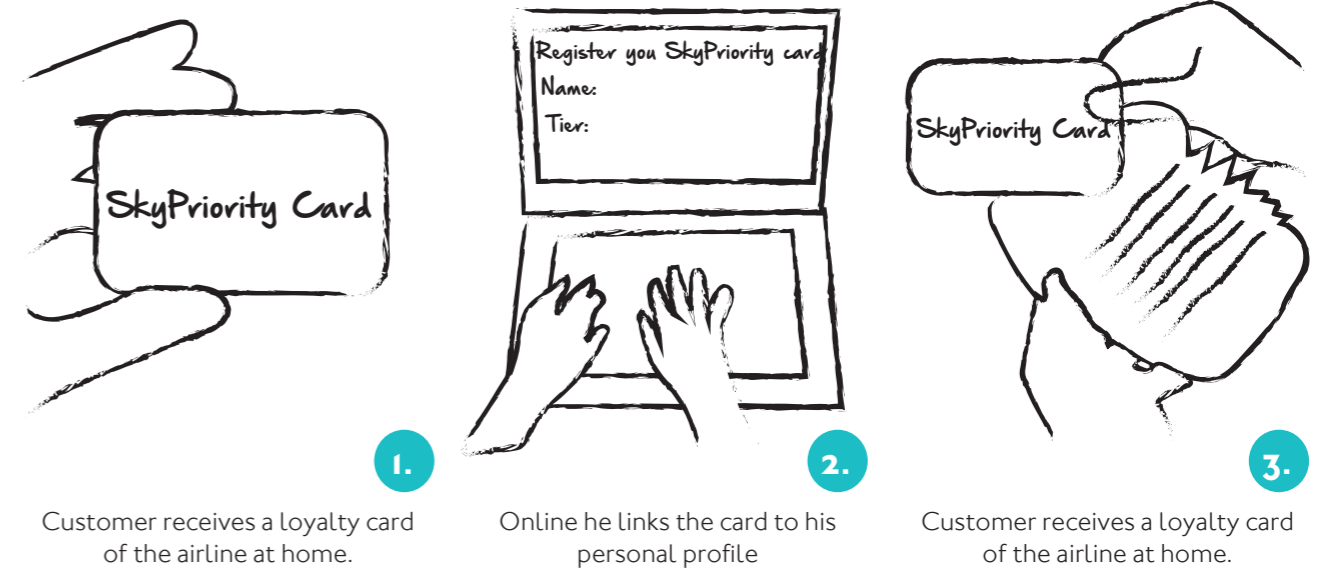
Present entire journey ●●●●●

- ▶ Loyalty card present throughout journey
- ▶ Improving experience at existing touchpoints

Reducing stress ●●●●●

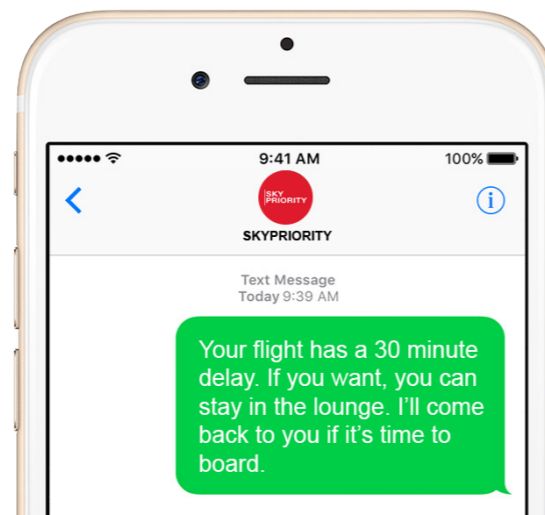
- ▶ Personalized information about trip upon request by the use of interactive walls

USER SCENARIO



F.4.2. CONCEPT SCENARIO SKYPRIORITY TAG

The SkyPriority Tag is an item like a key tag or passport cover that makes that customers are recognized at several Priority touchpoints at the airport. This is done by the use of an integrated RFID chip. Besides, this item is able to provide customers with real-time information: by vibrating it attracts the customer's attention, and by the use of an integrated NFC chip the information can directly be loaded on a phone. By doing so, the customer doesn't need to actively check the signs at the airport in order to keep up to date, and will experience less stress. It should be mentioned that although in this example the chips are integrated in a key tag, in the future they could be integrated in by the customer owned jewellery, or even the body. This would eliminate the need for an external tag.



FULFILLS THE NEED OF...

Consistency between airlines /airports

- ▶ Available regardless of airline or airport
- ▶ Recognition at the airport regardless of airline (in case of RFIC readers)

Transparency

- ▶ Updates about privileges per journey once at the airport

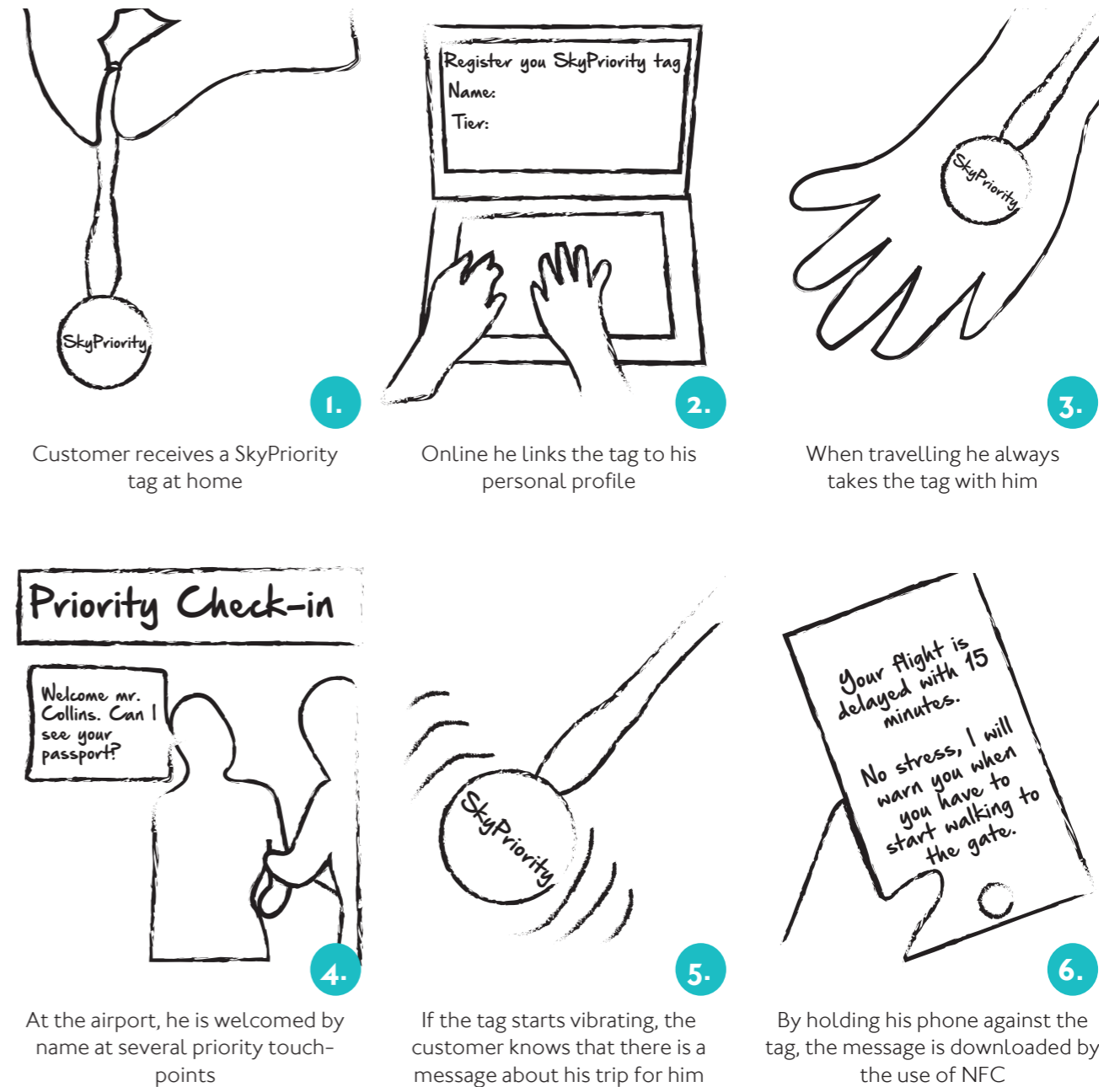
Present entire journey

- ▶ Information at all airports (RFID readers required)
- ▶ Tag present throughout journey (show off)

Reducing stress

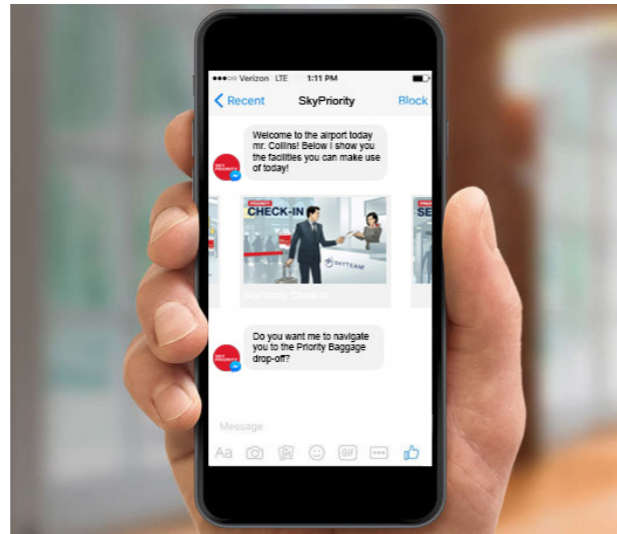
- ▶ Gives passengers notifications that they have a new message waiting that, if wanted, can be downloaded on a phone

USER SCENARIO



F.4.3. CONCEPT SCENARIO SKYPRIORITY CHATBOT

The SkyPriority chatbot is a computer program with which the customer can communicate via speech or text in a human-like way. Since it makes use of a third-party channel, like Facebook or Slack, it doesn't require the installation of a new app. By telling it your flight number, the chatbot is able to assist you throughout the trip: it tells you the facilities you can make use of, guides you through the airport, keeps you up-to-date in case of delays and assists you if you have a canceled flight.



FULFILLS THE NEED OF...

Consistency between airlines /airports

- ▶ One channel to provide information about all flights
- ▶ Available during all trips, regardless of airline or airport

Transparency

- ▶ Gives a clear overview of privileges and their providers on before hand and at the airport

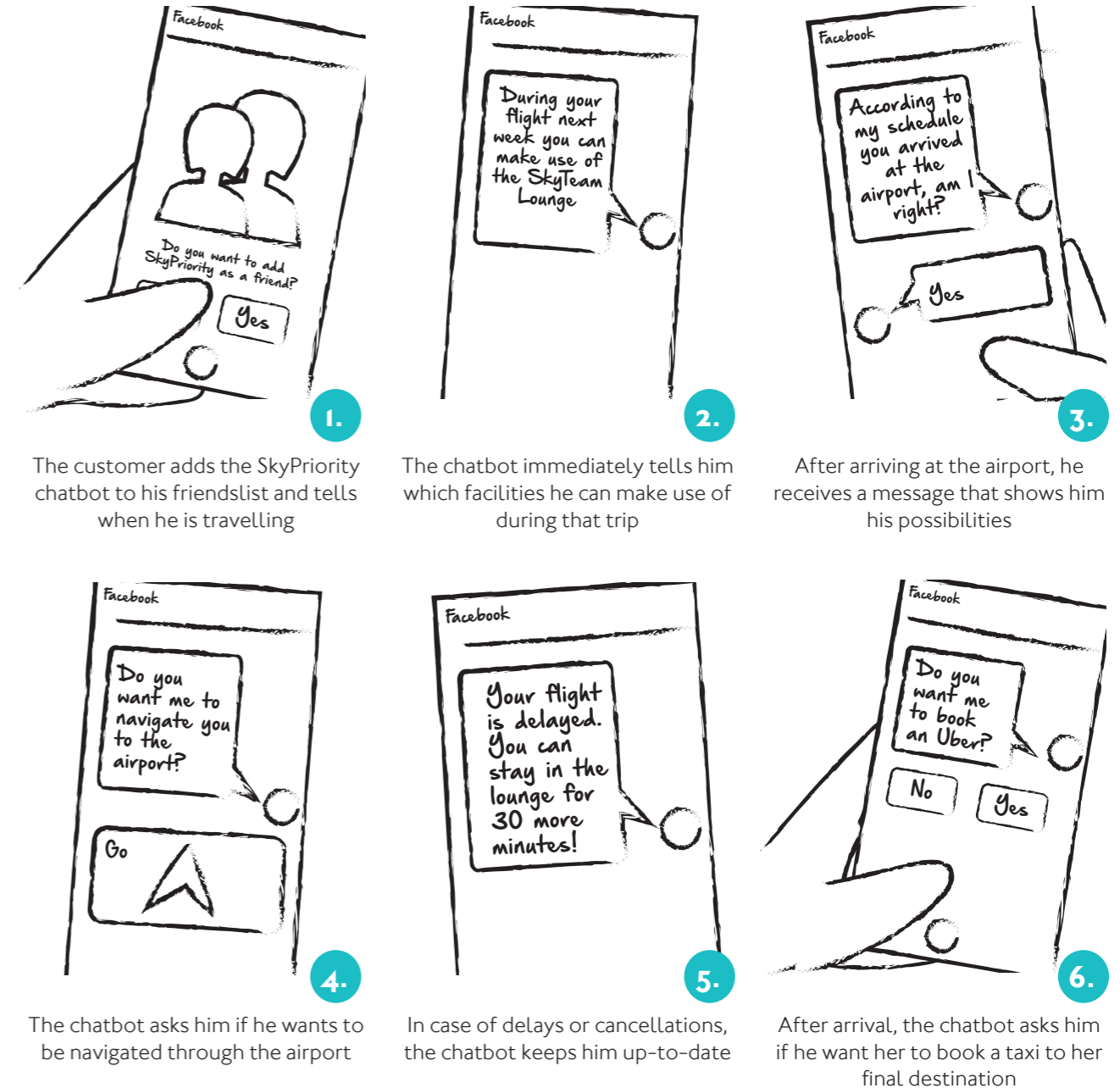
Present entire journey

- ▶ Continuously present in case of an internet connection

Reducing stress

- ▶ Personalized messages on beforehand and at the airport creates a feeling of 'being taken care of' and reduces the experienced stress

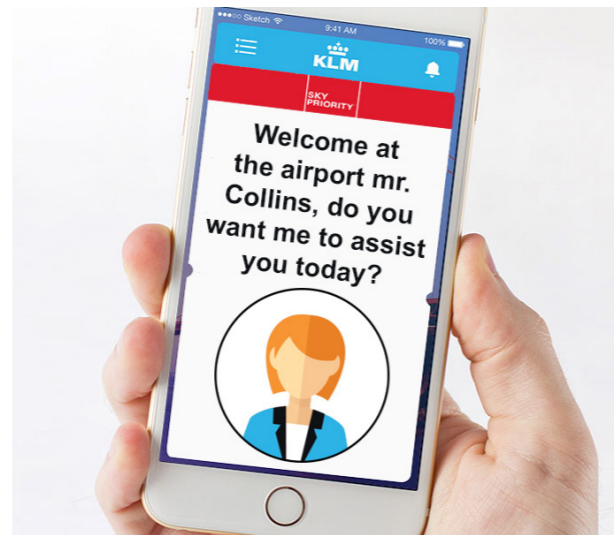
USER SCENARIO



* The exact functionalities would be determined during the next phase

F.4.4. CONCEPT SCENARIO SKY

The personal assistant comes in the form of an app, that can be integrated in the app of the airlines by the use of an open API. By doing so, there is no need to install an extra app, and the apps of the airlines becomes more relevant throughout the whole journey of the customer. She welcomes you once you arrived at the airport, guides you through the airport, and takes care of your schedule by e.g. telling you when to walk towards the gate or wait a bit longer because of a delay. In addition, she enables you to download your favourite newspaper that you can read throughout the whole journey, to make the waiting a bit more pleasant.



FULFILLS THE NEED OF...

Consistency between airlines /airports

- ▶ More consistent image of SkyPriority due to integration in all airlines' apps
- ▶ Available during all trips, regardless of airline or airport

Transparency

- ▶ Gives a clear overview of privileges and their providers on before hand and at the airport

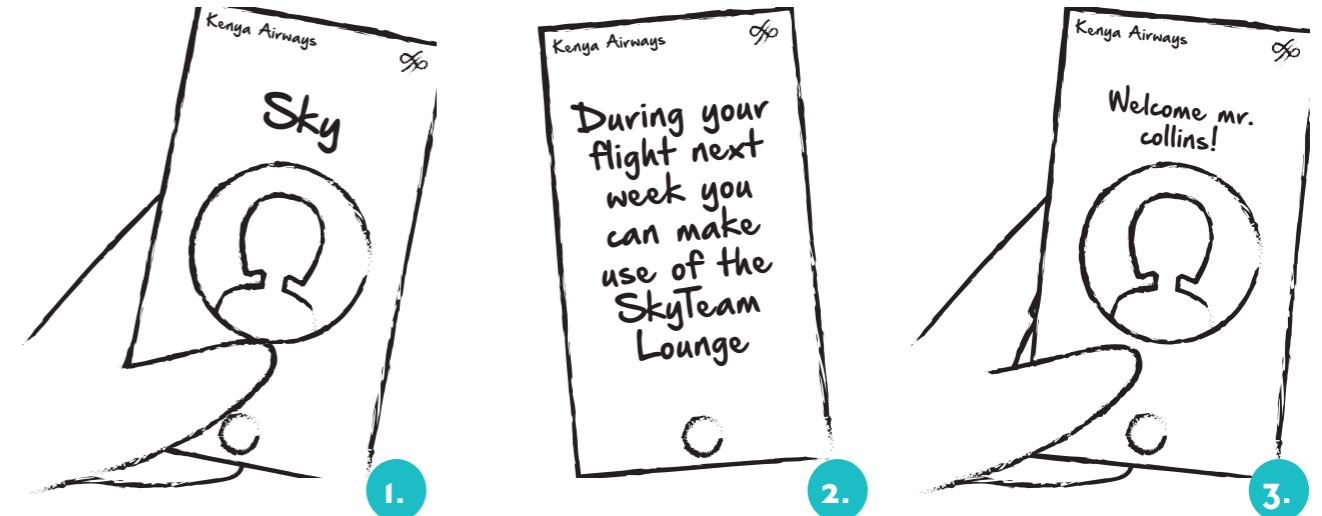
Present entire journey

- ▶ Available throughout the journey because of integration in airlines' apps and pro-active behavior
- ▶ Improved assistance in case of a internet connection, but always available

Reducing stress

- ▶ Pro-active attitude throughout the whole trip of the assistant that creates a feeling of 'being taken care of' and reduces the experienced stress

USER SCENARIO



1. The customer installs the airlines app, which includes the airlines 'own' executive assistant

2. After booking, the executive assistant in this app immediately tells him his possibilities

3. After arriving at the airport, he receives a welcome message



4. The assistant asks him if he wants to be navigated through the airport

5. In case of delays, cancellations or rebookings, the chatbot keeps him up-to-date

6. The assistant offers him to download his favorite newspaper while waiting

* The exact functionalities would be determined during the next phase

APPENDIX G

CONCEPT DEVELOPMENT

In this appendix the iterative development process of the final proposition is described in more detail. This phase started with a benchmark of other applications and systems that appeared to have certain personality. Hereafter, an iterative process full of ideating, creating of concept designs, wireframes and mock-ups, feedback sessions, user testing, and evaluating took place (see figure G.1.). The highlights of this process are discussed in this appendix. Since the process was iterative, the order in which the process is presented isn't necessarily the order in which the different activities took place.

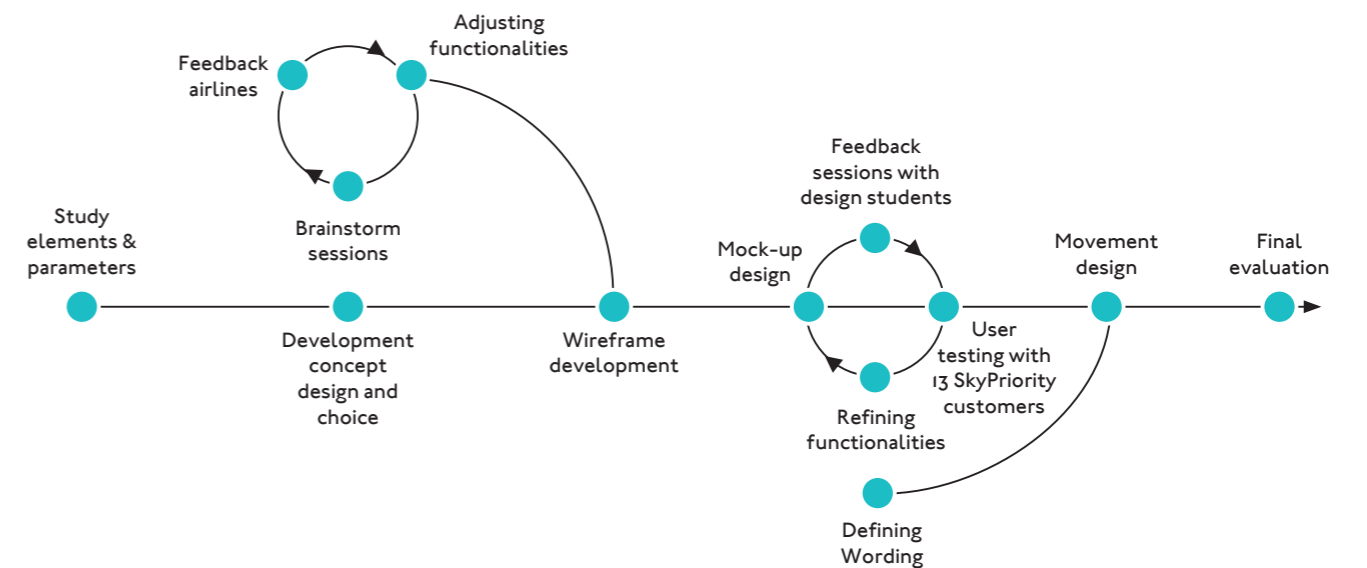


Figure G.1. - The iterative development process

G.1. APPLYING THE PERSONALITY

In order to create an understanding of what exactly gives something a personality and to gain inspiration for detailing the concept, research is done on multiple systems and applications that appeared to have a personality. In this chapter, several of such applications and systems, complemented with some of the players as found within the generic competition in the earlier defined onion model (see Figure 20 on page 28 of the thesis), were analyzed in order to define a set of elements on which to focus during the development of the app (see Figure G.2.).

In this chapter, most important insights of this study are discussed.

G.1.1. EXISTING APPS WITH A PERSONALITY

PERSONALITIES WITH A VOICE

An example of a movie about an artificial personality is Spikes Jonze's 'Her', in which a man, Theodore, falls in love with Samantha, an intelligent system. Although the spectator does not see Samantha once during the whole movie, she certainly has a personality. This is because of several aspects. First of all, the system has a real voice and is able to express fluent sentences. Besides, she is able to show enthusiasm, adapts her behavior to the preferences of the user, Theodore in this case, and makes jokes about things that happened

before during their conversations. Lastly, although Samantha does not have an embodiment, Theodore can interact with her in several ways: the operating system of his computer, his phone or small artefacts serve as the face of the system. In addition to creating emphasizing the feeling of interacting with a person, these simple entry points make that the system is really intuitively in usage: it has no endless menus and difficult interfaces, everything can be done with voice. (Psychology Today, 2013; TheAtlantic.com, 2013)

Also multiple high-tech companies tried to incorporate a personality within their products. Amazon Echo's Alexa, Microsoft's Cortana and Apple's Siri, all intelligent systems, have a clear entry point to communicate with the user, either in the form of a wave or circle on the screen or an artefact, that make using the system highly intuitive. Moreover, all add humour to their conversations with the user in order to be experienced as 'human'. Also the use of natural pauses in between their sentences, even though their sentences are all built up from single words from a database, make the systems more human. Compared to Alexa and Siri, Microsoft Cortana seems to be quite pro-active: she will ask another question in order to obtain more information if she doesn't fully understand a question. This pro-activeness makes this system feel even smarter than the other two, and

therefore more human. (Slate.com, 2016)

PERSONALITIES WITHOUT A VOICE

Of course there are also other kind of applications with a personality, without making use of an actual voice. Take for example Hopper, an app that was considered as one of the best iPhone apps of the year 2015 (time.com, 2015), that helps you in finding the best deals possible and tells you the best time to fly and buy tickets by analysing billions of flights. This app feels like having a personality not only by pro-actively helping you in booking the best trip, but also by having a 'face': the app makes use of an iconic rabbit that is present throughout the whole app. In addition, this app is intuitively in usage due to recognizable icons and user interaction patterns, and communicates with the user in an informal and quirky way, enforced by the use of the bright and fresh colors, which makes the app more human.

Also highly innovative Uber tries to make life easier by being pro-active and intuitive in usage. After opening up the app, it directly asks the user where he wants to go by a simple "Where?". The user has the possibility to select a new address or location, a predetermined address or, if the destination is still unknown, the possibility to determine it later on. Within three clicks the user has ordered a car that picks him up at his current location, without the hassle of communicating locations and, by linking all accounts to a credit card, checking out. Besides, the app will tell the user exactly how many minutes it will take the car to reach him, which makes waiting outside unnecessary.

This pro-activeness is also incorporated in the

Deliveroo app in order to make ordering food even faster. It does so by suggesting food based on e.g. kitchen and diet, all in a quirky way ("you want to go for guilty pleasures?") and including the time at which the food can be delivered at the current location of the user. Besides, the consistent use of colors make that the user directly knows where to click and look. Within 1 minute the user can order and pay for his favourite meal, without having to type a single letter.

THE ELEMENTS

From the research it appeared that systems and applications with a personality in general consist of four (often to each other related) elements: sound (which could include voice), wording, design (including colors) and functionalities.

All elements in turn consist of multiple parameters. Also these parameters are often related to each other, e.g. being fast and being intuitive, but incorporating one doesn't eliminate the need to incorporate the other. For this project, these parameters were complemented with the characteristics of the personality as defined earlier, in Chapter 5 of the thesis. This was done to make the final concept fit the desired personality as good as possible.

In order to translate the gained insights into a final concept, all aspects were captured in a design tool. This tool is used during the development and optimization of the initial design, but also to evaluate of the final concept on having a the desired personality. The tool, including the elements and parameters, can be seen in Figure G.3.

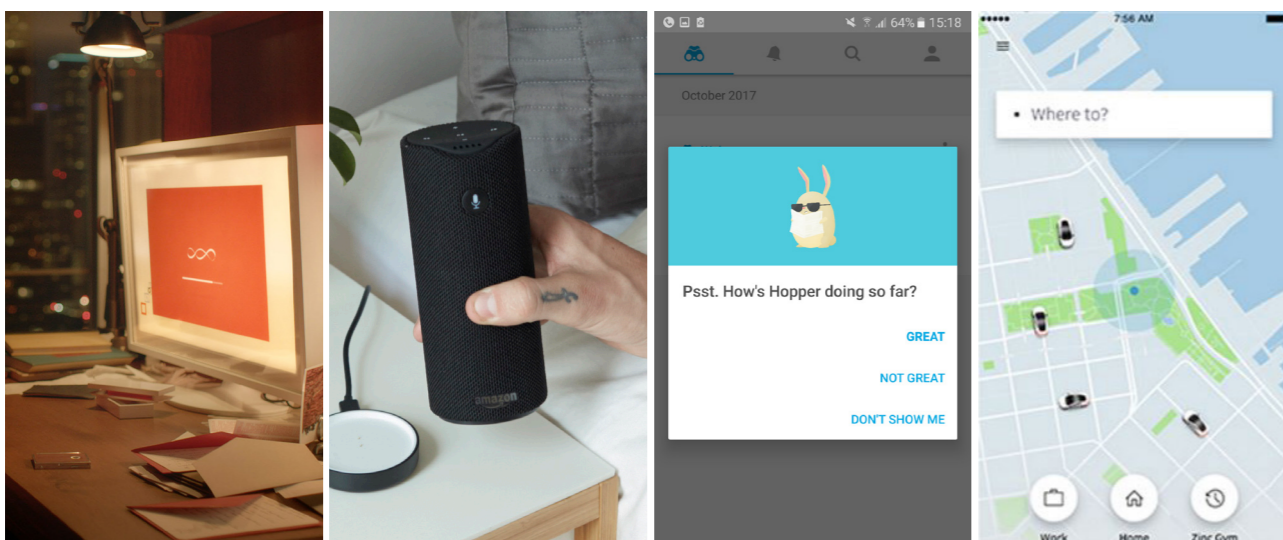


Figure G.2. From left to right: 'Samantha', Amazon Echo's Alexa, Hopper interface, Uber interface

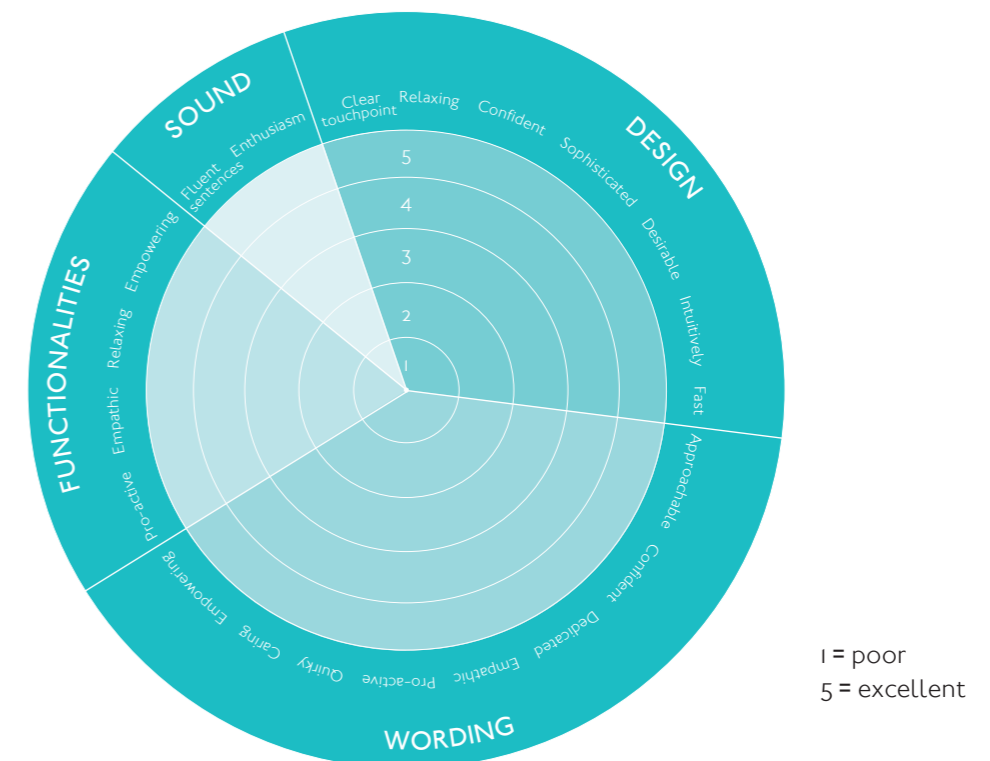


Figure G.3. Design tool with elements and parameters

Since in noisy or silent environments, such as the airport, sound is undesirable, the focus within this project is put on the latter three aspects: functionalities, design and wording.

A STUDY ON THE PARAMETERS

Multiple activities are executed in order to determine how each of three elements can be incorporated in the final concept. The activities are individually discussed in the following sections. It should be mentioned that since the process was iterative, the order in which the process is presented isn't necessarily the order in which the different activities took place.

G.2. ELEMENT ONE: FUNCTIONALITIES

In order to determine the functionalities of the app, several brainstorming sessions were executed. After presenting the first concept to the airlines during the CE-SP Meeting in Shanghai, the airlines were asked to share their feedback on the functionalities, and provide the

graduation student with information with regard to their current app, as mentioned in Chapter 8.4. The resulting feedback, which was taken into account while developing the concept into a final proposition, is shown in the tables below.

EVALUATION WITH THE AIRLINES

THEME	SUB-THEME	INPUT	AIRLINE
Look & Feel			
1. Matching the alliance, airline and customer	Matching the alliance, airline and customer	▶ Corporate colors airlines	KQ
		▶ SkyTeam Logo	KQ
		▶ Personalized / Guest preferred content	AF, SV
		▶ Applicable for all SkyTeam customers	KL
2. An intuitive and innovative design	An intuitive and innovative design	▶ Intuitive and fast	AF, SV, AM, AZ, KQ
		▶ Innovative	AM
3. Pro-active and friendly character	Pro-active and friendly character	▶ Pro-active	VN
		▶ Convivial	AF
		▶ Friendly	AM
		▶ Helpful	AZ, KQ
		▶ Fun	KQ
Content			
4. Basic information about alliance, airline and airport	Basic information about alliance, airline and airport	▶ Basic privileges and advantages of SkyTeam alliance	KQ
		▶ Basic information SkyTeam carriers	KQ
		▶ Basic information SkyTeam destinations/airports	KQ, AF
5. Control over own flight	Flight specific information	▶ Specific flight information (e.g. baggage allowance)	KQ, AF
		▶ Ability to rebook himself	KL
		▶ Personalized information about flight and services	CI, AM

THEME	SUB-THEME	INPUT	AIRLINE
6. Personal messages to the customer at the right moment	Personalized messages throughout the journey	▶ Push notification to personalize app-user interaction	SV, AM
		▶ Personal messages in case of delays, cancellations and rebookings (reduce crowdedness desk)	KL
		▶ Personalized, contextual, pertinent experience through CJ journey	AZ
		▶ Right messages at the right time	AZ
7. Suggestions for ancillaries	Suggestion for ancillaries	▶ Suggestion of manage bookings	VN, AZ
8. Navigation through the airport	Navigation at the airport	▶ Navigation at the airport (airport-aircraft, SP touch-points, restaurants, etc.)	AZ, KQ, AF, CI, SV, AM
9. Extending the customer journey	Offer service beyond the airport	▶ Door to airport (how to access the airport)	AF
10. Incorporating airline specific functionalities	Possibility to integrate airline specific functionalities	▶ Integration of possibility to follow your bag	AF
		▶ Integration of possibility to follow your kid when traveling alone	AF
11. Making process more insightful	Making the different stages within the trip insightful	▶ Geo-localization (timeline with touch-points and timings)	AF
12. Making the journey more fun	Making the trip more joyful	▶ Information about your final destination	AM, AZ
		▶ Games / Entertainment	AF
		▶ Helping passengers enjoying every moment of the trip	CI, AM
13. Stimulating and incorporating possibility to do audits	Incorporate possibility to do an audit	▶ Link with audit	VN
		▶ Advise through data and location analyzing	SV
	Lower threshold of doing an audit	▶ User feedback by the use of voice	SV
		▶ QR code at touch points to evaluate SP touch points	SV
		▶ Reward for audits	VN
14. Ensuring privacy	Ensure privacy of the data by the use of e.g. a fingerprint	▶ App privacy protection (data Privacy, e.g. by the use of fingerprint)	SV
15. Offering special deals	Special deals	▶ Offer deals/promotions from airlines	VN, AZ
		▶ Wallet for manage coupons	CI
Challenges to overcome			
16. Inter-airline bookings		▶ Inter-airline booking & check-in	KQ
		▶ Loyalty points query and redeeming	KQ
17. Interface of different tools		▶ Interface between different tools	AF
18. App development		▶ Agreements to develop certain apps (airports, airlines)	AF

THEME	SUB-THEME	INPUT	AIRLINE
19. Connectivity and timing		▶ Connectivity timing at the airport (necessary information for connecting flights)	KQ, AM
		▶ IT issues and recovery time	SV
20. User training		▶ User training to overcome some features	SV
21. Recruit and retain users		▶ Marketing efforts to target more SkyTeam guests to use the app	SV, VN
		▶ Retain customers	VN

OPT-IN OVERVIEW CURRENT APP PER AIRLINE

	PUSH-NOTIFICATION	AGENDA	LOCATION	OPSLAG	CAMERA	INFORMATION ABOUT WIFI CONNECTION
KLM	Yes	Yes	Yes	Yes	Yes	Yes
AirFrance	Yes	Yes	Yes	Yes	Yes	No
Alitalia	No	Yes	Yes	Yes	No	No
Delta	No	No	Yes	Yes	Yes	Yes
Tarom	No	No	No	No	No	No
Czech Airlines	No	Yes	Yes	Yes	No	No
Air Europa	No	Yes	Yes	Yes	No	No
China Southern	No	?	?	?	?	?
China Airlines	Yes	No	Yes	Yes	No	Yes
China Eastern	No	No	Yes	Yes	Yes	Yes
Garuda Indonesia	No	Yes	Yes	Yes	No	Yes
Aerolineas Argentinas	No	No	No	Yes	No	Yes
AeroMexico	No	No	No	No	No	No
MEA	No	No	Yes	Yes	No	Yes
Saudia	No	No	Yes	Yes	Yes	No
Korean Air	No	No	No	Yes	No	Yes
Aeroflot	No	No	Yes	Yes	Yes	No
Xiamen Air	No	No	No	No	No	No
Kenya Airlines	Yes	Yes	Yes	Yes	No	No
Vietnam Airlines	No	No	Yes	Yes	Yes	Yes

INITIAL SET OF FUNCTIONALITIES

Several individual brainstorm sessions and two sessions with fellow IDE students, taking into account the feedback of the airlines, were held. In the two sessions with IDE students, both participants were already know with the subject, since they were involved in one of the creative sessions (see Chapter 8). These brainstorms resulted in the following initial set of functionalities:

- ▶ Reminder of upcoming flights
- ▶ Reminder to go boarding exactly on time
- ▶ Collecting and showing flight specific information at one place (.e.g. baggage allowance, times, terminals, gates, etc.)
- ▶ Keeping up to date in case of disruptions
- ▶ Sharing waiting times at the airport
- ▶ Helping in arranging the trip door-to-door
- ▶ Downloading favorite newspaper
- ▶ Helping in exploring a new airport based on personal preferences
- ▶ Giving access to special deals at the airport
- ▶ Giving suggestions at the airport when waiting, based on personal preferences
- ▶ Helping in navigating through (new) airports to spend time as efficient as possible
- ▶ Giving access to the best deals to upgrade
- ▶ Showing privileges
- ▶ Enabling to book additional lounge access

TESTING AND COMPLEMENTING WITH SKYPRIORITY CUSTOMERS

This set of functionalities was evaluated and refined by SkyPriority customers by the use two sessions of short interviews and user-tests in the SkyTeam lounge in London Heathrow.

Set-up

The sessions were divided over two days. On the first day, 6 participants (all SkyPriority customers) were asked what kind of apps they currently use during their trips and why, and what kind of activities they perform while waiting, both in order to identify possibilities for new functionalities. By laddering it was tried to discover the underlying reasons of why people use certain applications and perform certain activities. Subsequently, they were asked to select the functionalities they would like their personal assistant to perform, after given a short introduction of the concept. These functionalities were presented as text on a sketched phone screen (see Figure G.2.1.). Finally, the participants were asked what kind of activities their personal assistant should perform.

After the first day it appeared difficult for the customers to think of other functionalities than the functionalities given on the cards, and also a saturation of possible functionalities was reached. This appeared from the fact that no new functionalities were mentioned during the last couple of interviews. In order to spark the creativity of the participants, it was decided to change the set-up of the session. Besides, the insights on the design and functionalities of the app were processed at the end of the first day. Fast iterations of the mock-up were also done in order to get the most out of the sessions of day two.

During the second day, in total 7 participants (again all SkyPriority customers) were asked to perform a certain task with the mock-up and were asked several questions, such as: can you show how would you look up you (e.g.) flight information, can you tell how you

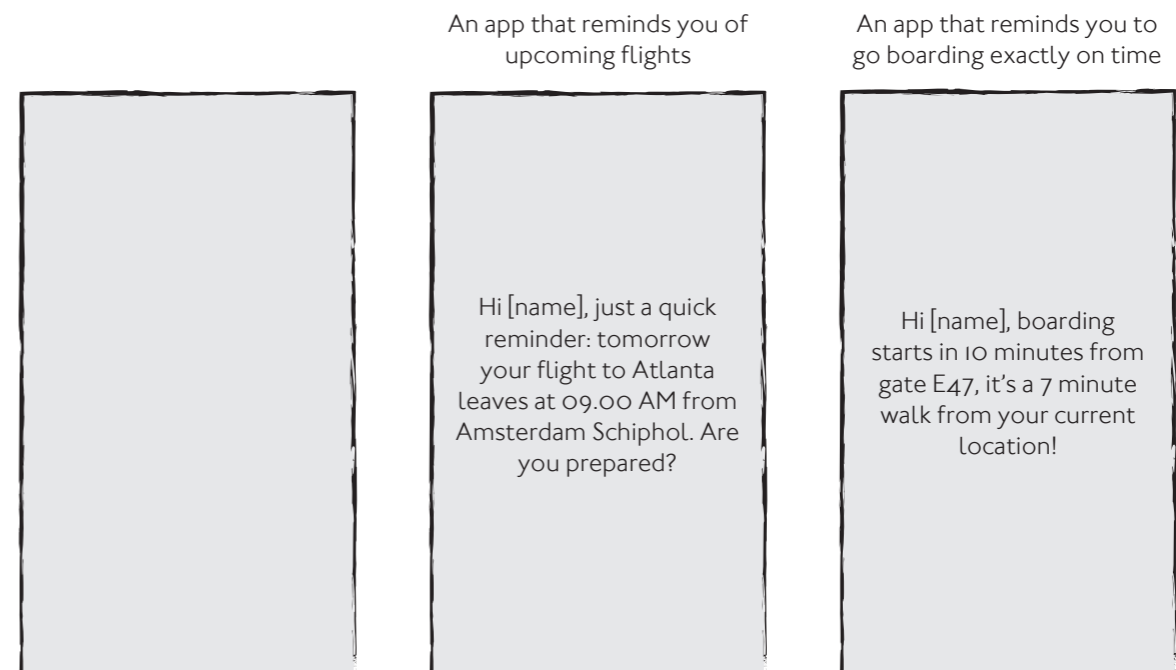


Figure G.2.1. Cards as used in the lounge

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think this app works, how would you change or add a flight, what type of suggestions are you missing, etc. The type of questions differed per participant and were determined by the use of insights from previous interviews in order to get as many insights as possible. The participants were also asked to share their feedback on the mock-up, emphasizing that the mock-up was a raw first concept.

The main insights of both days can be read below.

Main insights session lounge day one

Participant 1 – KLM, Dutch, Man, 60-69

Current apps, functionalities and activities

Not that many. Currently mainly using KLM app to see information about flight and Booking.com for details about the booked hotel. KLM app for messages about delays and changes, although receiving messages via SMS. Using normal taxi to go to airport. Buying a book to have something to read during a delay or transfer. Current situation with boarding: everybody at the same time. Would like to get a personal notification for boarding, so you are sure you can board first. It's not about the name, but about the recognizing the status. Good thing about the status: receiving a present every now and then (upgrade, etc.). Currently receives SMS from KLM about delays, else you would need an internet connection. Benefit: currently roaming possible in whole EU. "Passengers wants to know what to expect, especially business travelers!" "I like to have everything together on one place" "Receiving a present every now and then, that makes me feel recognized"

Feedback concept

Especially likes the information about luggage, since it differs per airline per time, information about delays and privileges per journey. Would like to receive solutions for the current situations (e.g. hotel booking and new flights), so you can adjust appointments to it.

Insights

- ▶ Basic information about journey on one place (times, privileges, luggage allowance per airline)
- ▶ Notification about delays etc. useful, especially if consistent across airlines
- ▶ Importance of receiving an alternative and knowing what to expect
- ▶ Internet connection required for push

- ▶ notifications
- ▶ Would this feel a traveling with your personal assistant (1-7): 6

Participant 2 – KLM, British, Woman, 50-59

Current apps, functionalities and activities

Currently mainly using KLM app. No other apps. Benefit of receiving an SMS is that I always see it. I don't always see the message in the app. Really important: easily rebooking if solutions doesn't fit your agenda. In the past they called me by the name, now they don't. It's not a bad thing, but it's nice to receive priority status.

I hate the hassle, for example the Golf Club voucher I have to print. I just want to do everything as easy as possible. I have to print so many things! "I'm not going to wait if they tell me: we're working on it. I'm going to do something myself in such a case"

Feedback concept

Likes notifications about delays and privileges. Internet connection important.

Insights

- ▶ Importance of receiving an solutions or the possibility to choose alternatives
- ▶ Internet connection required for push notifications
- ▶ Would this feel a traveling with your personal assistant (1-7): 6

Participant 3, Delta, American, Man, 30-39

Current apps, functionalities and activities

Uses a lot of communication channels if traveling (messenger, WhatsApp etc.), Uber, Expedia for hotel and flights. Doesn't use apps of the airlines because he only needs to show his passport in America. Expedia also sends an SMS in case of delays. No navigation at the airport at this moment, but would be really useful, e.g. today could not find the office during my transfer to get my new boarding pass.

"I want everything to be as simple as possible"

Feedback concept

Information about where to find the counter, a certain restaurant or help to repair my bag would be really nice, especially if adjusted to your exact location. Information about: do I need to transfer my bags myself? Waiting times useful. Possibility for upgrades really nice: big difference with current situation. Doesn't want a lot of e-mails, it's good to have offers

on the spot. More than I would be too much. Often looking for WiFi on the airport, so easy connection would be fine. Couldn't find the priority line this morning, while knew it was there. Annoying. Would like to know where to find. Really important: flight information should be in app in a punch, and usage of app should be really fast and intuitive.

Insights

- ▶ Flight specific information (do I need to transfer my bags myself?), navigation at the airport and easy overview of facilities useful
- ▶ Indication where to find privileges
- ▶ Adding new trips should be really fast
- ▶ App should be really fast in usage
- ▶ Would this feel a traveling with your personal assistant (1-7): 5

Participant 4, Delta, Man, 60-69,

Current apps, functionalities and activities

Not uses that many apps. Often knows what privileges are available. Looks up privileges at new airports. Sometimes Googles best restaurants etc. at the airport.

Feedback concept

Likes reminder to go boarding exactly on time: hates being way too early, but also leaving luggage behind because he was too late. Also likes to know what's available at the airport: something that helps you to make a decision of where to go. E.g. if you would like to go to a place that doesn't not only serve French fries, but for example Indian kitchen, or sea food. Information about when baggage drop closes could be useful. Would like priority deals: regular discounts but also higher end deals (whiskey, good chocolate). Would like to receive suggestions of e.g. where to find

higher end (!) presents upon arrival for when going to a business dinner. "If I had knew today that there was a delay, I wouldn't be in such a rush."

Insights

- ▶ Quick overview of your possibilities if you e.g. want to go for a snack
- ▶ Boarding exactly on time
- ▶ Information about when baggage drop-off closes
- ▶ Priority deals: regular discounts and higher end deals
- ▶ Suggestions for higher end presents upon arrival
- ▶ Would this feel a traveling with your personal assistant (1-7): 5

Participant 5, Garuda Indonesia, Woman, 50-60

Current apps, functionalities and activities

Not that many apps. Often feels stressed when traveling. Difficulties with flying with multiple airlines (e.g. baggage allowance, overview of different trips).

Feedback concept

Would like to get more assistance in navigating at the airport and finding the things she's looking for. Also likes to stay up to date, receive reminders, etc.

Insights

- ▶ Notification in case of important messages
- ▶ Would this feel a traveling with your personal assistant (1-7): 6

Participant 6 – AirFrance, Man, 50-60

Current apps, functionalities and activities

AirFrance app, Google Flight (to look up flights), Planefinder: likes to know where the flight is flying. Google maps to navigate to the airport (traffic, trains, etc.). Security can be very frustrating. Likes to board early, due to hand luggage.



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Feedback concept

Always books hotels up front, so no need. Uber and maybe rental cars more useful. Would really like to know where to exactly find the privileges, sometimes difficult now. Would also like to see everything on one place, all information about all flights, regardless of the airline, and to be able to read newspaper at all times.

Would change 'Help' to 'Contact' or something.

Reminders would help in being more relaxed. Always afraid to forget the time.

Would also like to see the specific status: how much more miles to the next level.

"I would love to be able to read the newspaper during all my flights, instead of only during my Air France flights"

Insights

- ▶ Would like the app to pro-actively ask to book an Uber instead of only reminder for flight.
- ▶ Integrating rental cars instead of hotels
- ▶ Change 'help' to 'contact'
- ▶ Would this feel a traveling with your personal assistant (1-7): 6

Overall insights

- ▶ Almost never exactly same activities: so suggestions based on mood + personal history/ preferences/etc.

Main insights and quotes session lounge day two

Participant 1

- ▶ As long as you have something that enables you to swipe back and forth, you have a winner.
- ▶ It still is an app, but it would definitely give me the feeling of traveling with a personal assistant.
- ▶ I even forget my passport, it would be nice if she remembers my passport details.

Participant 2

- ▶ I wouldn't like to download a new app, but if it comes together with the app I already have, I would really like it.
- ▶ I always connect to the WiFi at the airport
- ▶ Boarding time and shops (especially some specific brands) could go to are really important to me.

Participant 3

- ▶ WiFi connection: tell me what's available
- ▶ Prediction of the traffic
- ▶ Airport particularities are nice (viewpoints, casino, etc.)
- ▶ "I always set an alarm for boarding"
- ▶ "Navigation would be really helpful"
- ▶ Reminder to check-in nice
- ▶ "I've been looking for an app like this but it didn't exist: I'm glad someone is working on it"
- ▶ "I like that it adapts to the user"

Participant 4

- ▶ Not used to KG
- ▶ Importance of automatically loading flight data
- ▶ "Notification of changes etc are the most important to me"
- ▶ It would be really great if this would integrate all flights at one place"

Participant 5

- ▶ "I really would like to be reminded to go boarding, with an estimation of the distance"
- ▶ "It seems like you thought of everything"
- ▶ Button of navigating through security not really clear

Participant 6

- ▶ In shared lounges: no boarding announcements: annoying. Hates walking to the screens.
- ▶ "Looking where to go on the big airport maps is terrible, it would be way easier with such an app"
- ▶ "Timing is everything: Tripit is really fast"

Participant 7

- ▶ "I didn't use the priority lane for years, while I'm traveling to LHR every week. I only knew that I could use them after my husband told me"
- ▶ "On returning flights not needed [the application], else: yes please!"
- ▶ Wouldn't share flying times on short flights.

Final set of functionalities

With the insights of the sessions in the lounge, a final set of functionalities was determined. In addition, some insights were collected and listed as further recommendations at the end of the report, due to the limited amount of time within the project. Insights with

regard to the design were processed straight away.

This final set of functionalities, which is used for the final concept, can be seen below. Functionalities that were discarded are colored grey, new functionalities are colored blue.

- ▶ Reminder of upcoming flights, including reminder to check-in
- ▶ Reminder to go boarding exactly on time
- ▶ Collecting and showing flight specific information at one place (.e.g. baggage allowance, times, terminals, gates, time of closing the baggage drop-off etc.)
- ▶ Keeping up to date in case of disruptions
- ▶ Helping in arranging the trip door-to-door
- ▶ Sharing waiting times at the airport
- ▶ Helping in arranging the trip door-to-door

- ▶ Downloading favorite newspaper
- ▶ Helping in exploring a new airport based on personal preferences
- ▶ Giving access to special deals at the airport
- ▶ Giving suggestions at the airport when waiting, based on personal preferences
- ▶ Helping in navigating through (new) airports to spend time as efficient as possible
- ▶ Upgrade offers based on history
- ▶ Showing privileges
- ▶ Helping to connect to the internet at the airport easily
- ▶ Enabling to book additional lounge access
- ▶ Giving access to important numbers in case of emergency
- ▶ Quick overview of other possibilities, including airport particularities
- ▶ Overview of old important messages

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G.3. ELEMENT TWO: DESIGN

G.3.1. A STUDY ON THE PARAMETERS

In order to get inspiration for the design of the app and the colors to use, a brief study was done on how other successful applications or (web)services applied the

different parameters, as defined in the tool in figure G.2.1. Most important insights of this study, presented per parameter below, were directly used as inspiration during the different ideation and iterations session for the design of the concept.

SOPHISTICATED

Peaceful
UNMATCHED BENEFITS
PERSONALIZED SERVICE
SEAMLESS BOOKING
Become a Jet Cardholder
Sign In

Smart

Simple
How to be sophisticated and classy

Elegant

Subtle colors

Beautiful design and pictures

Feeling Luxurious

Sophisticated
A person with a great deal of experience and worldly wisdom, knowledge of how to dress elegant

or

A machine or process that is highly-developed, elaborate and produced with a high degree of skill and knowledge (Chambers Universal learners dictionaries, 1994)

"Simplicity is the ultimate sophistication,"
-Leonardo Da Vinci-

PERSONALITY

Glowing circle

Here's what the weather's up to this weekend.
New York, New York
83° SAT 5/24 Low 62° Sunny 0%
80° SUN 5/25 Low 62° Mostly Cloudy 10%

Always present face of Facebook Messenger

Welcome to Messenger

Logo as personality that is visible throughout whole app

Hi, I'm Cortana.

Wave to create the feeling of being alive

What can I help you with?

DESIRABLE

Used by peers

Gives you access to exclusive things

Nice design

Appealing pictures

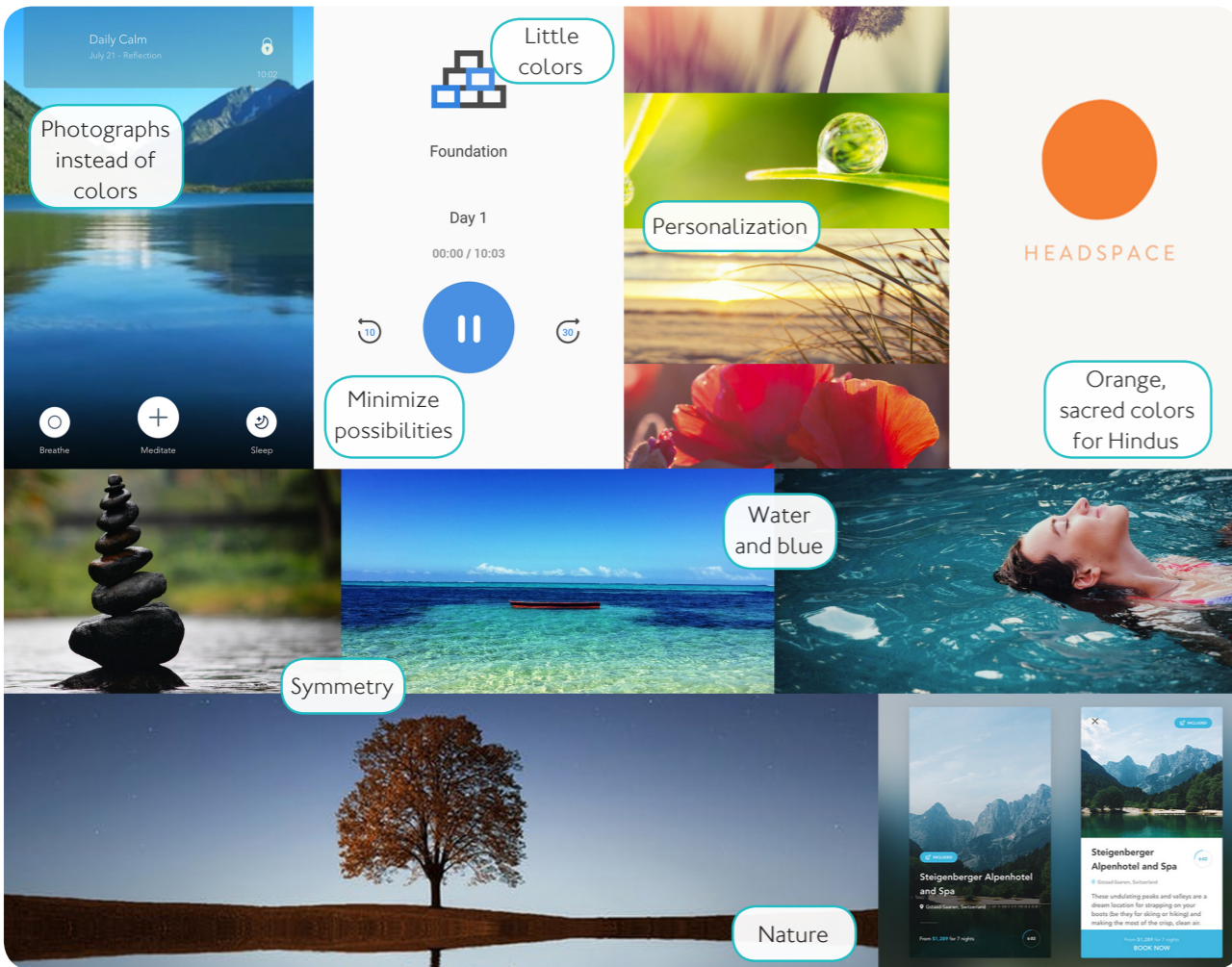
Looks attractive

Knows more than you do

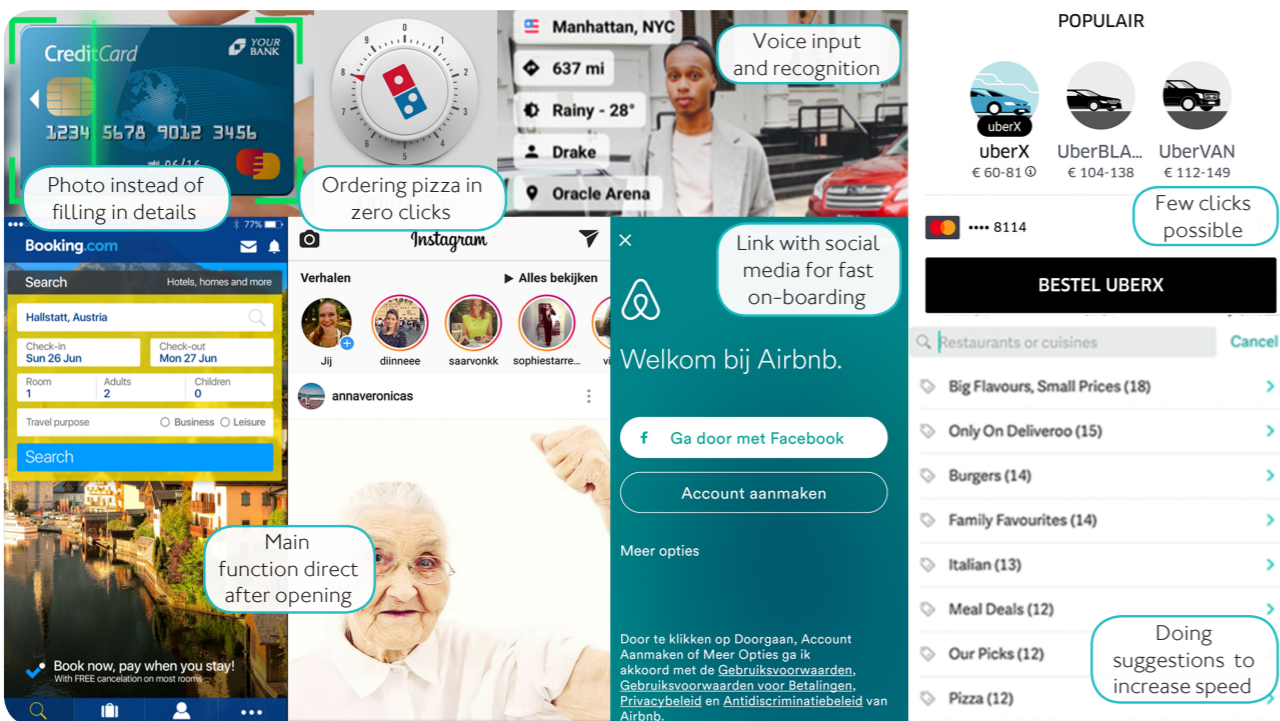
Makes you feel special

OWNING THE MOMENT
WELCOME TO ANYTHING IS POSSIBLE

RELAXING



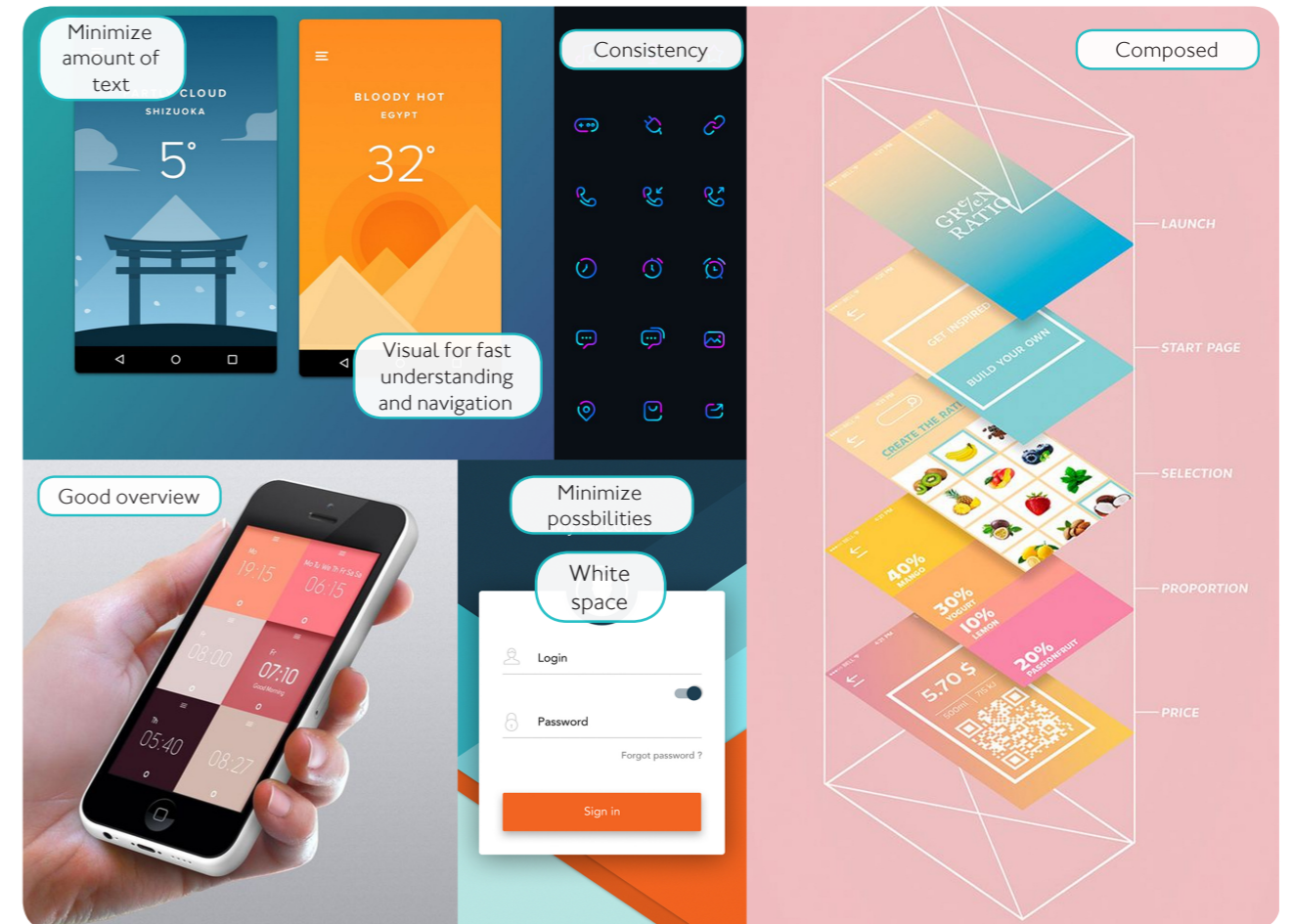
FAST



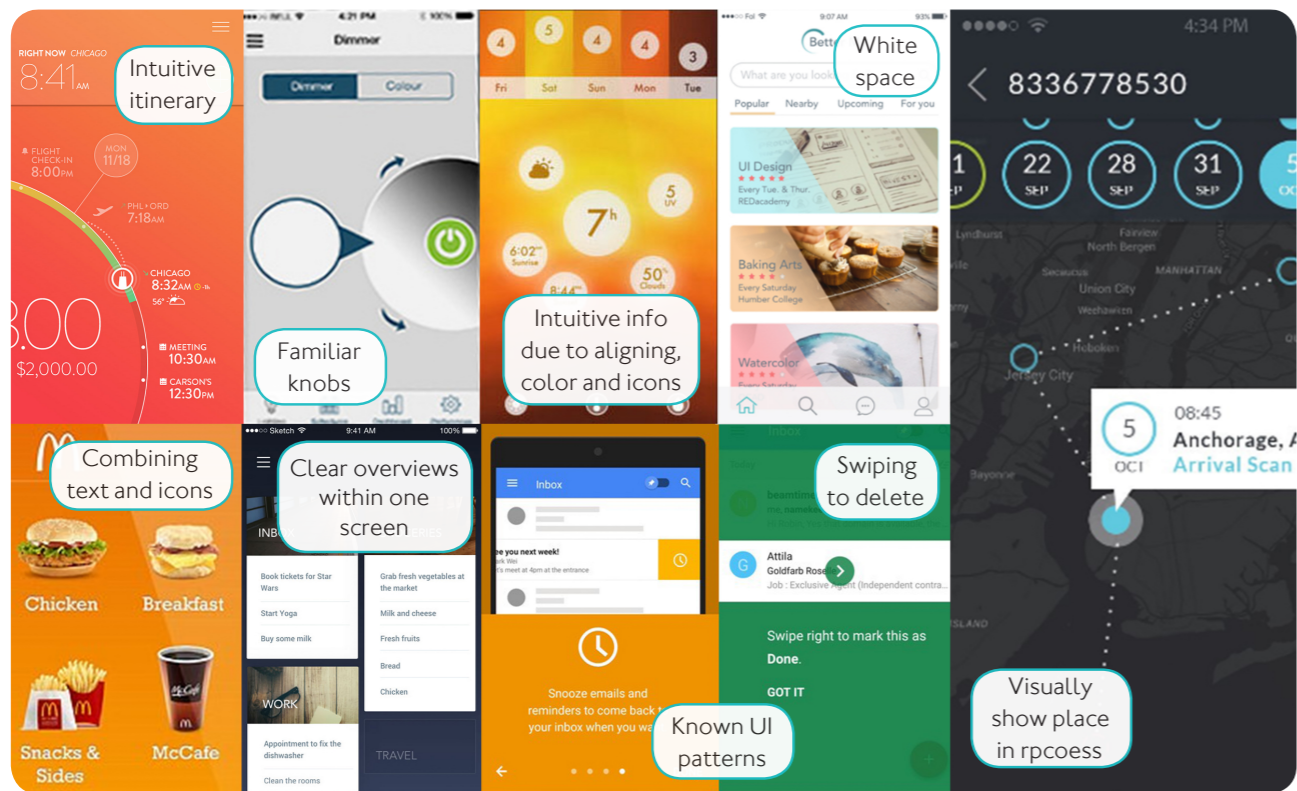
Design - Colors

According to Aslam (2006), colors have different meanings in different parts of the world. Although within the Western world white stands for example for purity, by Asians this color is associated with mourning. Another example is red, which in amongst others China and Argentina stands for good luck, while in countries as Germany, Nigeria and Chad it often is related to bad luck. In order to avoid a difference in experience between users with different nationalities, the app should be as transparent as possible, in example by the use of photos.

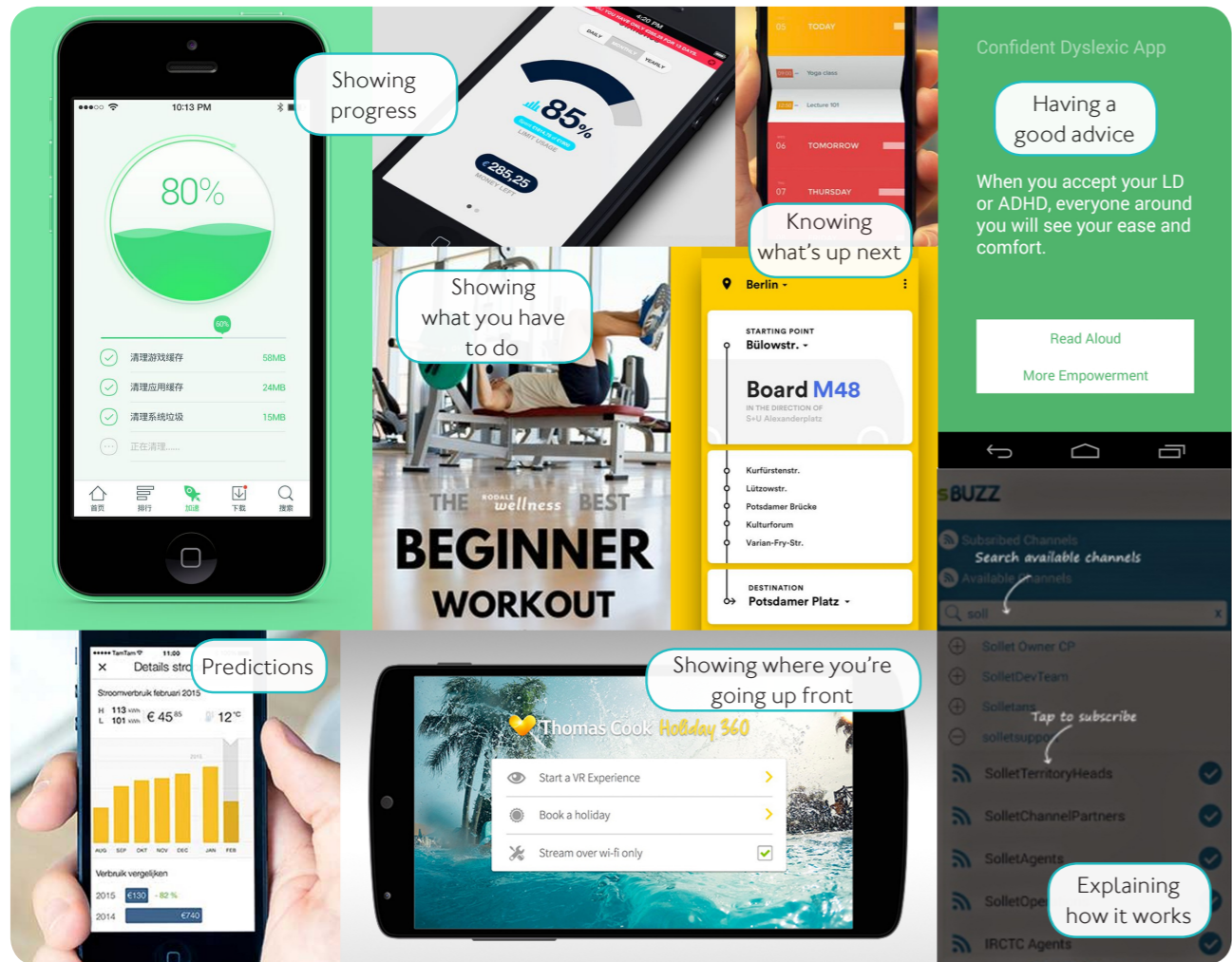
CLEAR



INTUITIVE



CONFIDENT



G.3.2. CONCEPTS

After gaining inspiration for the design of the concept and parameters, multiple ideation sessions, interchanged with feedback loops from design students, were held. From these sessions, of which a short overview can be seen on the next page, two concepts were created (see Figure G.3.2.1. up and until G.3.2.3.).

The first concept arose from the wish to make controlling the app really intuitive. Therefore, it is designed as a timeline through which the user can swipe back and forth, according to the stage of the journey. The functionalities offered differ per stage of the journey, making the customer only see relevant information in order to prevent him from getting distracted. In case of important events, the user receives a push message, accompanied by a short explanation in the app.

The second concept arose from the wish to make all information accessible as fast as possible. The main screen of the app consists of 8 tiles, from which all important functionalities such as flight information, privileges and airport navigation, can be accessed. Also within this app, the user receives a push message, accompanied by a short explanation, in case of important events.

Both concepts were developed with the defined parameters in mind. Since in this stage of the conceptualization it was still difficult to test to what extent the concepts meet these parameters, a decision for a final concept was made, taking into account feedback of two (Digital & Innovation and Marketing) experts from SkyTeam and multiple design students. Based on its high level of intuitive operation, a decision was made for Concept one.

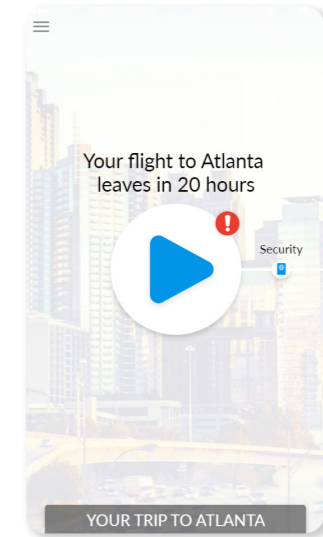


Figure G.3.2.1. Concept one - Timeline

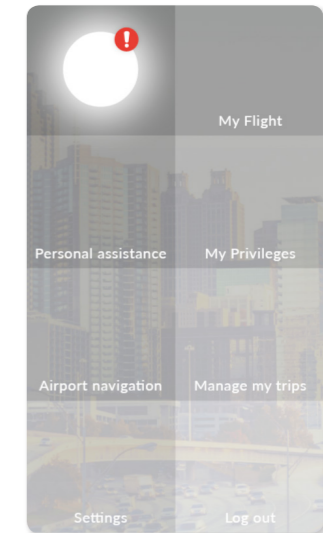


Figure G.3.2.2. Concept two - Tiles

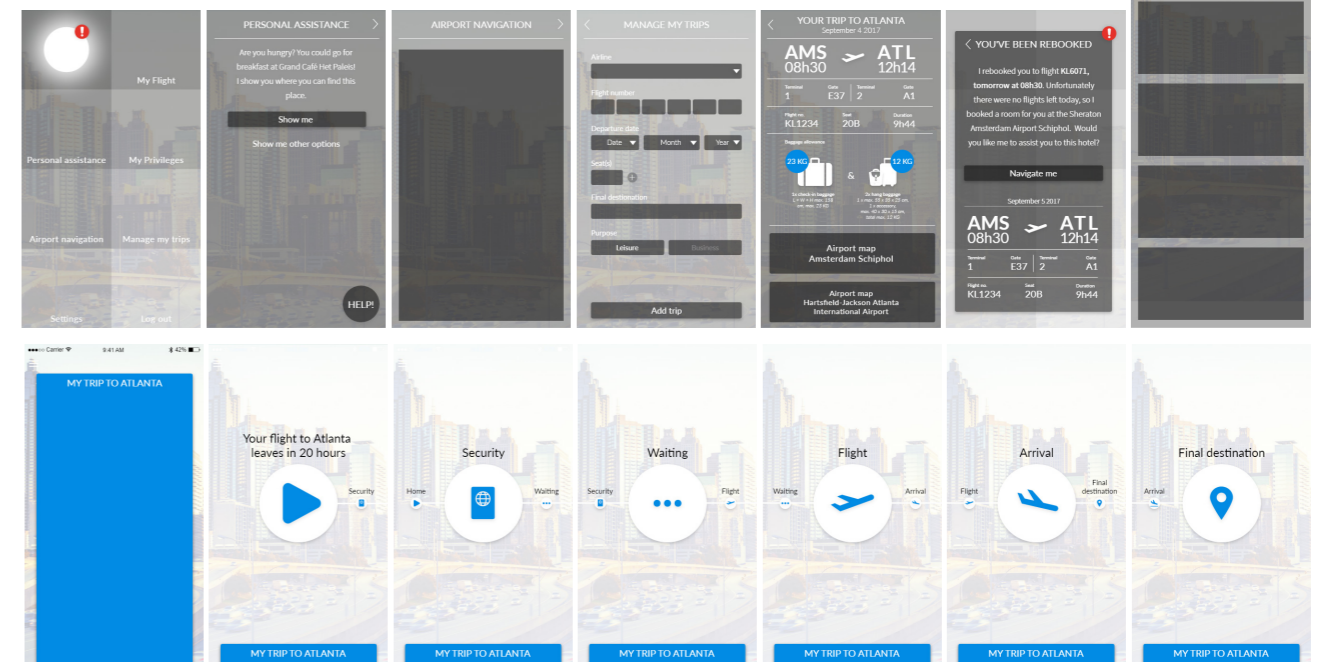


Figure G.3.2.3. Impression of the two concepts

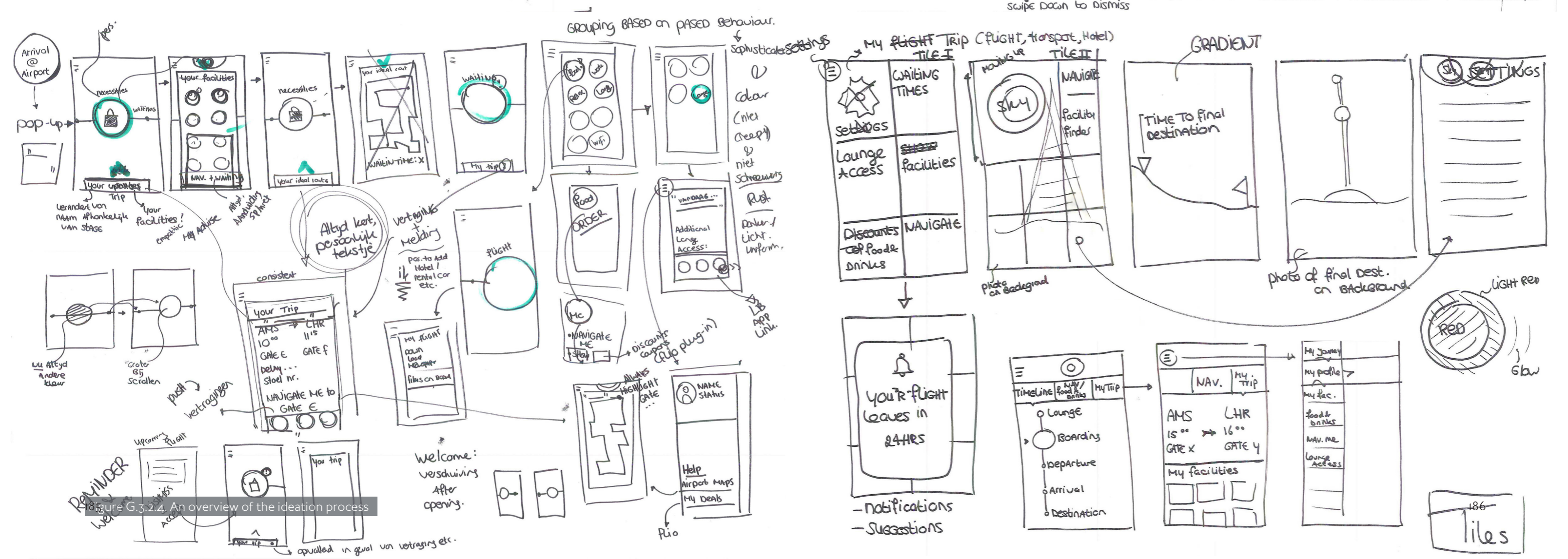
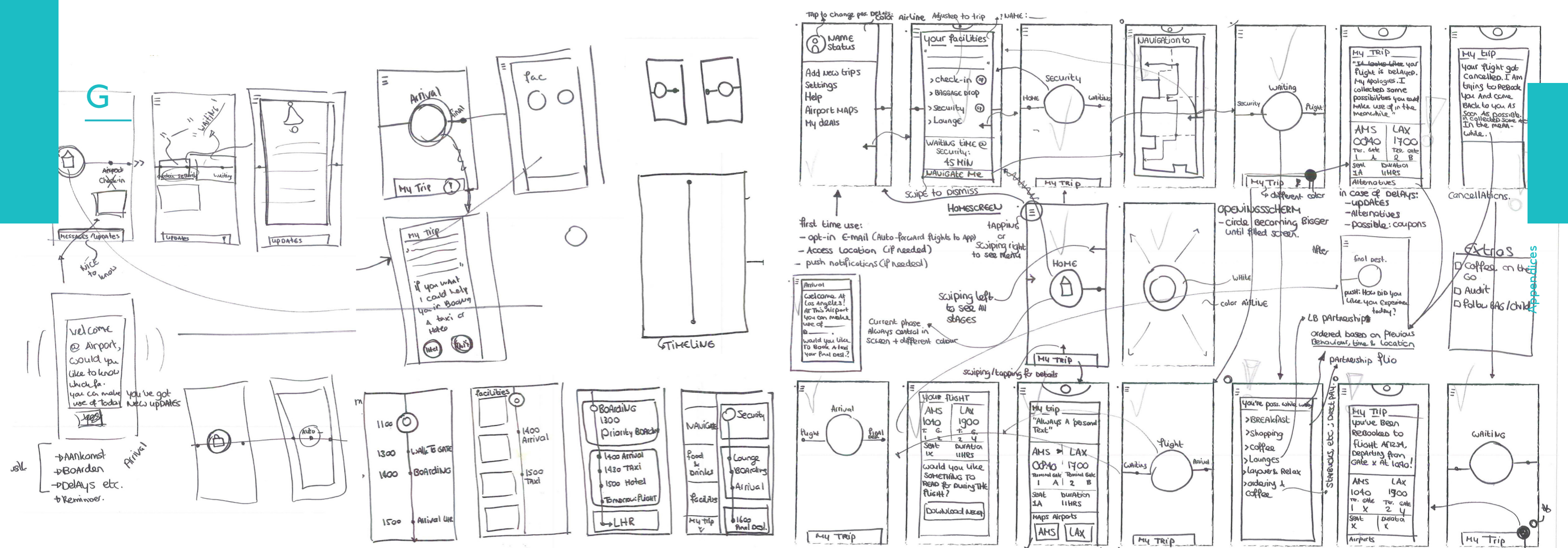


Figure G.3.2.4. An overview of the ideation process

G.3.5. WIREFRAMES AND MOCK-UP

After choosing for a design concept, multiple wireframes were created. These wireframes were used to create a good understanding of how the app would work and to ensure that all functionalities could be integrated in a logical way. Feedback loops with fellow IDE designers were used throughout the whole development of these wireframes, in which the scenario and shown screens were discussed in order to get feedback.

The final wireframe can be seen in the figure on the right. This wireframe served as the basis in the iterative process of creating a mock-up of the final proposition. At multiple times during this process, feedback was retrieved from among others SkyPriority customers (see 'G.2.1. Element one: functionalities'), two (Digital & Innovation and Marketing) experts from SkyTeam and several fellow IDE students, after which fast iterations were made.

The screens of the final concept are shown in Appendix J. The full concept is discussed in Chapter 9 of the report.

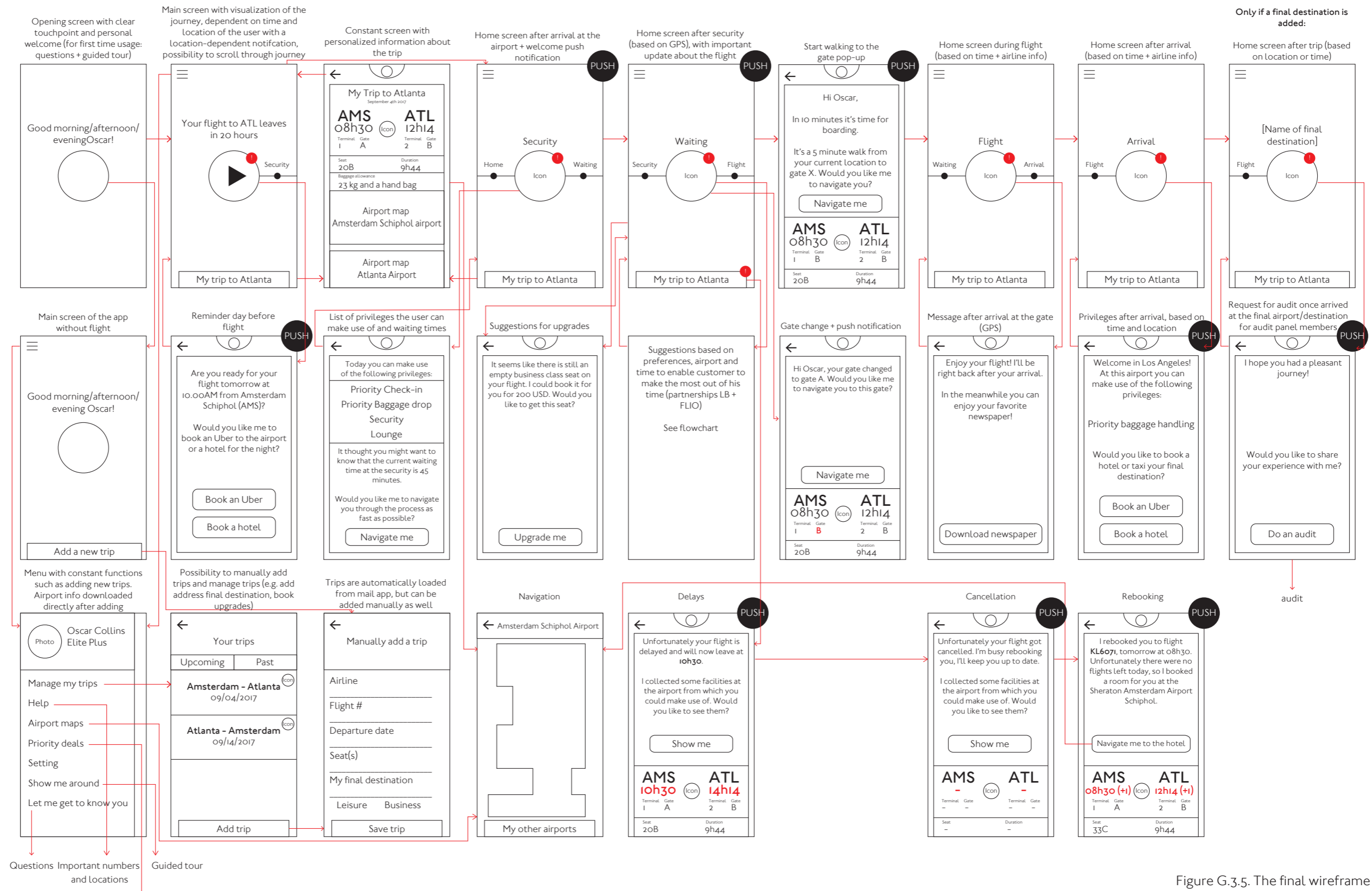


Figure G.3.5. The final wireframe

G.4. ELEMENT THREE: WORDING

After determining the functionalities and design, it was determined how the app will communicate with the user. This is not only done by how the app looks, but also by the use of text.

Within the tool (see Chapter G.1.), the different parameters to focus on were already introduced. In order to ensure that the phrases in the app reflect these parameters as good as possible, help was sought of two experienced copywriters: Jan de Haas and Joel Kuntonen. After individually determining the

sentences and words to use, two rounds of iterations were done together with these copywriters.

Before starting to rephrase the sentences, the goal of the application, the defined personality and characteristics and the mock-up of the app were shown to the copywriters.

The results of these iteration sessions can be seen below.

INITIAL PHRASES	FIRST ITERATION	SECOND ITERATION
WELCOME		
Good morning/afternoon/evening/night Oscar!	-	Good morning/afternoon/evening, Oscar!
GENERAL APPROACH		
Hi Oscar, ...	-	-
FIRST TIME USAGE		
I am Cura, your personal assistant. I will help you in making all your trips as stressless as possible and show you your possibilities. Would you like me to show you around in 30 seconds?	I am Cura, your personal assistant. I will help you make all your trips as relaxed as can be and tell you about your options. Would you like me to show you around in 30 seconds?	I'm Cura, your personal assistant. I'll help you make all your trips as smooth as can be. Would you like me to show you around? It'll only take 30 seconds.
EXPLANATION OF HOW THE APP WORKS		
I collect your upcoming trips from your mail, but you also can manually add new trips and manage existing trips via the menu in the upper left corner.		
	I collect your upcoming trips from your mail, but you can also add new trips manually and manage existing trips via the menu in the upper left corner.	
	I collect information on your upcoming trips from your mail, but you can also add new trips manually and manage existing trips via the menu in the upper left corner.	

INITIAL PHRASES	FIRST ITERATION	SECOND ITERATION
I show you all steps within your journey in a chronological way. I will always show you the stage in which you are, but you can check out next or previous steps by swiping left and right any time you want	I show you all steps in your journey in chronological order. Although I will always be showing you the current stage of your trip, you can also check out next or previous steps by swiping left and right any time you want	I show you all the steps in your journey in chronological order. I'll always show you the current stage of your trip, but you can also check out the next or previous steps by swiping left and right any time you want.
If I have important news I will not only send you a notification, but also let you know by the use of this sign	As soon as I have important news for you I will inform you, accompanied by the following alert	I'll inform you when I have important news with this alert.
To check to your personal flight information in a snap, you can swipe up the bar in the bottom of the screen at any moment	To instantly check to your personal flight information, just swipe up the bar at the bottom of the screen any time you like	To instantly check your personal flight information, swipe up the bar at the bottom of the screen any time you like.
FIRST TIME USAGE		
I would love to get to know you a bit more so I could assist you better. Would you like to tell me a bit more about yourself in 30 seconds?	I would love to get to know you a little better to be able to assist you more effectively. Would you like to tell me a bit more about yourself in 30 seconds?	I'd love to get to know you a little better so I can assist you more effectively. Would you like to tell me a bit more about yourself? It'll only take 30 seconds.
Do you always check in online?	Do you always check in online?	Do you check in online?
Do you always travel with checked luggage?	Do you always travel with checked luggage?	Do you often travel with checked luggage?
How do you most prefer to spend your time at the airport when traveling for business? You can select as much as you want!	What are your favourite ways of spending your time at the airport on business trips? Just select as many as you like!	What are your favourite ways of spending time at the airport? Select as many as you like!
How do you most prefer to spend your time at the airport when traveling for leisure? You can select as much as you want!	What are your favourite ways of spending your time at the airport on leisure trips? Just select as many as you like!	-
		How do you usually travel to the airport?
What do you love to read the most?	What is your favourite type of literature?	What do you prefer to read?
You are up to speed! Let's get started!	You are up to speed! Now let's get started!	-
NOTIFICATION OF FLIGHT		
Good [morning/afternoon/evening/night] Oscar, your flight to Atlanta leaves tomorrow at 8h40, don't forget to check-in! Would you already like to see of which privileges you can make use tomorrow?	Good [morning/afternoon/evening] Oscar, your flight to Atlanta leaves at 8h40 tomorrow, so don't forget to timely check-in! Would you already like to see what privileges are in store for you tomorrow?	Good [morning/afternoon/evening] Oscar, your flight to Atlanta leaves at 8:40 am tomorrow, so don't forget to check in on time! Would you like to see what privileges are in store for you tomorrow?
NOTIFICATION AFTER ARRIVING AT AIRPORT		

INITIAL PHRASES	FIRST ITERATION	SECOND ITERATION
Hi Oscar, welcome at Hartsfield-Jackson Atlanta International Airport! At this airport you can make use of the following privileges. Would you like to book a hotel or taxi your final destination?	Hi Oscar, welcome at Hartsfield-Jackson Atlanta International Airport! At this airport you can enjoy the following privileges: Would you like to book a hotel, or a taxi to your final destination?	Hi Oscar, welcome to London Heathrow Airport! Would you like to see what privileges you can make use of today?
		Hi Oscar, welcome to London Heathrow Airport! At this airport, you can make use of priority privileges. Which ones would you like me to navigate you to?
It seems like you know this airport quite well. Would you like me to only keep you up to date in case of important occasions?	It looks as if you know this airport quite well. Would you like me to alert you in special circumstances only?	It looks like you already know this airport quite well. Would you like me to alert you in special circumstances only?
It's been a while since you have visited this airport. Maybe some things have changed. Shall I assist you at this airport again?	It's been a while since you last visited this airport, so some things may have changed. Would you like me to assist you again at this airport?	It's been a while since you last visited this airport. Some things may have changed here. Would you like me to provide you with extra assistance at this airport?
WIFI DETECTED		
		Hi Oscar, I found a WiFi network to connect to. Would you like to connect to it so I can assist you better?
DURING TRANSFERS		
		Hi Oscar, welcome to Amsterdam Schiphol Airport! At this airport, you can make use of the following privileges:
SUGGESTIONS WHILE WAITING		
Are you hungry? I know at nice place here called Grand Café Het Paleis! Would you like me to show you where to find this place?	Are you hungry? I know at nice place here, called Grand Café Het Paleis! Would you like me to show you where to find this place?	Are you hungry? I know a nice place here. It's called Grand Café Het Paleis! Would you like me to show you where to find this place?
I collected some things you could do at the airport. Would you like to see them?	I selected some things you could possibly do at the airport. Would you like to see my suggestions?	I selected some things you could do at the airport. Would you like to see my suggestions?
Would you like me to navigate you to the lounge, so you can have [breakfast/lunch/dinner]?	Would you like me to navigate you to the lounge for [breakfast/lunch/dinner]?	Would you like me to navigate you to the lounge for dinner?
Would you like me to show you places where you can have [breakfast/lunch/dinner]?	Would you like me to show you places for getting [breakfast/lunch/dinner]?	Feel like lunch? There's a nice place called 'Bread!' nearby. Would you like to go there?

INITIAL PHRASES	FIRST ITERATION	SECOND ITERATION
Good morning [name], if you would like to go for breakfast I know a good place around here. I can even get you a 15% here! Would you like to go there?	Good morning [name], if you would like to go for breakfast I know a good place around here. I can even get you a 15% discount there! Interesting?	Good morning [name]. If you'd like to go for breakfast, I know a nice place around here. I can even get you a 15% discount there! Interested?
Do you fancy a cup of coffee or tea? I could navigate you to the lounge to have one!	Would you fancy a cup of coffee or tea? I could navigate you to the lounge!	Do you fancy a cup of coffee or tea? I could navigate you to the lounge to have one!
You could spend your time while drinking a cup coffee or tea! I know some nice places, would you like me to show you these places?	What about having a cup coffee or tea? I could show you some nice places, OK?	How about a cup coffee or tea? I can show you a nice place called Café Coco.
Would you like me to show you places where can relax, or book additional lounge access?	Would you like me to show you relaxation areas or booking points for additional lounge access?	I know some nice lounges that you can access for a fee. Would you like to go to a nice one?
Good evening [name], at this airport there is a lounge of which you can make use today. Would you like to go here for a nap?	Good evening [name], at this airport there is a lounge available for use today. Would you like to go there for a power nap?	At this airport, a lounge is available to you today. Would you like to go there for a power nap?
Would you like me to show you places at the airport where can relax? I could also show you some nice lounges at which you can book additional lounge access!	Would you like me to show you the relaxation areas at this airport? I could also suggest some nice lounges with additional access arrangements!	Would you like me to show you the relaxation areas at this airport? I could also suggest some nice lounges that you can enter for a fee.
Still a lot of work to do? I could navigate you to the lounge to work a bit?	Still busy, are you? I could navigate you to the lounge to do some work in peace and quiet.	Do you still have work to do? I could navigate you to the lounge, where you can work in peace and quiet.
		Would you like me to show you a nearby working area?
Time for a refreshment? I could navigate you to the lounge for a shower!	Time to freshen up? I could navigate you to the lounge for showering accommodation!	Time to freshen up? I could navigate you to the lounge, where you can have a shower!
Would you like to book additional lounge access so you can go for a refreshment?	Would you like to book additional lounge access to freshen up?	If you'd like to freshen up, I could navigate you to showers you can use free of charge.
Would you like me to show you places where could do some shopping, or do you rather go to the lounge?	Would you like me to show you the shopping areas, or would you rather go to the lounge?	
Would you like me to show you places where you could do some shopping, or would you like me to show you your options at this airport?	Would you like me to show you the shopping areas, or any other special options at this airport?	Would you like me to show you where to go for some shopping?
Would you like me to navigate you to the lounge, or would you like me to show you your options at this airport?	Would you like me to navigate you to the lounge, or to show you other options at this airport?	
		At this airport, a lounge is available for your use today. Would you like to go there for a nice drink?

INITIAL PHRASES	FIRST ITERATION	SECOND ITERATION
		Did you know that this airport has a Murphy's Irish Pub? If you'd like a drink, I could navigate you there.
Do you know that this airport has a [name of venue]? Would you like me to navigate you to this place?	Did you know that this airport has a [name of venue]? Would you like me to navigate you to this place?	Did you know that Amsterdam Schiphol Airport has a museum that you can visit for free? Do you fancy going there?
Don't forget to go to the ... before boarding!	Don't forget to go to the ... before boarding!	
Would you like to go to the Starbucks today before boarding again?	Would you like to go to Starbucks before boarding again today?	
You haven't been to the ATM yet. Would you like to get some cash?	You haven't been to the ATM yet. Would you like to get some cash?	You haven't been to an ATM yet. Would you like to withdraw some cash?
NOTIFICATION TO GO BOARDING		
Hi, a quick reminder: boarding starts in 10 minutes. Get your things together and start walking to the gate.	Hi, a quick reminder to you: boarding starts in 10 minutes. So collect your things and go for the gate.	Hi, a quick reminder: boarding starts in 10 minutes at gate E40. Today, you can make use of priority boarding. Collect your things and go to the gate.
MAGAZINE OVERVIEW		
		I've selected a few magazines you might like to read during your flight. Download them to make them available offline!
		I've collected all your favorite newspapers and magazines so you have something to read during your flight.
UPGRADING		
		Hi Oscar, there's still one World Business Class seat available. I could book it now for \$200. Would you like me to upgrade you?
DELAY		
Unfortunately your flight is delayed and will now leave at 10h30 from gate E40.	I'm afraid your flight is delayed and will now leave from gate E40 at 10h30.	I'm afraid your flight is delayed and will now leave from gate E40 at 10:30 am.
CANCELLATION		
Unfortunately your flight got canceled. I'm busy rebooking you, I'll keep you up to date.	I'm afraid your flight's been canceled. I'm busy rebooking you, I'll keep you posted!	I'm afraid your flight's been canceled. I'm busy rebooking you. I'll keep you posted!
REBOOKING		

INITIAL PHRASES	FIRST ITERATION	SECOND ITERATION
I rebooked you to flight KL6071, tomorrow at 08h30. Unfortunately there were no flights left today, so I booked a room for you at the Sheraton Amsterdam Airport Schiphol. Would you like me to assist you to this hotel?	I rebooked you to flight KL6071, at 08h30 tomorrow. I'm afraid there were no flights left today, so I booked you a room at the Sheraton Amsterdam Airport Schiphol. Would you like me to show you the way to this hotel?	I rebooked you on flight KL6071, at 8:30 am tomorrow. I'm afraid there were no flights left today, so I booked you a room at the Sheraton Hotel Amsterdam Airport Schiphol. Would you like me to show you the way to this hotel?
WISHING A PLEASANT FLIGHT		
Enjoy your flight! I'll be right back after your arrival. In the meanwhile you can enjoy your favourite newspaper! Would you like me to download one the newspapers below for you?	Enjoy your flight! I'll be back immediately after your arrival. In the meantime you can enjoy your favourite newspaper! Would you like me to download you one of the following newspapers?	I'll be back immediately after your arrival. I collected some information about what you can expect during your flight.
ARRIVING AT AIRPORT		
Hi Oscar, welcome at Hartsfield-Jackson Atlanta International Airport! At this airport you can make use of the following privileges. Would you like to book a hotel or taxi your final destination?	Hi Oscar, welcome at Hartsfield-Jackson Atlanta International Airport! At this airport you can enjoy the following privileges. Would you like to book a hotel, or a taxi to your final destination?	Hi Oscar, welcome to Hartsfield-Jackson Atlanta International Airport! At this airport, you can make use of the following privileges:
AFTER THE TRIP		
I hope you had a pleasant journey Oscar! Would you like to share your experience with me? Hope to see you soon!	I hope you had a pleasant journey Oscar! Would you like to share your experience with me? Hope to see you soon!	I hope you had a pleasant journey, Oscar!
NOTIFICATIONS OVERVIEW		
		Hi Oscar. I collected all the important messages I've sent to you during this trip below.
BUTTONS		
Navigate me		

H

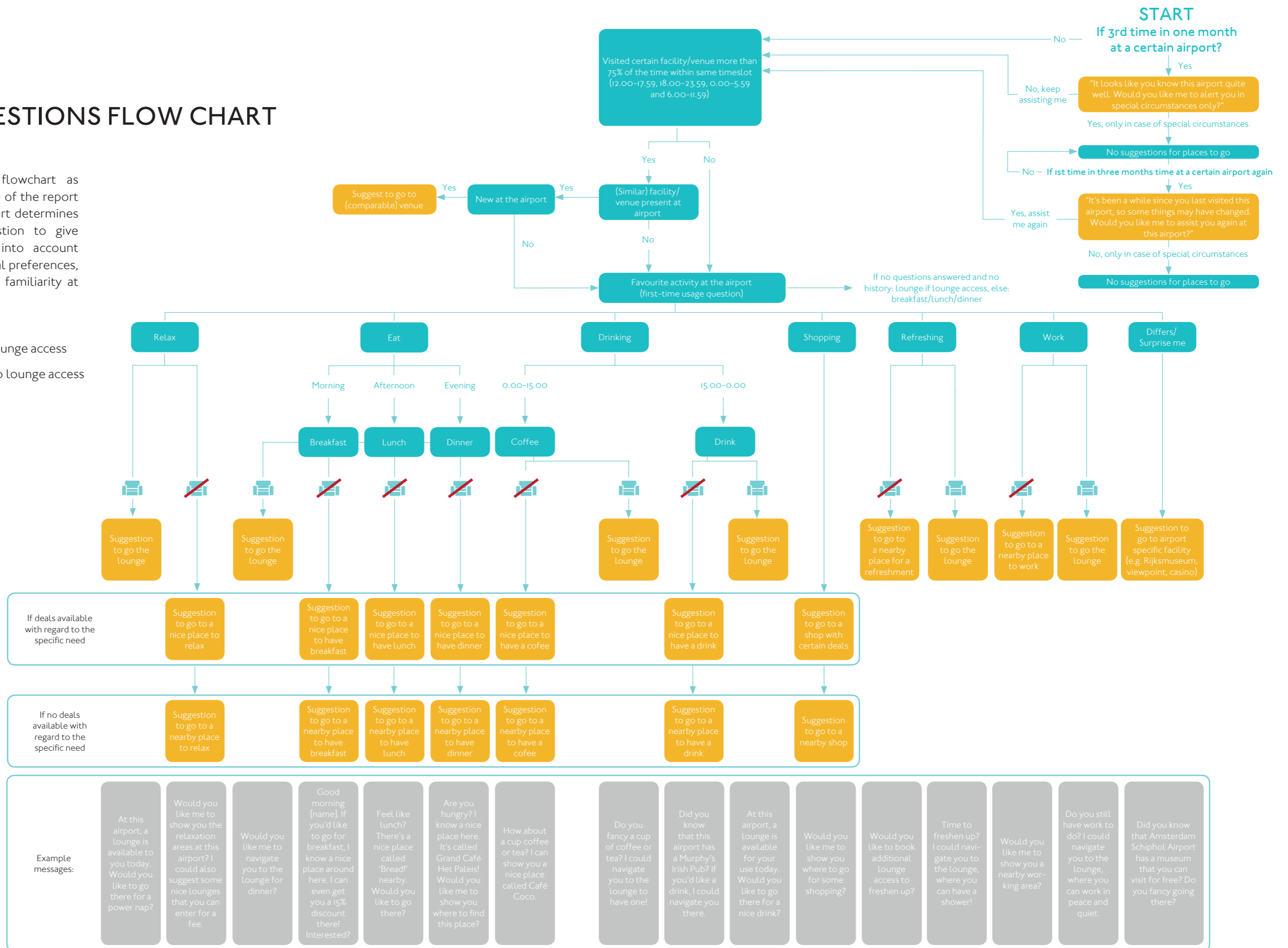
CURA

In this appendix, the flowchart of which Cura makes use to give the user suggestions is presented. Also all images of all screens within the final application are shown.

H.1. SUGGESTIONS FLOW CHART

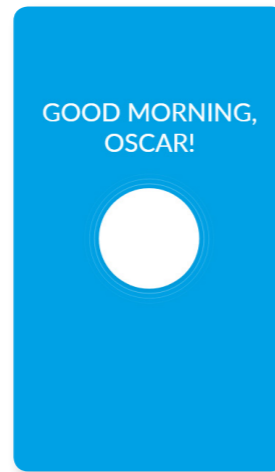
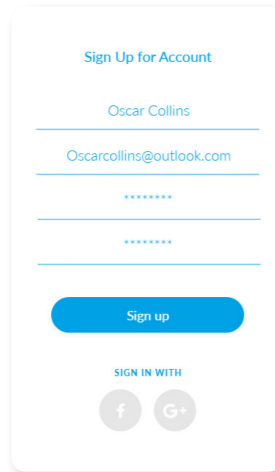
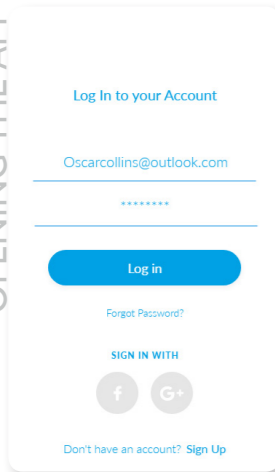
On this page, the flowchart as described in Chapter 9 of the report is shown. This flowchart determines the (type of) suggestion to give to the user, taking into account location, time, personal preferences, privileges, history and familiarity at the airport.

- Customer has Lounge access
- Customer has no Lounge access

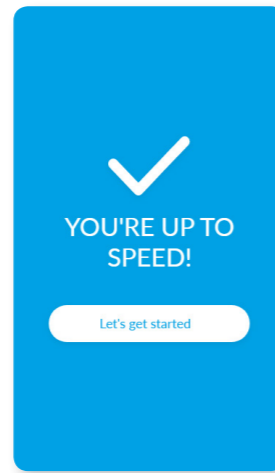
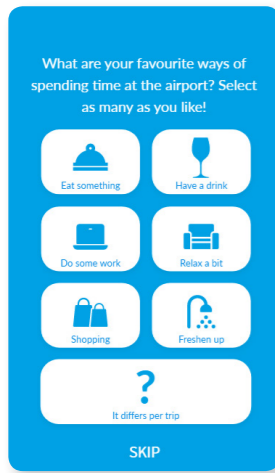
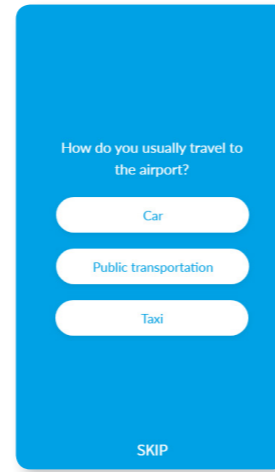
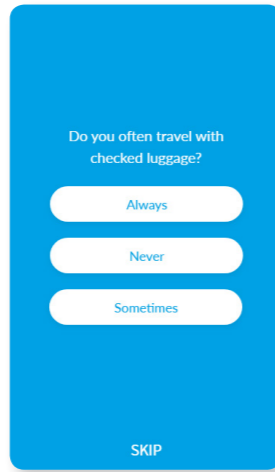
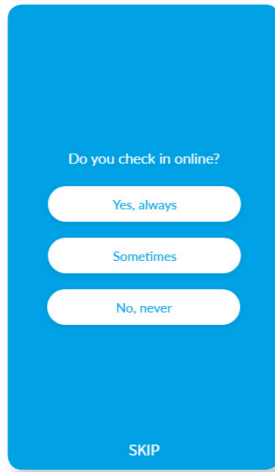
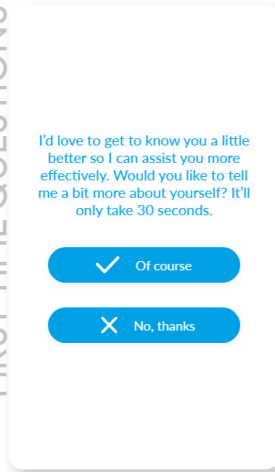


H.2. SCREEN OVERVIEW CONCEPT

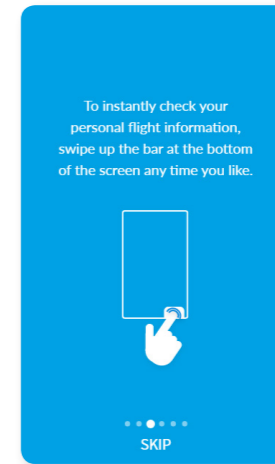
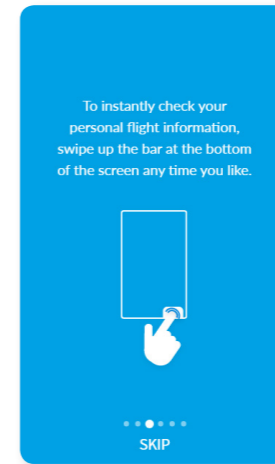
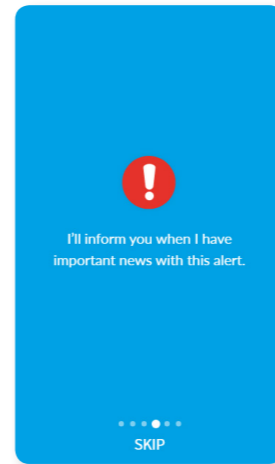
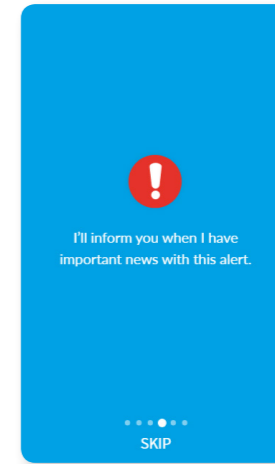
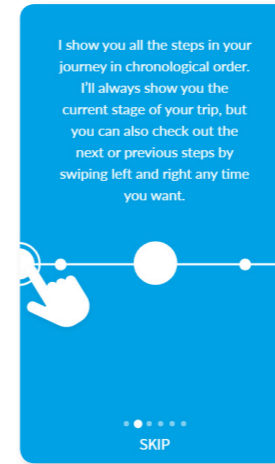
OPENING THE APP



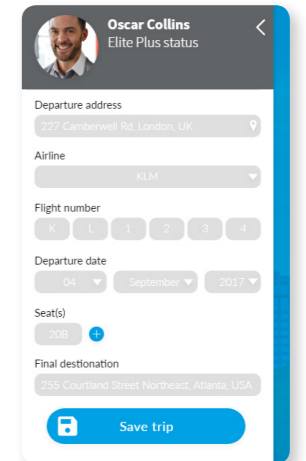
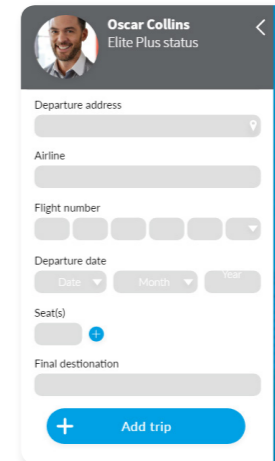
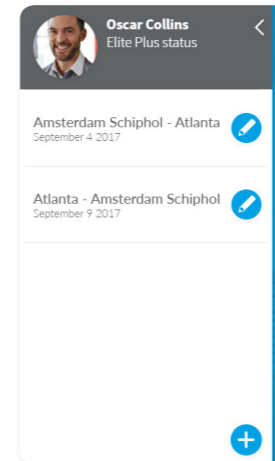
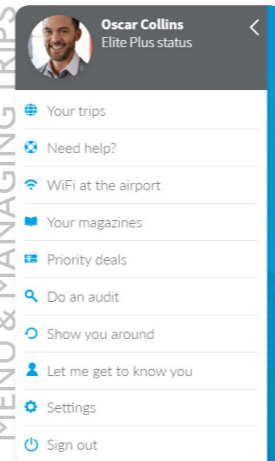
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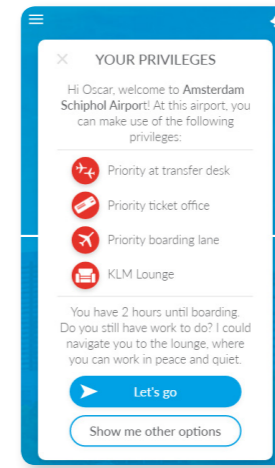
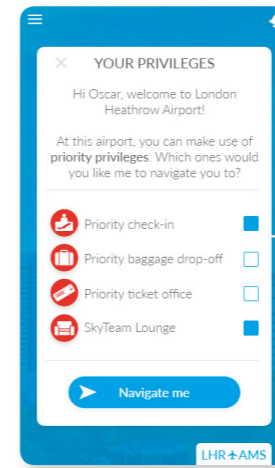
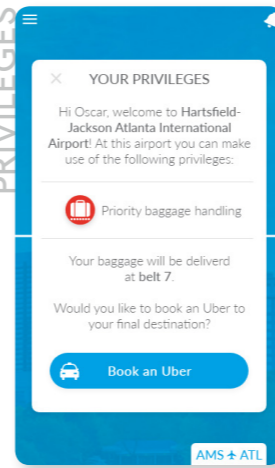
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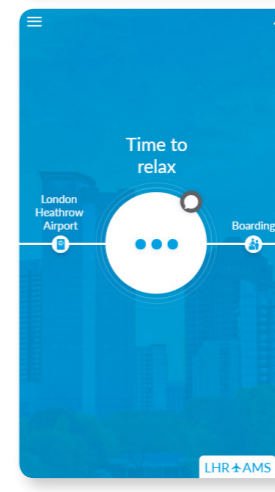
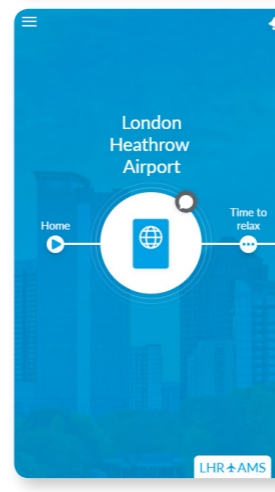
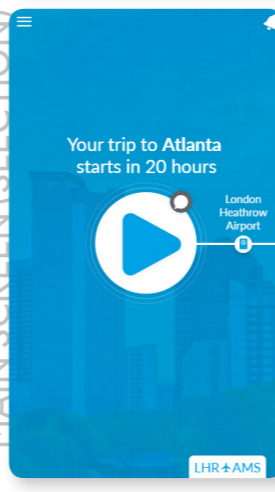
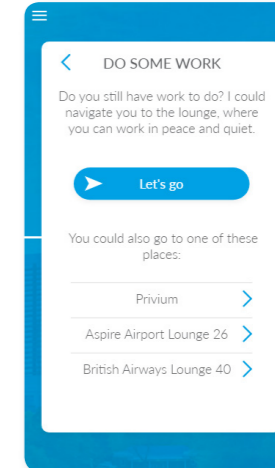
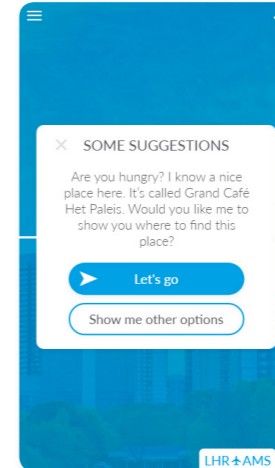
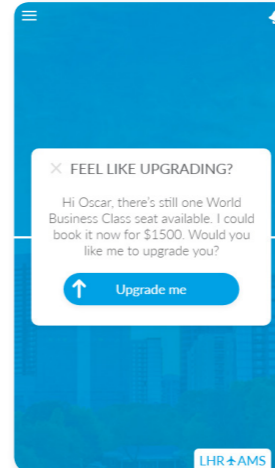
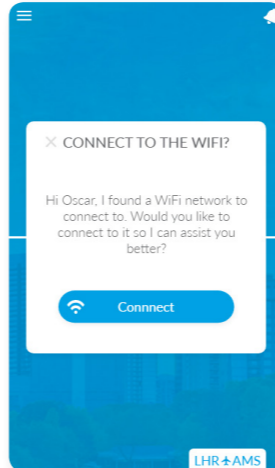
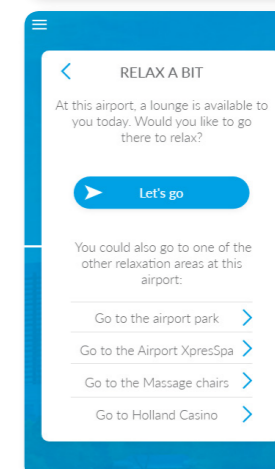
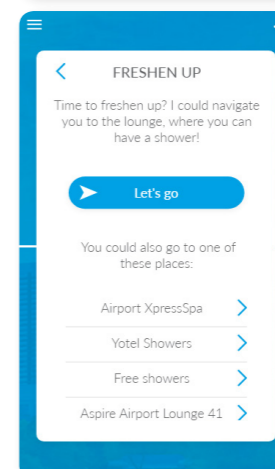
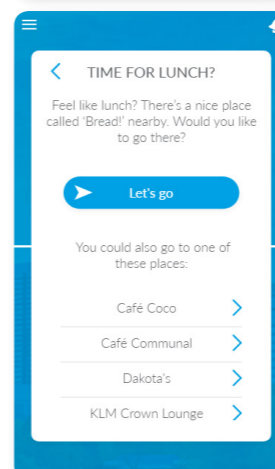
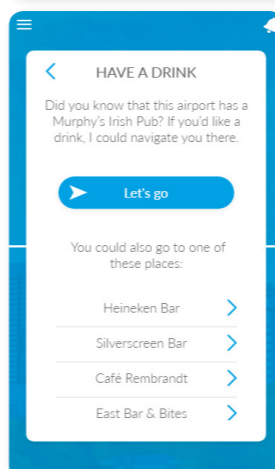
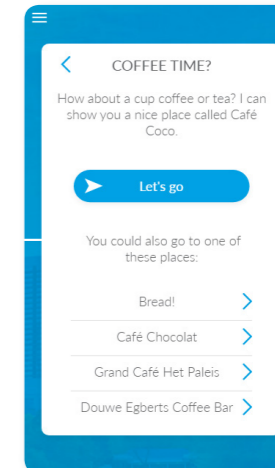
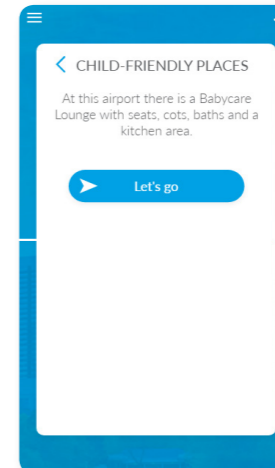
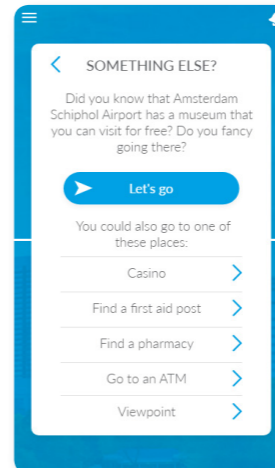
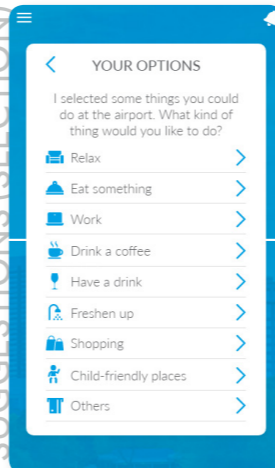
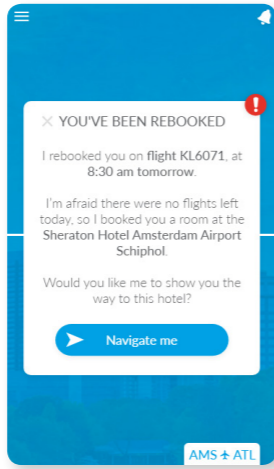
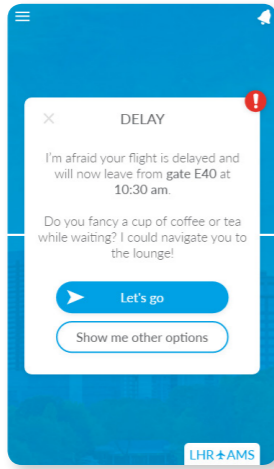
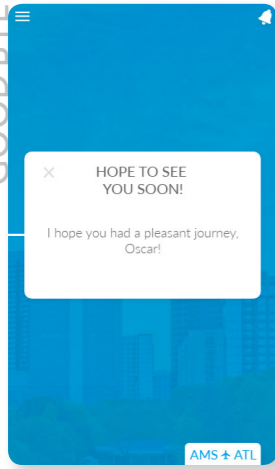
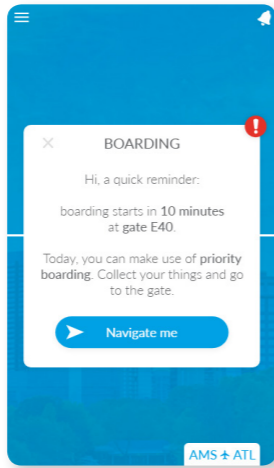
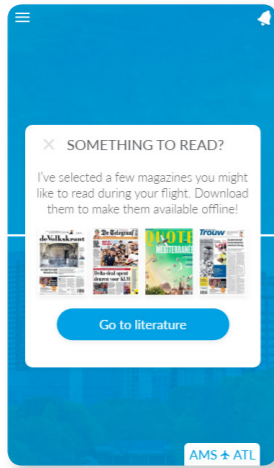
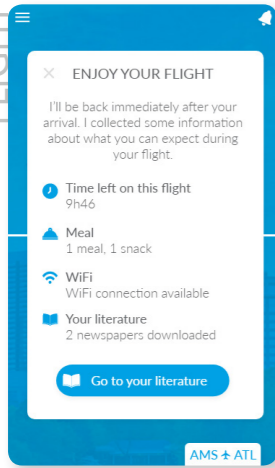
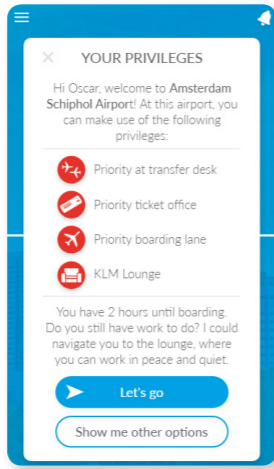
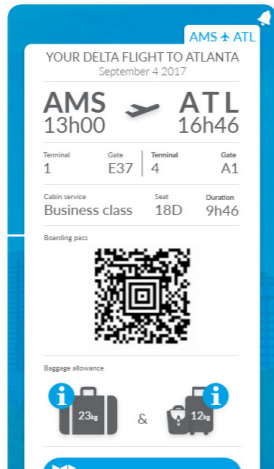
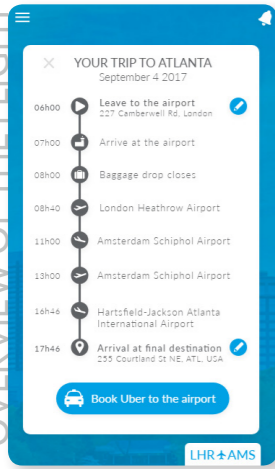
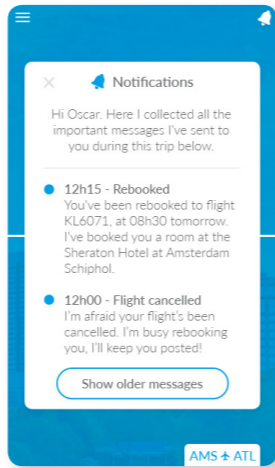
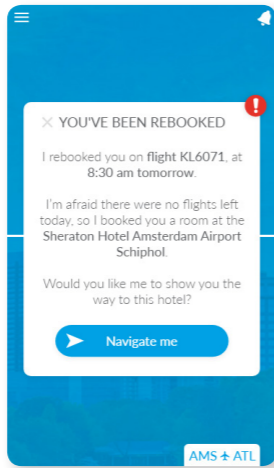
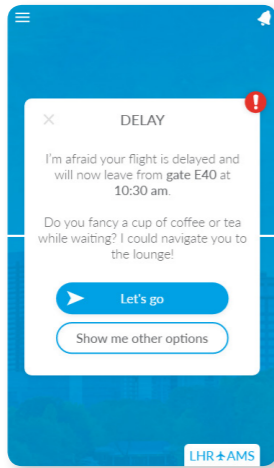
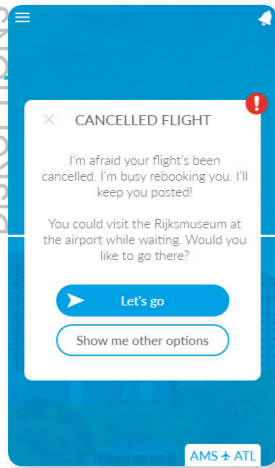


MENU & MANAGING TRIPS



PRIVILEGES





MOVIE SCENARIO

In collaboration with camera man Thomas Leur, a movie is made to communicate the concept of Cura within SkyTeam and with the member airlines. Besides, the movie will be shown during the final presentation of the graduate student.

The movie only highlights the most important aspects of the concept. To get a complete understanding of the concept, additional information is needed. This was decided in order to prevent the movie from getting too long.

The elements shown in the movie are:

- ▶ The personal approach of the assistant
 - ▶ Reminders of the upcoming trip
 - ▶ Airport navigation
- ▶ Notifications in case of disruptions and boarding
 - ▶ Suggestions while waiting
 - ▶ Door-to-door assistance

In this appendix, the initial scenario of the movie is shown. This scenario is made as guidance for the shooting of the movie on August 25th 2017.

PERSONAGES

- ▶ Cura, played by Eva
- ▶ Oscar, the business passenger, played by Duco

INITIAL SCENARIO

	Shot	Location	Voice-over	Needed
1	Oscar is working at the office, with his phone lying next to him.	SkyTeam Office, Schiphol	Meet Oscar, one of SkyTeam's SkyPriority customers. For his work as art consultant he flies around the work several times a month. When flying he wants to be in control of his own time as much as possible. And although he is a quite experienced traveler, he still experiences a lot of stress in case of disruptions.	▶ Laptop ▶ Mobile phone
2	His mobile starts vibrating and Oscar sees that he has a new message of Cura		That why Oscar has his own digital personal assistant: Cura.	▶ Mobile phone ▶ Image: new message from Cura
3	Eva shows up and reminds him of his upcoming flight		Cura reminds Oscar of his upcoming flights and helps him in arranging his transportation to and from the airport.	▶ ?
4	The next day, Oscar gets out of the train	Train station Schiphol		▶ Carry-on baggage
5	Oscar looks on his phone because he received a new message	Schiphol Plaza	Once at the airport,	▶ Mobile phone ▶ Image: new message from Cura
6	Eva shows up and tells him which privileges he can make use of that day, and asks him if he wants her to navigate him		She tells him which privileges he can make use of that day, taking into account his cabin service and frequent flyer status...	▶ ?
7	Oscar walking through Schiphol with his suitcase, holding his phone in his hand (Eva not visible since it is a digital personal assistant)			▶ Carry-on baggage ▶ Mobile phone
8	At the entrance of the Priority check-in, Eva gestures that he can enter here.	SkyPriority Check-in	...and helps him in navigating through all necessities as quick as possible.	▶ Carry-on baggage
9	Oscar has gone through all check-in necessities and looks on his phone to see his possibilities	A place that looks like behind the security		▶ Mobile phone
10	Eva shows up again, holding up a Rijksmuseum ticket in one hand, and a coffee in the other		While waiting, Cura shows him his possibilities, taking into account his personal preferences.	▶ Coffee-cup ▶ Pillow/ticket Rijksmuseum

	Shot	Location	Voice-over	Needed
11	Oscar points at the coffee and Eva gestures that he can follow her		By doing so, Oscar is able to spend his time as efficient and comfortable as possible.	
12	Oscar is drinking his coffee, when he sees a new message coming in	Coffee place	In case of disruptions,	<ul style="list-style-type: none"> ▶ Coffee ▶ Mobile phone ▶ Image: new message from Cura
13	Eva shows up again and tells him that his flight got canceled, holding up a laptop in one hand, and a shopping bag in the other		She keeps him up to date, and provide him with suggestions of how to spend his time.	<ul style="list-style-type: none"> ▶ Laptop ▶ Shopping bag
14	Oscar is working on his laptop when Eva shows up again, handing over a new boarding pass, and points at her watch as a sign that he should go boarding	Place where you can work on a laptop in peace and quiet	When it's time to go boarding, she sends him a reminder to go to the gate.	<ul style="list-style-type: none"> ▶ Laptop ▶ Boarding pass ▶ Watch
15	Oscar boards and Eva hands over his favourite newspaper for during the flight	Aircraft before security	She even provides him with his favourite newspapers to read during the flight.	▶ Newspaper
16	Oscar de-boards and Eva is waiting for him when he gets out	?	Cura assists Oscar during all his flights, regardless of the SkyTeam airline he is traveling with,	
17	Eva opens up the door of a taxi for Oscar to get in, takes a sit on the back-seat herself and they drive away. (Shouldn't look like Schiphol too much)	Taxi place Schiphol	She makes his trips as relaxed as can be, and stays with him from door to door.	▶ Taxi