



APPENDIX

A guide for sharing proactive and feed-forward information with airline passengers during a disruption.

By Taresh Ghei



A guide for sharing proactive and feed-forward information with airline passengers during a disruption.

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MSc Thesis Design for Interaction
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October 14th, 2019

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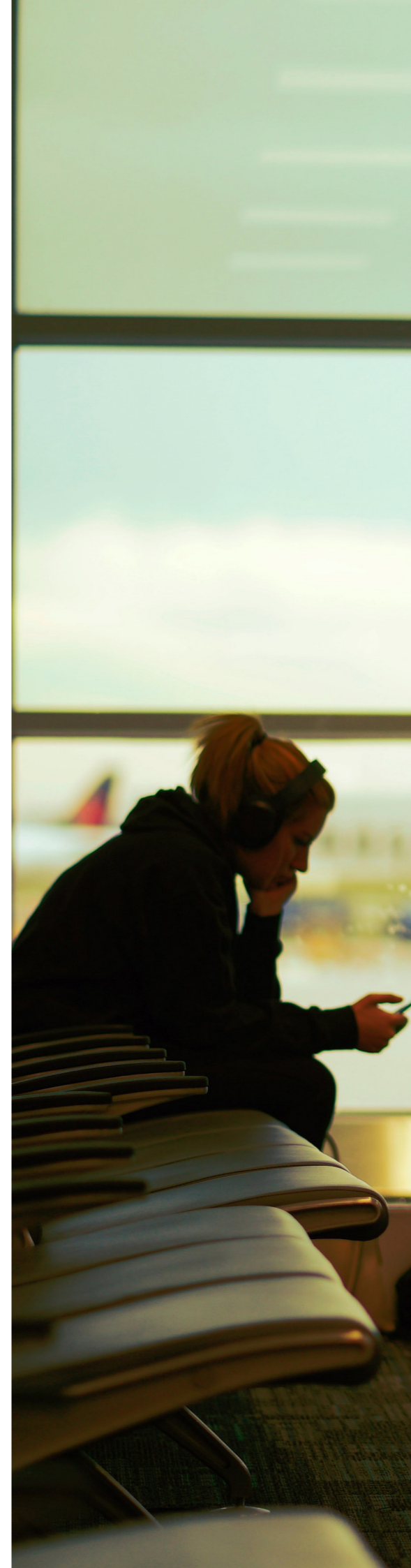
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APPENDIX

This document contains all the supporting material that was used in this project -
A guide for sharing proactive and feed forward information with passengers during a disruption.

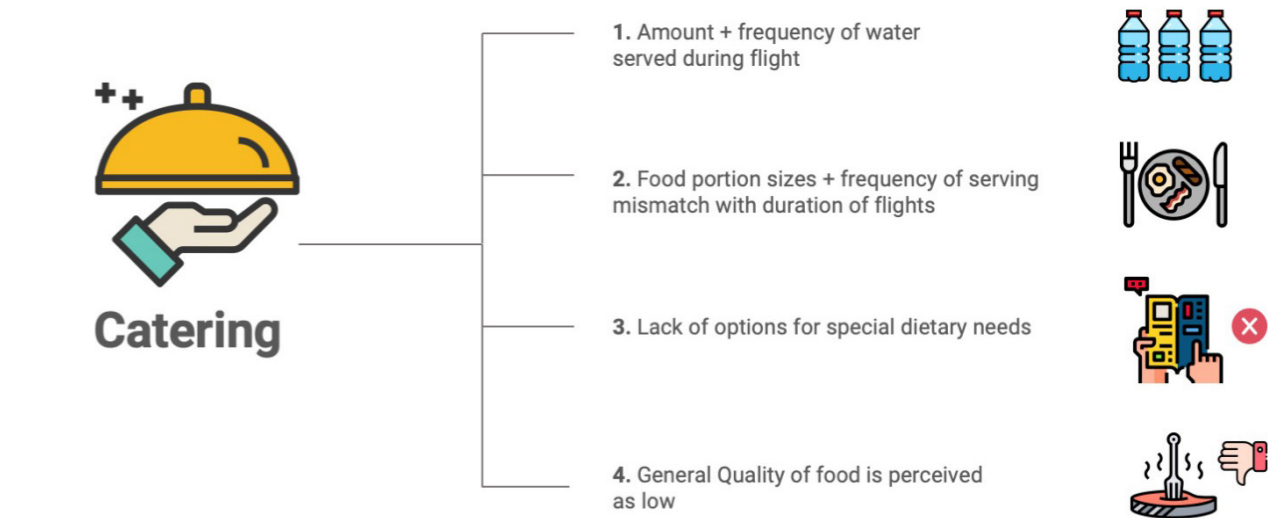
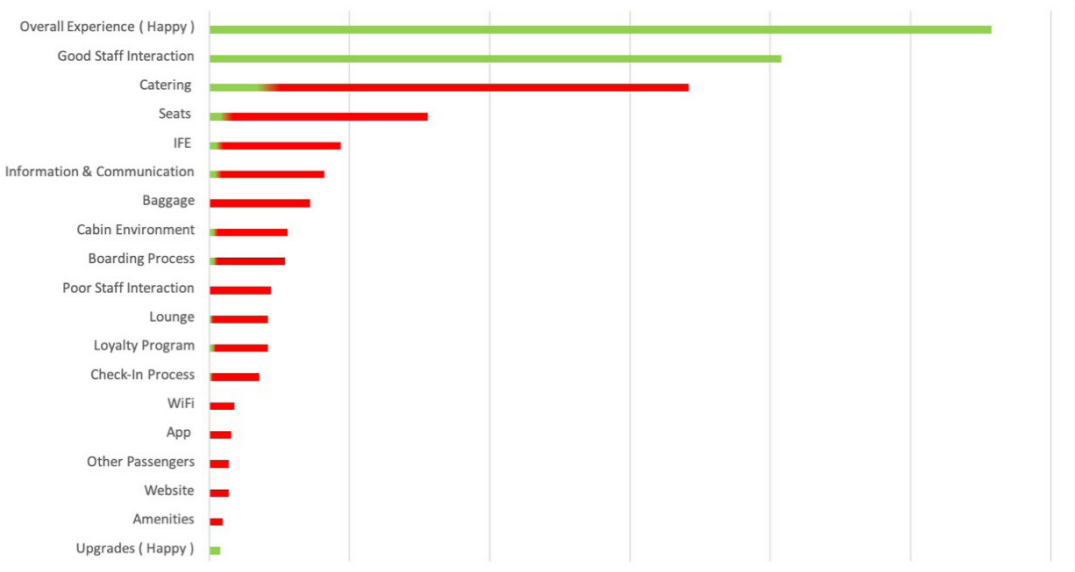
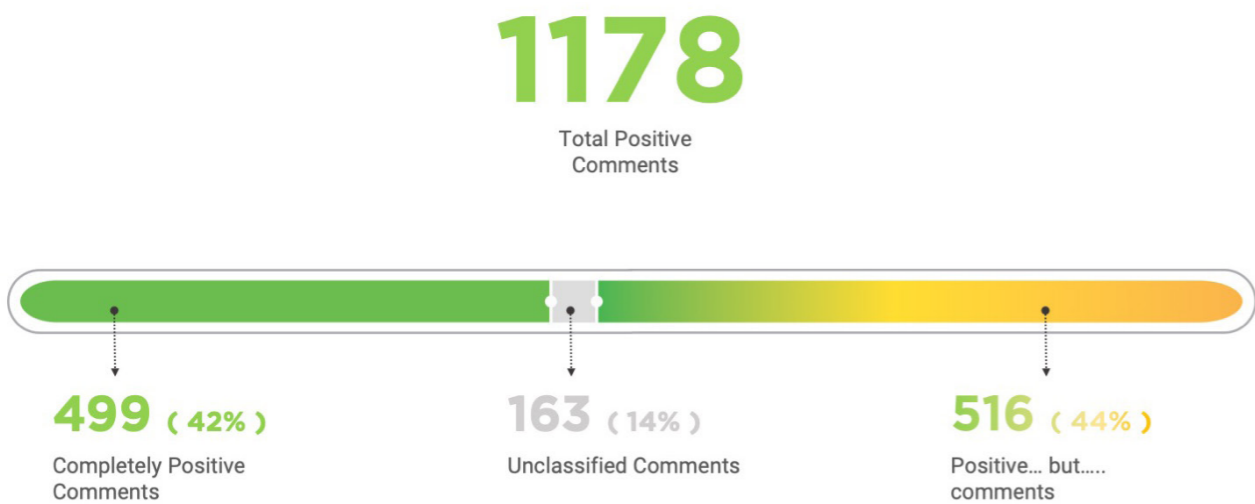
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APPENDIX A-PERCEIVED DISRUPTIONS

This section shows the in-depth research undertaken to analyse the positive comments from the E-Score data for the month of march 2019. The positive comments reveal a lot about the passengers expectations and their experience. A mismatch between their expectations and what they actually experienced causes them to perceive a disruption or a service failure, even when operationally speaking, there are no disruptions from KLM’s point of view. This section shows how despite having a positive experience, passengers still found some problems.

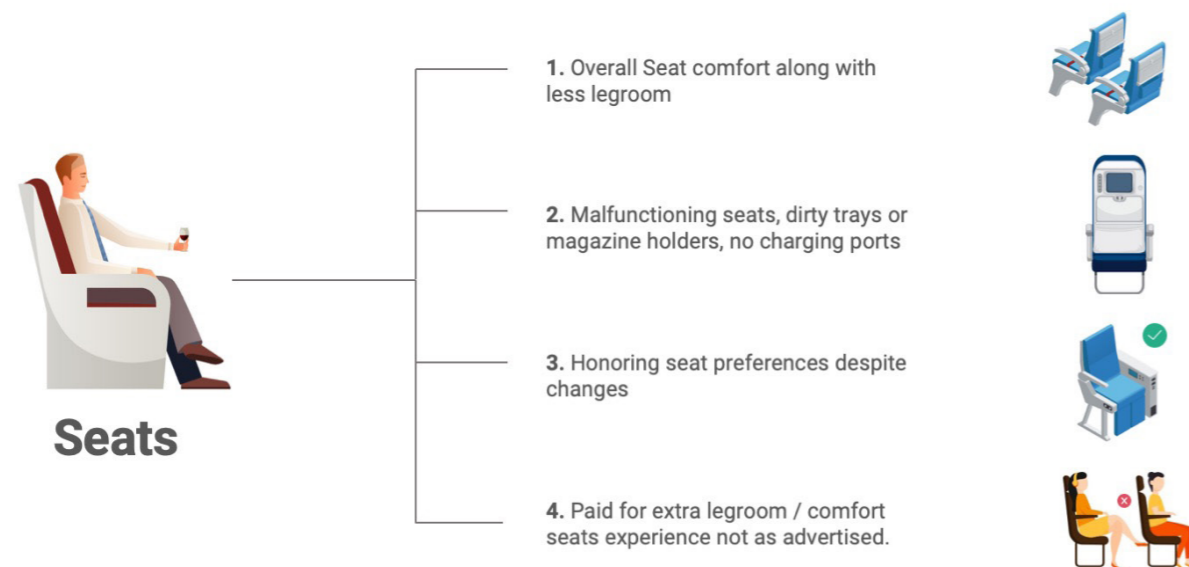


“ Everything was excellent except for the fact that water was not served for many hours.”

“I am a vegan and so the food option is never any good for me. I usually just have a drink. It would be nice to have a vegan option available too.”

“Noticed in recent year that standard of meals on long haul flights is falling and somewhat reduced in quantity ... routine has changed onboard ... less snacks on offer ... no nuts ... ice-cream ... noodles which used to be offered no hot towels ... changed to wrapped and cold (more plastic waste) Overall it reduces the quality of the experience.”

“A number of months ago the catering service changed, the food is now very poor. Previously it was the basic edible airline food on a tray, now it’s just a box of inedible stuff. After a few flights of trying the new style food I now decline the service, to save wasting it. I see most passengers open the box, take one look and give it back untouched. This has made a big difference in the perception of KLM being a full service airline, the box of food is more like something from Air Asia or Jetstar, so you start to ask yourself, why pay the extra for KLM?”



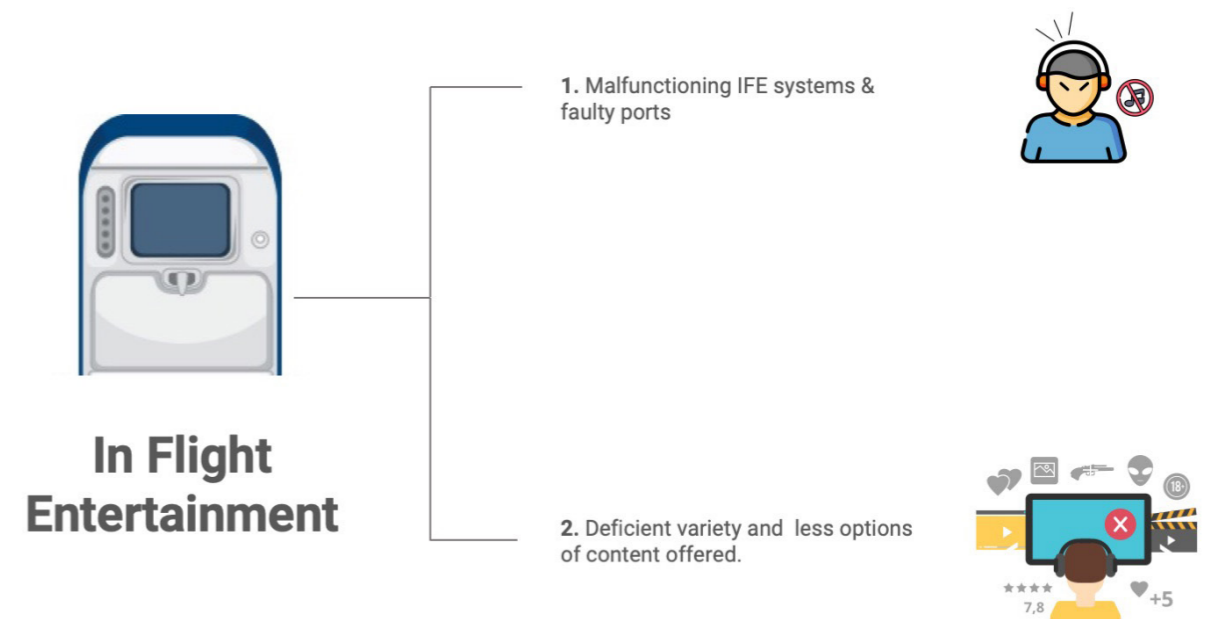
"The size of the seats and leg room is very cramped on KLM economy flights. All other parts of the experience are excellent. It's a shame the seat space lets your airline down slightly."

"The business class seat 1A on kl473 29th March was dirty and had food and drink stains. my wife had to clean with a wipe. very poor for business class. the staff were excellent on this flight."

"We had a economy comfort seat from Nairobi but since you changed our flight, we did not get economy comfort seat even though we paid for. That is the only complain."

"I was disappointed since klm changed my seating and kept me a way from my family and preferred seat. The seat which I choose and paid for it was given to someone else. I tried to explain it to klm staff at check in but they indicated that I should handle the situation myself. It a frustration that when you book your seat ahead of time ,your seat is given to someone else, there is no trust with your airline."

"We had purchased economy plus seating. . .there were 3 people in row. Did not appear to have any extra legroom. . in fact . . .it was very cramped."



"I'm sure these loose connections did not suddenly occur and therefore should have been dealt with prior to boarding. To have no entertainment for a 10 hr flight was very distressing. I would expect some compensation for this especially since I paid extra for this "comfort" seat."

"My headphone jack didn't work for half of the flight and I was told "oh yes, that happens sometimes". Was not offered any solution to the problem. It makes for a long flight when you can't watch any in-flight entertainment for the whole second half. The food on board was great and staff was friendly and pleasant."

"In flight entertainment screen was old and difficult to see. Not a good selection of movies. Dated."

"Very happy with the flight and KLM services overall. The only thing that I would like to see improve is in-flight entertainment: video quality is poor, even in business class, and no subtitles are offered apart from Dutch!"

Information + Communication

1. Lack of Feet forward and useful information.

2. Unhonoured preferences

3. Information mis-match by different communication channels



"Again relating to my last comment I should have been informed of arrival time. When I asked at the airport I was told the flight my friends were on the day before was late because of fog but this was not true it was because of not being able to fly over Pakistan. I had no problem with the flight arrival later I just would have preferred to have known. I used Facebook messenger and WhatsApp to try and ascertain an answer and never got one. This was very disappointing given I think KLM is one of the best airlines."

"The information I received from online support was different (incorrect) than the information I received at the airport. It was very frustrating to 1. Not be given timely information, 2. Not be given accurate information and 3. The inaccurate information causing me to waste time and money."

"Information was sent to my phone in French, which I barely speak/understand, and certainly never signed up for a service in (I have no idea where the French came from). The message, as far as I could tell, said that my flight was delayed by an hour and that I would be missing my connecting flight. At the airport, I was informed that I should in fact manage to catch my connecting flight, which was indeed the case."

Baggage

1. Placing bags away from seat due to unavailability of space in overhead bins.

2. Time taken for baggage to arrive on the belt (issue specially for business class & SKYP passengers)

3. Delayed or lost baggage

4. Passengers expect hand luggage to be accepted.

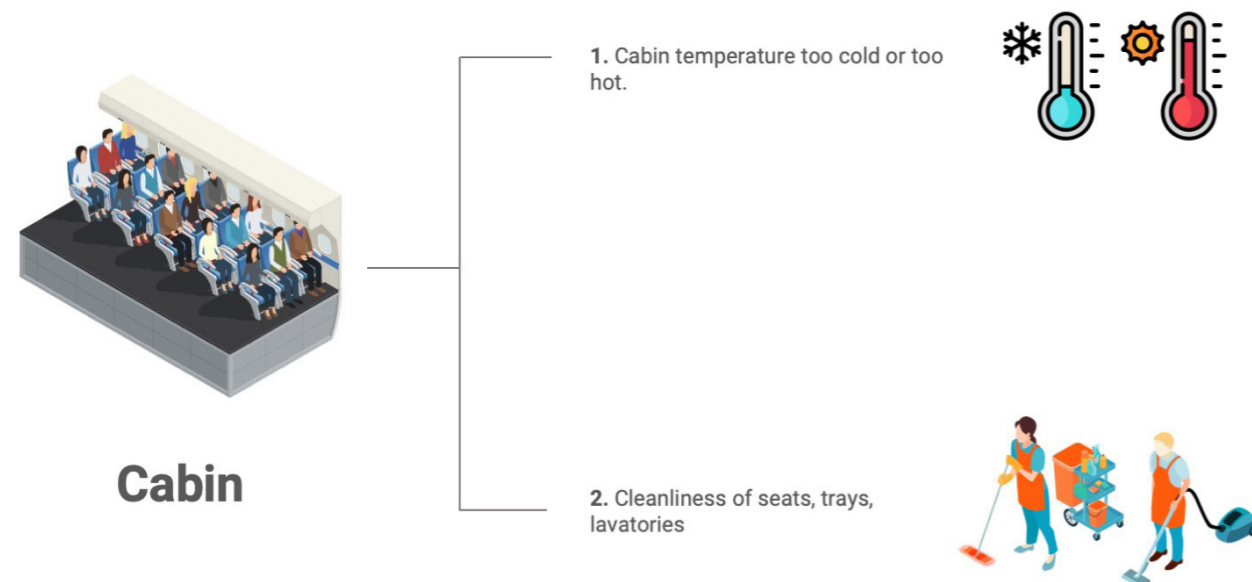


"The time it takes for people to get cabin baggage stored. Never seems enough room and many people try to store all their items in the bins instead of leaving room for others and storing under the seat in front of them. This causes problems if you have a connecting flight and your cabin bags are stored away from your allocated seat."

"Baggage handling...Business class passenger and yet bag ALWAYS comes out towards the middle of the delivery system (belt) and very often packages are damaged. (My case in Shanghai [final destination] was the 71st bag on the belt) I've watched bags being loaded onto flights from Dublin to AMS and seen how bags are often thrown onto the loading belt into aircraft. Little attention given to passengers."

"Did not receive information/ notification that our original flight had been canceled until arriving at check in! Quite the inconvenience having only 1 of 5 bags arriving at our destination. Bags were delivered at our destination 36 hrs later but unfortunately some items / electronics were stolen!"

"I think the customer should always be consulted in cases when delays are caused. It cannot be assumed that the individuals priority is to get to their destination. It was disruptive and frankly costly for me to arrive without my belongings. I would have chosen another option given the opportunity."



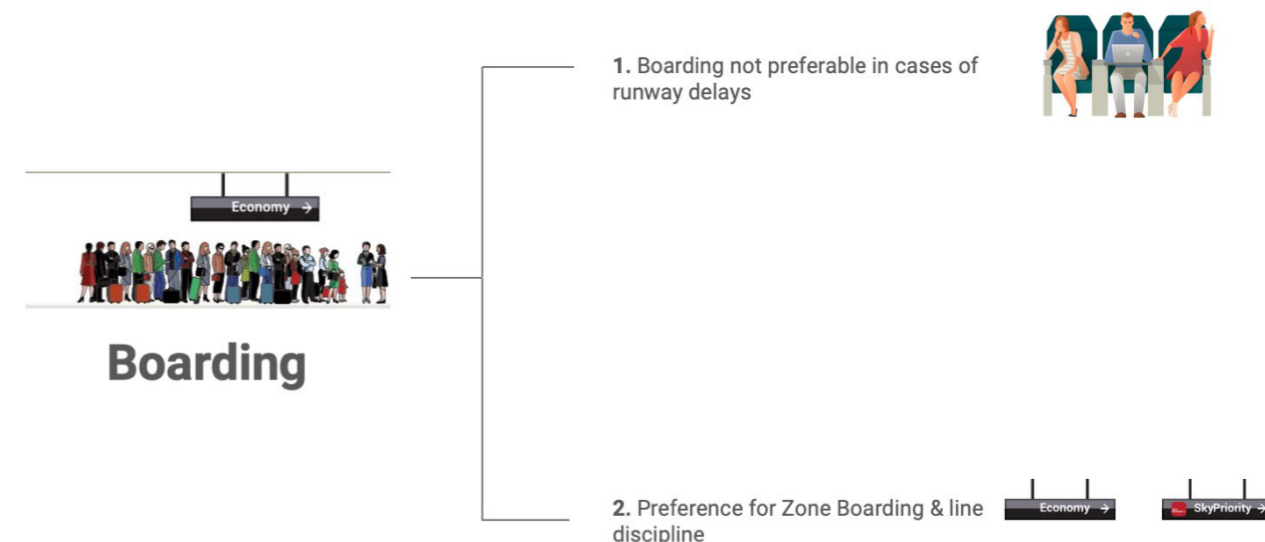
"Everything was great except the temperature in the plane shouldn't be that low."

"Flight from Atlanta to Amsterdam was very warm and no individual air vents."

"The magazine holder on the back of the seat in front of us contained garbage, used Kleenex and wrapping plastic for food that was not removed from previous flights. This is obviously a health hazard that should be taken very seriously. We got the feeling the cabin was not cleaned before we boarded."

"Bathrooms were a challenge and should have been checked and possibly quick cleaned. Not sure which leg of the flight it was. But the floors were very sticky and wet. Particularly one of them. Probably wasn't soda."

"Aircraft could use updates. The seat cushions have very little cushion (aren't very comfortable to sit on) and the general appearance of the interior of the plane leave more to be desired."



"We were left waiting inside the plane for more than an hour due to the technical issue... coffee vending hot water not working. Had this been detected prior to boarding, an hour of ordeal for passengers could have been avoided."

"Delay departure from NCL to AMS due to poor weather in AMS, approximately 2hrs but why let us board the aircraft when you must have known or suspected there would be a delay? Some passengers would not have boarded if they had been told of the delay as they would miss their connection or appointments in AMS. Can you explain your rationale for allowing passengers to board & then sit two hrs in aircraft before takeoff?"

"Boarding was appalling organisation on return from schiphol. On the way from Manchester boarding organised into zones but would have been even more efficient if reverse zones had been used ie. zones far end of plane first working towards cockpit. On return from Schiphol just chaos. Priority given to frequent travelers who then blocked the aisles all along the aircraft followed by random economy queue. Probably took twice as long to board the schiphol return flight as the Manchester flight for similar sized aircraft both of which were packed."



Check - In

1. Tone of voice + Courtesy



2. Unhonoured Preferences

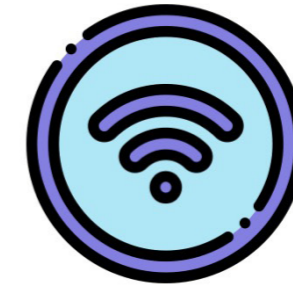


"Check-in at Heathrow has become a very impersonal experience. Less than friendly agents compared to other airlines (eg Virgin Atlantic). Used to be greeted as a valued revenue passenger paying for World Business Class. Now just another punter. There are other flying choices I can choose and at some point I will walk away from you if this doesn't improve. You are being let-down by your pre-flight arrangements. My journey is more than just the flight content."

"Have friendly outgoing and compassionate people at the boarding pass printers. People are anxious, This is the first face of your company people meet. It sets the tone for the flight and creates happy customers at the start of the journey."

"Stick to or respect customers choice of seat when checking in online."

"The use of check-in terminals at the airport that you made compulsory is very annoying! It's time consuming, NOT in Czech language at the CZECH airport, often not working, the seat selection is often not available..."



WiFi

"In flight WiFi was barely usable."

"Free (slow) internet on board would be a nice improvement."

"FREE WIFI while the plane is taxied, before and after flights. Would be a game winner!!!"



Other Passengers

"We thought the plane had plenty of extra room, which we (my husband and I) were grateful for. I would suggest trying to put the children and babies together. I had to get earplugs (with no problem) from the Stewart because there was a small child behind us that was crying or fussy most of the trip. But overall a very nice experience."

"The flight was excellent, KLM staff are very efficient, the only problem is that our seats were too tight. Beside me, I had a giant passenger who was taking more space for his large hands and arms. He was very big! Really, I felt uncomfortable during the entire flight. In fact, at the time of booking, I had paid for my seat, so I decide not to move. It was painful. Otherwise, the entire flight was excellent."



Website

"I tried to reschedule my ticket using your web interface it does not work at all. I shared this experience in my office, and my colleges had the same experience with you, even when they explicitly paid for flexible tickets. You need to fix you website and ease the rescheduling of tickets."

I am also surprised that the check/in luggage is now charged separately (as far as I remember one piece was included in the ticket). This is not clear when prices are shown at the beginning of the ticket buying process. It feels like a low cost airline tactic. This is not what your brand means to me."

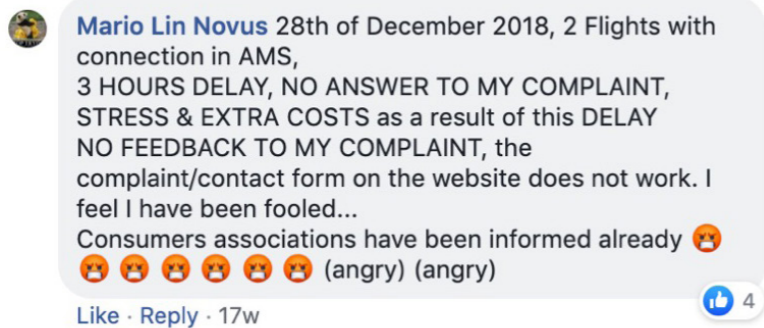
"Just fix seat selection on your new check-in website."

"The Flying Blue website is more difficult than most to navigate and get answers from. Example, how do I upgrade a ticket to Business class? If this can only be done over the phone just say that. Thank you."

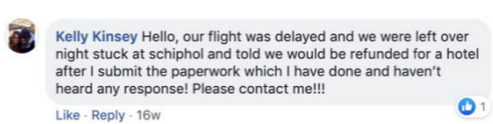
APPENDIX B-SOCIAL MEDIA ANALYSIS

This section shows the in-depth research undertaken to analyse the social media interactions between passengers and KLM. The main takeaways from this research were -

- People want clarity for all process and feet forward information. (mostly for refunds policy for unexpected extra expenditure)
- Almost 70% of the posts were about delayed baggage and follow ups.
- Passengers want real, up-to-date and transparent information.
- People want to feel as if they are connecting with a real person rather than a software bot with automated responses.
- People want to be recognized and empathized with.
- They expect accountability and responsibility from KLM.
- Following up with customer care always is not pleasant and most passengers would rather not prolong their communication as that prolongs their negative look back experience as well.
- Most passengers expect KLM to be more proactive and follow up with them, rather than the other way around.

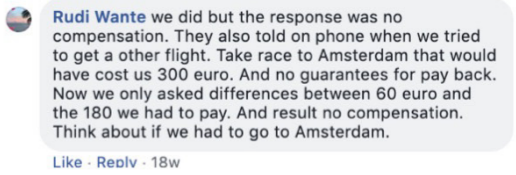


FACEBOOK DATA ANALYSIS



Lack of clarity for refunds of extra expenditure done by passengers

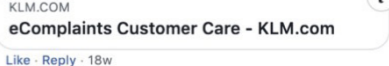
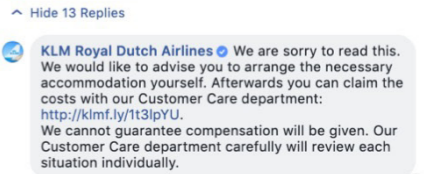
(Knowledge of process, conditions, exceptions not communicated clearly to passengers)



FACEBOOK DATA ANALYSIS

Lack of clarity for refunds of extra expenditure done by passengers


(Knowledge of process, conditions, exceptions not communicated clearly to passengers)



FACEBOOK DATA ANALYSIS


Passengers want to be recognized and empathy.

They also expect accountability and responsibility from KLM.




CJ Baysden My luggage was left in Amsterdam by baggage handlers, along with a dozen other people... we get to Dubai and no luggage, then we had to wait and wait to file a dang claim?!!!! I was late reporting to work, then had to fly on to Afghanistan and have been wearing the same clothes for three days and I'm a woman... there are no stores where I work. And to find out... KLM seems to be notorious for lost luggage!!! Then they send me an email stating my luggage is on the way to Dubai... sorry for inconvenience... what that said to me was... KLM could care less you've been in the same clothes for 3 almost 4 days nowI am so done with KLM... they didn't even have the heart felt I really care here's 10 dollars off on you next flight..... I am beyond being upset... especially finding out they are notorious for this... I can't explain how much this has disturbed my life... you fly and trust that your bags arrive at the same time.... if I can run through airports and make a flight on time- my bag should have been put on my flight....

Like · Reply · 21w



KLM Royal Dutch Airlines We regret reading about this unfortunate situation. Please provide us with the following details via a Private Message: <http://fb.com/msg/klm>

- full name of passenger... [See More](#)




TYPICALLY REPLI...
Get in touch...

Send Message

Like · Reply · 21w


FACEBOOK DATA ANALYSIS

Passengers want real, up-to-date, transparent information.




Inks Schnati It is unbelievable we are waiting for our luggage since 5 days now and i have spoken to 5 different KLM employees about the Status and every employee tells me something different „they are arriving tomorrow“ „we do Not know where your luggage is“ „it is still in Amsterdam we Need an inventory List to Open all (?) suitcases in Amsterdam“ „we Need to contact the Service in Amsterdam“ i do Not Understand how noone is able to Tell US the true Status After 5 days !!

Like · Reply · 21w



KLM Royal Dutch Airlines We regret reading about this unfortunate situation. Please provide us with the following details via a Private Message: <http://fb.com/msg/klm>

- full name of passenger... [See More](#)



TYPICALLY REPLI...
Get in touch...


Send Message

Like · Reply · 21w

FACEBOOK DATA ANALYSIS

Passengers do not forget nor forgive.

(Example of look back)



Tom Gottlieb The worst flight expirience we ever had: A year ago we booked a complicated long flight for my family (3 kids, 1 is a baby) from Israel to Argentina through the Netherlands. We booked it so ahead so we would be able to choose exactly the flight we wanted. Only one stop, we payed \$70 for each seat arrangement (\$350 in total), chose child meals for the kids, chose the hours that we wanted, etc.

In Argentins we visited our close family we don't see often (once in a year or two) and we were very excited about it.

A day before our flight back from Argentina to Israel through the Netherlands we got an email that our flight is canceled. We contacted KLM support and we were offered with alternatives: A Gol airlines flight (extra stop in Brazil, using the infamous Boeing 737 that all the companies in the world stopped using because of recent two deadly incidents. A KLM direct flight for two days after (losing two expensive days if our Netherlands trip - obviously horrible choice) or an Air Europa cheap flight with an extra stop in Madrid, 4 hour earlier departure m.

With having only bad options we chose the Air Europa one, and we had horrible time.

- We lost 4 precious time with our family in Argentina.
- We spent the 12 hour flight from Argentina back to Europe in an old cheap plane with almost no TV options, no child meals, almost no food at all, no space and we were sitted apart.
- We needed to run in Madrid to catch the flight to the Netherlands (with 3 kids!), almost didn't make it.

And all of this, knowing we planned everything ahead to avoid this kind of extreme inconvenience.

Knowing we played \$350 for our sits, and knowing we suffered so much from this flight cancellation we thought we are going to get a reasonable compensation.

What did KLM sent us? \$23 for each ticket! Not even paying back the seats arrangement! Not speaking about all the other downgrades, the 2 hours phone call we needed to do with KLM a day before our flight back from Argentina and the horrible attitude of the guy on the phone.

Like · Reply · 19h

FACEBOOK DATA ANALYSIS

Passengers do not forget nor forgive.

(Example of look back)



Michael Masterson My luggage has been missing for 3 months coming up and after persistent contact with your claims team I still am no further on. There has been over 25 communications via email and WhatsApp all telling me the same thing, lies!

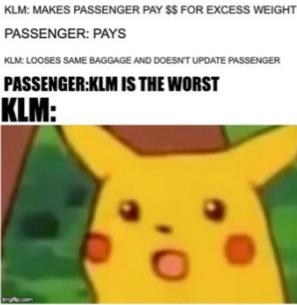
It's a "we are sorry for the inconvenience.." and "...our claims team are so busy..." or "...we cannot estimate a timescale..."

Absolute shocking behaviour and to top it off yesterday when I challenged a staff member on how poorly I've been treated she hung up on me!!!

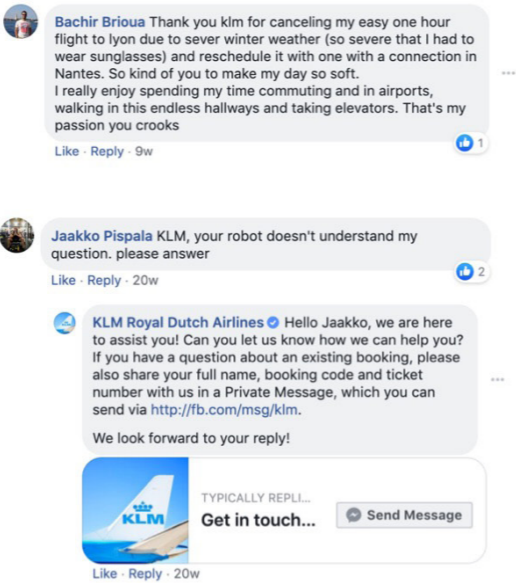
I made a comment in October, 12 days after my flight from Chicago to Amsterdam that I hope you find my bag before Christmas....! I doubt it.

Like · Reply · 21w

FACEBOOK DATA ANALYSIS



People want to feel as if they are connecting with a real person rather than a software bot with automated responses.



APPENDIX C-CAMPAIGNS & CHANNELS

This section shows the various different information campaigns that KLM is currently engaged in and the various different channels through which this information is disseminated to passengers.

Campaigns & Channels

Gemaakt door Hamdouni, Thami (FSIM CM) - KLM, laatste wijziging door Hamel, Arnaud (DI CF) - AF (ext) op aug 21, 2019

| Disruption notifications (R1) | | | | | | | | | |
|-------------------------------|---------------------|------------|---------|-------|-----|-------------|-----------|--|---|
| Campaign group | Campaign Name | Event code | Airline | Email | SMS | Mobile Push | SoMe Push | Description | Sending time |
| Operational notifications | Flight delay | DELD | AF - KL | ✓ | ✓ | ✓ | ✓ | Notify customers about flight delay before departure | From D-14 to D |
| | Flight cancellation | OCAN | AF - KL | ✓ | ✓ | ✓ | ✓ | Notify customers about flight cancellation | From D-14 to D |
| | Gate change | GACH | AF - KL | ✗ | ✓ | ✓ | ✓ | Notify customers about gate change | at 120 minutes for LH; 90 minutes for SH - MH |
| | Gate change update | GACHUP | AF - KL | ✗ | ✓ | ✓ | ✓ | Notify customers about gate change update | at 120 minutes for LH; 90 minutes for |

| | | | | | | | | | |
|------------------------------|--------------------------|------|--------------|---|---|---|---|---|-------------------|
| | Final call | FC | AF - KL | ✗ | ✓ | ✓ | ✓ | Notify customers who are late for boarding | At airport |
| | Acceptance status | AS | AF - KL | ✗ | ✓ | ✗ | ✗ | Notify customers who were on standby list, that they are accepted on the flight | At airport |
| | Ineligible To Board List | ITBL | AF - KL | ✗ | ✓ | ✗ | ✗ | Notify customers for whom we miss mandatory data | At airport |
| Eden rebooking notifications | OPR Rebooking | EDEN | AF - KL - DL | ✓ | ✓ | ✓ | ✓ | Notify customers about their rebooking solution done via OPR. Note: DL scope is DL flights departing from CDG & AMS | From D-364 to D+2 |

| | | | | | | | | | | |
|--|--|------|---------|---|---|---|---|---|---------------|------------------|
| | Missing luggage status update with 4 notifications types: - RUSH - RUSHBOARDED - DD - PICKUP | SLUG | AF - KL | ✓ | ✓ | ✓ | ✓ | Notify passenger about Bag rerouted on a new flight: RUSH Notify passenger about Bag received at the Airport and prepared to be delivered: DD Notify passenger about Bag is waiting for Pick Up at the airport by the passenger : PICKUP Notify passenger about Bag rush and on board the flight to passenger destination: RUSHONBOARD | After arrival | Run ever minutes |
|--|--|------|---------|---|---|---|---|---|---------------|------------------|

| | | | | | | | | | |
|-------------------------------|--|-------|--------------|---|---|---|---|---|-----------------|
| | COP Rebooking | EDEN | AF - KL - DL | ✓ | ✓ | ✓ | ✓ | Notify customers about their rebooking solution done via COP. Note: DL scope is DL flights departing from CDG & AMS | From D-2 to D+2 |
| eRecovery notifications | e-Recovery on board | ERECO | AF - KL | ✓ | ✗ | ✗ | ✗ | Proactive communication with compensation via CABINPAD and IPOB tools for individual and | After arrival |
| Missing luggage notifications | Missing luggage at arrival with 2 notifications types: - NOT ON BOARD | MLUG | AF - KL | ✓ | ✓ | ✓ | ✓ | Notify passenger about Bag not on board Notify passenger about Bag not on board and already rerouted | After arrival |

| | | | | | | | | | | |
|---------------------|-----------------------------|-------|--------------|---|---|---|---|---|--|------------------|
| Adhoc notifications | OCC-CCO Ad-Hoc notification | AMOC | AF - KL | ✓ | ✓ | ✓ | ✗ | Notify passengers in case of major crisis, like strike, public transport issues to/from airports, volcano eruption... | Notification can be sent D-10 and D+10 | Run ever minutes |
| Collective apology | Proactive Apology | IMRN | AF - KL | ✓ | ✗ | ✗ | ✗ | AF or KL email communication campaign without compensation, or with Miles or EMD compensation | After arrival | Run ever minutes |
| Complaints | i-Care | ICARE | AF - KL - DL | ✓ | ✗ | ✗ | ✗ | Send to passenger the confirmation of their claim and keep them updated | After arrival | Run ever minutes |

| eCRM - Service communication (R2) | | | | | | | | | |
|-----------------------------------|--------------------|------------|--------------|-------|-----|-------------|-----------|---|------------------|
| Campaign group | Campaign Name | Event code | Airline | Email | SMS | Mobile Push | SoMe Push | Description | Sending time |
| Pre travel | Pre-Travel | PRE | AF | ✓ | ✗ | ✗ | ✗ | Provide tips to passenger to prepare for their trip | Before departure |
| ICI | Check -in Reminder | ICI | AF - KL - A5 | ✓ | ✗ | ✓ | ✓ | Remind the passenger to check in online | Before departure |
| PACI | Proactive Check-in | PACI | AF - KL | ✓ | ✗ | ✓ | ✓ | Send boarding card to passenger | Before departure |
| Hand luggage | Hand luggage | HANDLUG | AF - KL | ✗ | ✓ | ✓ | ✗ | Send a notification to passenger asking them to check in hand luggage free of charge when load factor above 80% | Before departure |

| | | | | | | | | | |
|--------------------------------|--------------------------|---------------------|---------|---|---|---|---|--|------------------|
| Advanced Passenger Information | APIS | APIS | AF - KL | ✓ | ✗ | ✓ | ✓ | Remind the passenger to provide missing Advanced Passenger Information | Before departure |
| Booking | Booking confirmation | BKGCONAF / BKGCONKL | AF - KL | ✓ | ✗ | ✗ | ✓ | Send booking confirmation when transaction is done and paid | Before departure |
| | Booking On Hold | BKGONHOLD | AF - KL | ✓ | ✗ | ✗ | ✓ | Send booking on hold (TTT confirmation & Reminder, call me...) to customer | Before departure |
| | Paid Option confirmation | BKGPOCONF | AF - KL | ✓ | ✗ | ✗ | ✗ | Send ancillaries confirmation one the payment is done and EMD issued | Before departure |

| | | | | | | | | | |
|-----------------------|----------------------|---------|---------|---|---|---|---|--|--|
| | Booking cancellation | BKGCANC | AF | ✓ | ✗ | ✗ | ✗ | Send booking cancellation once the cancellation is confirmed by the passenger. This includes refund confirmation | Before departure |
| Ticket | Ticket confirmation | TKTCONF | AF | ✓ | ✗ | ✗ | ✗ | Send the ticket confirmation once the payment is done and ticket is issued | Before departure |
| Push Paid Options | Push Paid options | PPON | KL | ✗ | ✓ | ✓ | ✗ | Send commercial offers | Before departure |
| Airport notifications | Gate Assignment | GAAS | AF - KL | ✗ | ✗ | ✓ | ✓ | Notify customers about which gate assigned to their flight | at 120 Minutes for LH and 90 Minutes for SH - MH |

| | | | | | | | | | |
|-------------------|---------------------------------------|--------------|---------|---|---|---|---|---|------------|
| | Lounge | LN | KL | ✗ | ✓ | ✗ | ✗ | Several notifications linked to KL lounge at SPL | At airport |
| | Travel & Services | TS | KL | ✗ | ✓ | ✗ | ✗ | Several notifications linked to queuing | At airport |
| Flight status bot | Flight Takes Off (Flight Status Bot) | FRFFLTTKOFF | AF - KL | ✗ | ✗ | ✗ | ✓ | To proactively passenger's family & friends when flight takes off | At airport |
| | Flight Touch-Down (Flight Status Bot) | FRFFLTLANDON | AF - KL | ✗ | ✗ | ✗ | ✓ | To proactively passenger's family & friends when touch-down | At airport |

| | | | | | | | | | |
|-----------|------------------------------|--------------|---------|---|---|---|---|--|------------|
| Solo kids | Flight out gate | UMFLTOUTGATE | AF - KL | ✗ | ✗ | ✓ | ✗ | To inform proactively persons accompanying UMs (children from 4 to 17 years old travelling alone) at the departure and persons waiting for UMs that UM boarded and flight out gate | At airport |
| | Flight Takes Off (Solo kids) | UMFLTCKOFF | AF - KL | ✗ | ✓ | ✓ | ✗ | To inform proactively persons accompanying UMs (children from 4 to 17 years old travelling alone) at the departure and persons waiting for UMs that flight took | At airport |

| | | | | | | | | | |
|------------------------------------|---|------------|---------|---|---|---|---|--|------------|
| | Flight Arrives In (Solo Kids) | UMFLTARRIN | AF - KL | ✗ | ✗ | ✓ | ✗ | To inform proactively persons accompanying UMs (children from 4 to 17 years old travelling alone) at the departure and persons waiting for UMs that flight arrived at gate | At airport |
| Arrival notifications | Luggage belt | LB | AF - KL | ✗ | ✓ | ✗ | ✗ | Send notification to inform customers about luggage belt where they can collect their luggage | At arrival |
| Direct Online for Corporate Travel | Direct Online for Corporate Travel (DOCT) | DOCT | AF - KL | ✓ | ✗ | ✗ | ✗ | Send emails for Direct Online for Corporate Travel | Any time |

| | | | | | | | | | |
|-------|---------------------------|-------------|----|---|---|---|---|---|----------|
| Other | Subscriber & Weekend card | ABO_WEEKEND | AF | ✓ | ✗ | ✗ | ✗ | Send confirmation for Subscriber & Weekend card | Any time |
|-------|---------------------------|-------------|----|---|---|---|---|---|----------|

| Flying Blue and My Account services emails (R3) | | | | | | | | | |
|---|------------------------------|---------------|--------------|-------|-----|-------------|-----------|--|--------------|
| | Campaign Name | Event code | | Email | SMS | Mobile Push | SoMe Push | Schedule Name | Sending time |
| | My-Account Email Change | email_change | AF - KL - FB | ✓ | ✗ | ✗ | ✗ | Send confirmation when My-account email is changed | Any time |
| | My-Account Lost ID | lost_id | AF - KL - FB | ✓ | ✗ | ✗ | ✗ | Send lost ID when requested by customer | Any time |
| | My-Account Password Change | passwd_change | AF - KL - FB | ✓ | ✗ | ✗ | ✗ | Send confirmation when password changed | Any time |
| | My-Account Enrollment | myacc_enrol | AF - KL | ✓ | ✗ | ✗ | ✗ | Send enrollment confirmation | Any time |
| | My-Account password recovery | passwd_init | AF - KL - FB | ✓ | ✗ | ✗ | ✗ | Send temporary password when requested by customer | Any time |

| | | | | | | | | | |
|--|--------------------------|--------------------|----|---|---|---|---|--|----------|
| | Debit Miles | DBM | FB | ✓ | ✗ | ✗ | ✗ | Send confirmation when miles debited | Any time |
| | Retro claim Ticket | RCT | FB | ✓ | ✗ | ✗ | ✗ | Send confirmation for retro claim ticket | Any time |
| | Retro claim Paid Options | PDO | FB | ✓ | ✗ | ✗ | ✗ | Send confirmation for retro claim paid options | Any time |
| | One Time Password | ONE_TIME_PASS-WORD | FB | ✓ | ✗ | ✗ | ✗ | Send one time password for offline | Any time |

APPENDIX D-QUESTIONNAIRE (A-B TEST)

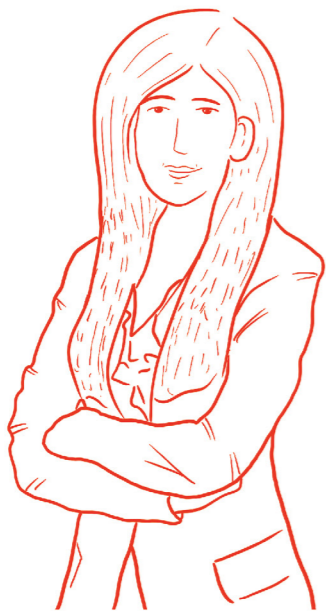
This section shows the first iteration of the A-B test questionnaire which was used as a pilot test to get initial user feedback and to check the effectiveness of the questionnaire.

Hello Traveler,

Flying can be an amazing experience, but sometimes things can go wrong. We're going to go through one such bad experience and I need your help to understand how we can make this experience better.

Meet SARA,

We're going to go through this journey from Sara's point of view. (Put yourselves in Sara's shoes)



Hi, I'm Sara

I'm 28 years old, a working professional and I travel occasionally, mostly for leisure.

It's been a while since I've spent time with my boyfriend, so I've taken a couple of weeks off next month to go and meet him in Oslo.

I just hope that nothing goes wrong during my trip because I cannot afford to take more days off or spend extra money.

I like to make sure that I have everything ready so that my travel is as smooth as possible.

Trip Details

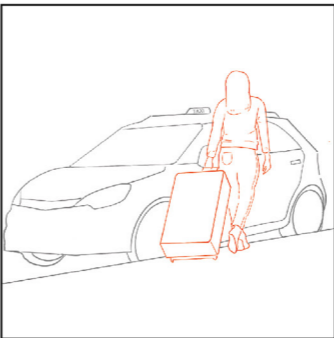


AMS
Amsterdam

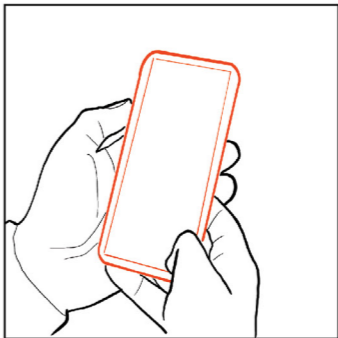


OSL
Oslo

The Journey

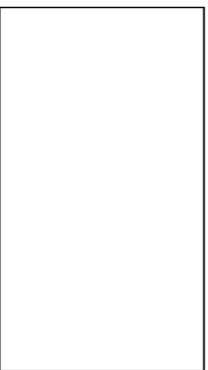
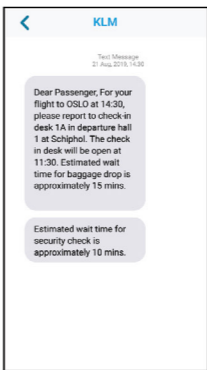
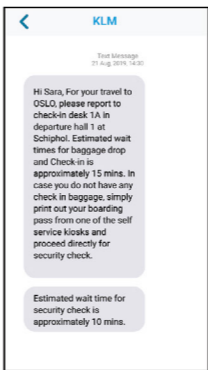


Sara has already checked in online the day before. On the day of her travel, she takes a Taxi to go to Schiphol



On the way, she checks her phone and receives an SMS.

Pick one option



Please explain your preference

How proactive is the message?

Not proactive

Completely proactive

Is the information enough for you to plan your next steps?

No, Not at all

Yes, Very

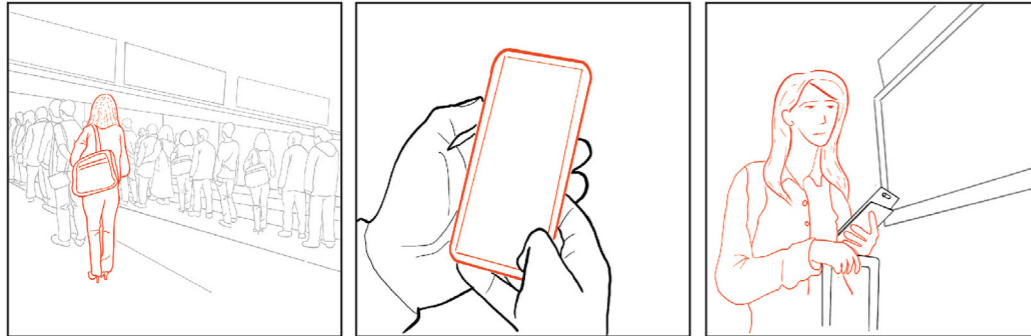
Do you feel reassured?

No, Not at all

Yes, Very

What would you do next?

The Journey

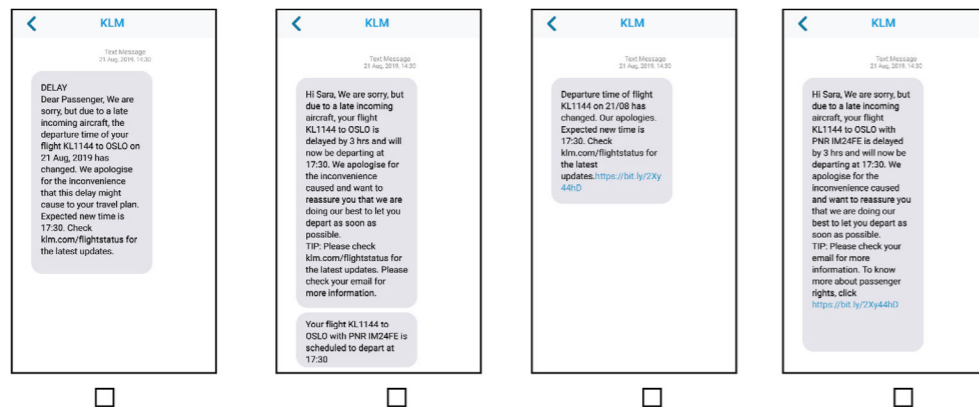


Sara reaches the airport, checks in her bag and proceeds for security check

Just before security, she receives an SMS

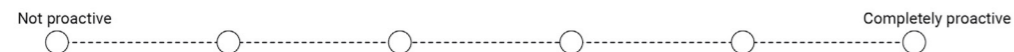
Also glances at the flight information screens

Pick one option



Please explain your preference

How proactive is the message?



Is the information enough for you to plan your next steps?

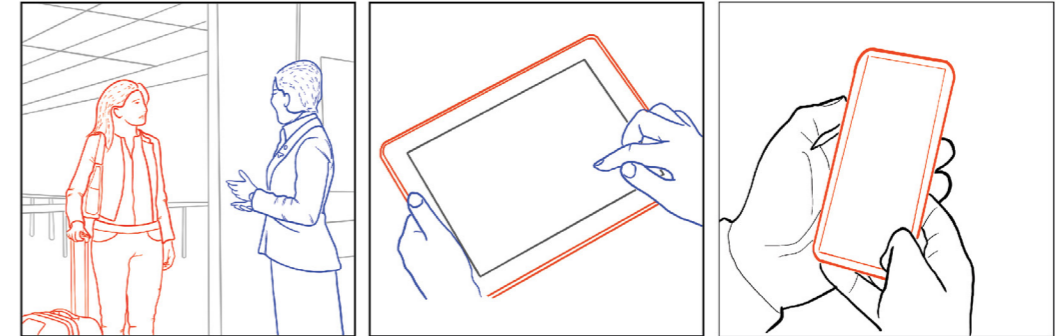


Do you feel reassured?



What would you do next?

The Journey

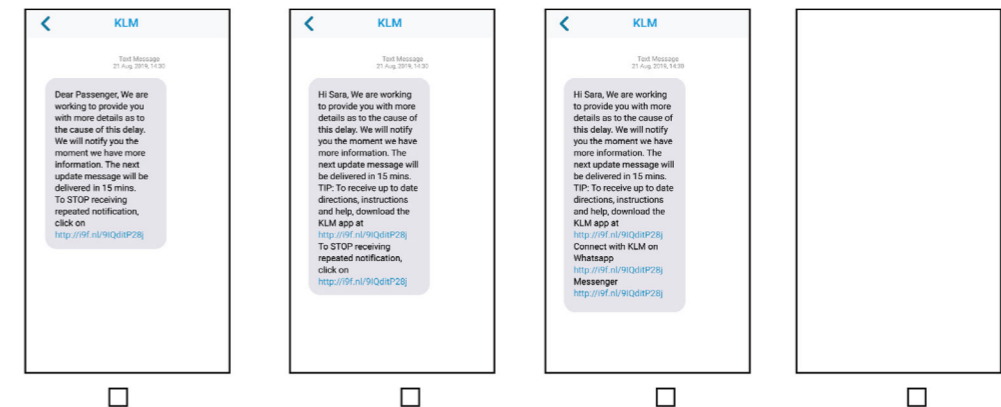


She wants to know more about the delay and goes to talk to an agent.

The agent checks her iPad and gets the same delay notification for Sara's flight but is not able to tell anything else.

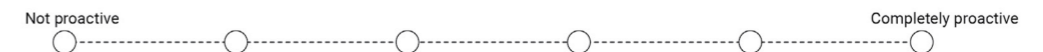
Sara gets a notification after 5 mins

Pick one option

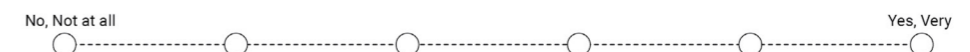


Please explain your preference

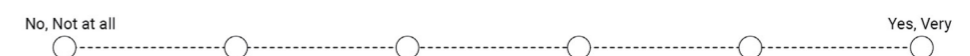
How proactive is the message?



Is the information enough for you to plan your next steps?

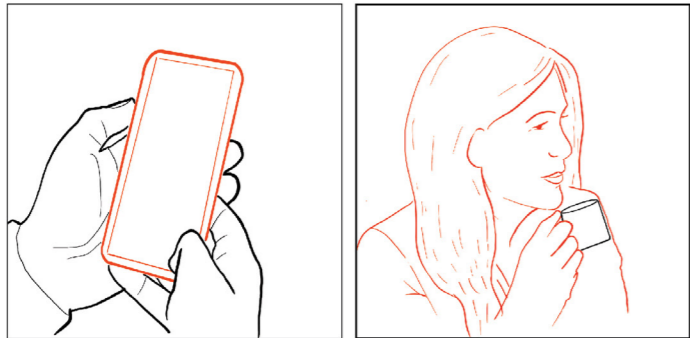


Do you feel reassured?



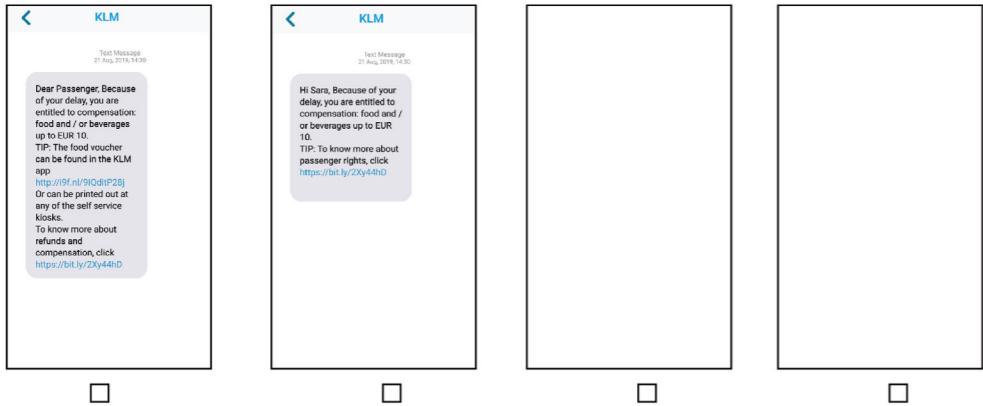
What would you do next?

The Journey



She checks her phone for any more updates
Decides to have a snack and a coffee to spend her time.

Pick one option

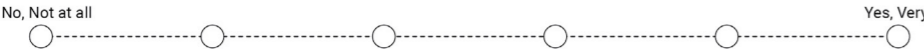


Please explain your preference

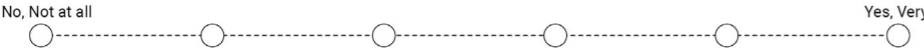
How proactive is the message?



Is the information enough for you to plan your next steps?

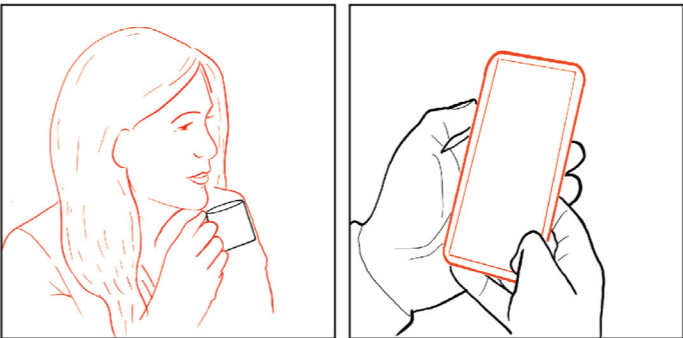


Do you feel reassured?



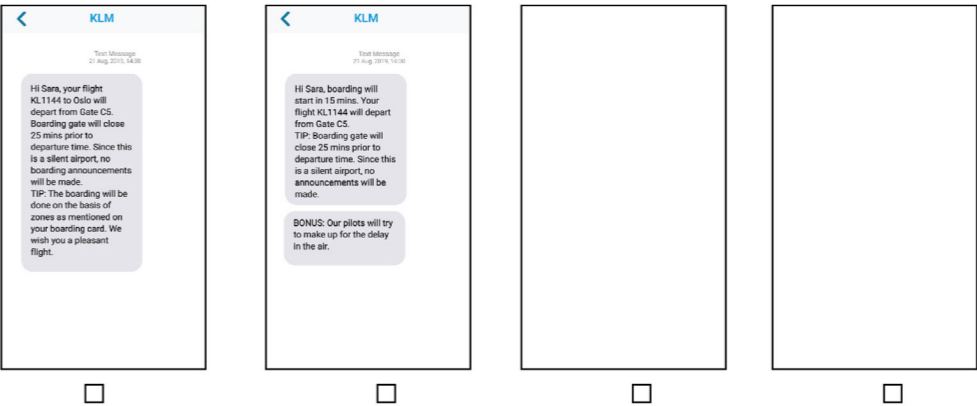
What would you do next?

The Journey



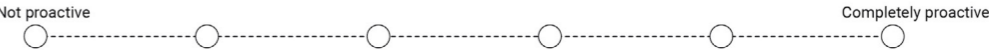
Gets another update

Pick one option



Please explain your preference

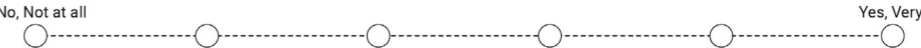
How proactive is the message?



Is the information enough for you to plan your next steps?



Do you feel reassured?



What would you do next?

9. Please indicate the intensity of how you feel in Q2 (your 1st choice) *

Mark only one oval.

1 2 3 4 5

I feel (choice 1) very less ○ ○ ○ ○ ○ I feel (choice 1) a lot

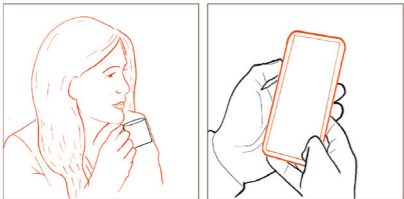
10. Please indicate the intensity of how you feel in Q2 (your 2nd choice) *

Mark only one oval.

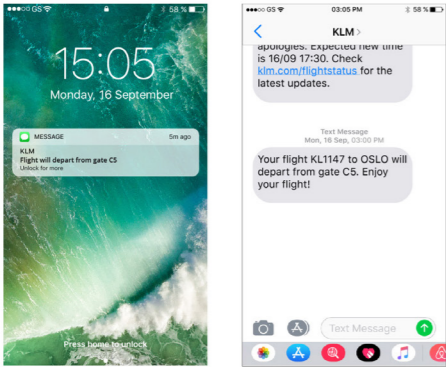
1 2 3 4 5

I feel (choice 2) very less ○ ○ ○ ○ ○ I feel (choice 2) a lot

After passing security check, you have 3 hours before your flight departs. You decide to grab some coffee and spend some time at the airport.



1.5 hours before boarding, you get another message. Please answer the questions below.



11. Q3. What do you think after reading this message? PICK ANY 2 OPTIONS *

Check all that apply.

☐ The message is clear

☐ I need more details

☐ I don't like the tone of the message

☐ Ok, What am I supposed to do next?

☐ Other: _____

12. Please explain your answer choice *

13. Q4. How do you feel after reading this message? PICK ANY 2 OPTIONS *

Check all that apply.

☐ I feel reassured ☐ I feel confident

☐ I feel do I see what ☐ I feel stressed

☐ I feel anxious ☐ I feel nervous

☐ Other: _____

14. Please explain your answer choice *

15. Please indicate the intensity of how you feel in Q4 (your 1st choice) *

Mark only one oval.

1 2 3 4 5

I feel (choice 1) very less ○ ○ ○ ○ ○ I feel (choice 1) a lot

16. Please indicate the intensity of how you feel in Q4 (your 2nd choice) *

Mark only one oval.

1 2 3 4 5

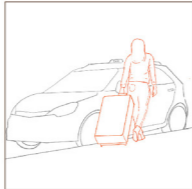
I feel (choice 2) very less ○ ○ ○ ○ ○ I feel (choice 2) a lot

Delay Communication Scenario 2

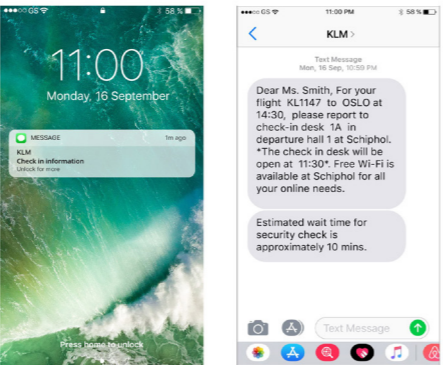
In this section, you will be introduced to a scenario and presented with samples of NEW SMS messages that will be sent by the airlines. (for the purposes of this research, we will take KLM as an example). Then you will be asked certain questions about how you perceived the messages.

Delay Communication Scenario 2

Imagine you are traveling from Amsterdam to Oslo. Your flight departs at 14:30. You take a taxi and are on your way to the airport.



On the way to the airport, you get a message. Please look at the message and answer the questions below.



17. Q5. What do you think after reading this message? PICK ANY 2 OPTIONS *

Check all that apply.

☐ The message is clear

☐ I have all the details I need

☐ Too little information

☐ I don't know what to do next

☐ Other: _____

18. Please explain your answer choice *

To view the rest of the questionnaire, use the provided link -

<https://forms.gle/JaDDdLuymAVJgXNr9>

Participants Feedback & Comments

Original Messages

"Immediately the information I need (the new flight time) was there in the message, but the extra information I would probably want to know eventually should be there as maybe a link. I scanned through the message and at this point a long message would just add to my irritation."

"Annoyed because there is no indication of the reason why the flight is delayed and So i don't know if the flight will get delayed further eventually. I also feel a little lost and confused of what to d now, because clearly this didn't go along with what I had planned for my day."

"Message seems automated. Feel no empathy. The message is sent after 1.5 hrs, already know that I have done all my checks. Give me a coffee for free / QR code ? Discount code?"

"Don't feel recognised. just another passenger, just a number."

Participants Feedback & Comments

New Asix Messages

"Because you gave me specific indication regarding, location, time, waiting time. I can get a coffee before standing in line. First thing you do is to stand in line to preserve the spot, this way I can reschedule my time/routine at the airport."

"Confident-I know what I have to do. Don't have to look at the screens. Cared - because you called me by name. Provide me with more than needed information. (Wi-fi). It's like preparing myself for my stay at the airport."

"I have more info in the email and something to do while waiting, but I will feel even more reassured if I had a link to the website explaining the reason. I don't trust immediately that they sent an email for real."

"Anger - because of the delay. Conflicting because I would like to say bad words about you. But you are acting like a child who broke something and is looking at you with big brown eyes. You can't say anything to them. Like Shrek , the cat with the boots."

Participants Feedback & Comments

New Asix Messages

"It was super helpful message and now I can time my activities for the next 15 mins. I dont need to be stressed about checking the screens. Warm because the message about the pilot making up for the delay was sweet."

"It's more personal. I don't have to click and open the page, I can have the main information on just my device and you are also giving me the voucher information. I can find the same information in the email that you will send in the link in the first one."

APPENDIX F - ONLINE QUESTIONNAIRE 1

This section shows the first online questionnaire designed to gauge participant feedback regarding only the original messages sent by KLM. It was observed that in the previous tests, participants were getting influenced in their answers because both the original messages and the new messages designed according to the proposed Asix structure were shown together. In order to remove this bias and to ensure objectivity in the participants responses, it was decided to separate these sets of messages and to create different questionnaires and share them with two different sets of people. The questionnaire shown here deals only with the original messages that KLM sends and in all 15 participants responded to it.

Communication For a Delayed Flight

Flying to your holiday destination can be an amazing experience. But sometimes, things can go wrong. Your flight might get delayed or cancelled. At such times you want to be kept well informed about the situation.

This small research is aimed at understanding how passengers think and feel when they receive information by the airline or the airport during a disruption. It would be of great if you could take some time and respond to this questionnaire. The questionnaire takes approximately 15 minutes to complete. Thank you in advance.

* Required

1. How old are you? *

Mark only one oval

- ☐ 18 - 25 years
☐ 26 - 35 years
☐ 36 - 45 years
☐ 46 - 55 years
☐ Above 55

2. How often do you travel by air? *

Mark only one oval

- ☐ Very frequently (3-4 times a month)
☐ Frequently (4-6 times in 3 months)
☐ Occasionally (2-3 times in 6 months)
☐ Rarely (1-2 times in a year)

3. What types of trips do you usually take? *

Check all that apply

- ☐ For Leisure
☐ For Business
☐ Both

4. Gender *

Mark only one oval

- ☐ Female
☐ Male
☐ Prefer not to say
☐ Other

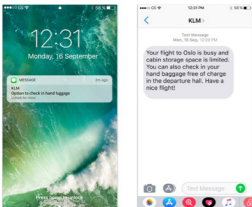
In this section, you will be introduced to a scenario and presented with samples of messages sent by the airline. For the purpose of this research, we will take KLM as an example. Then you will be asked certain questions about how you perceived the message.

Check-in

Imagine you are traveling from Amsterdam to Oslo. Your flight departs at 14:30. You reach the airport 2.5 hrs before your flight. You stand in the check-in queue to drop off your bag. A few mins later you get a message.



Please read the message and answer the questions below.



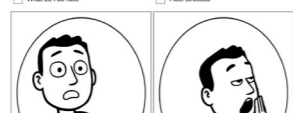
5. Q1. What purpose does this message serve? *

Check all that apply

- ☐ The message is clear and informs me what I have to do next
☐ This message has just enough information for me to know what to do next
☐ The message is vague
☐ I'm confused and don't know what to do next
☐ Other:

6. Q2. How does this message make you feel? (Pick two or more options) *

Check all that apply



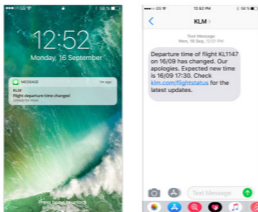
7. What part of this message makes you feel this way? *

Delay Communication

After dropping off your bag, you proceed to the security check. you get another message.



Please read the message and answer the questions below.



8. Q2. What purpose does this message serve? *

Check all that apply

- ☐ The message is clear and informs me what I should do next
☐ The message has just enough information for me to know what I should do next
☐ The message is vague and doesn't inform me what I should do next
☐ I'm confused and do not know what to do next
☐ Other:

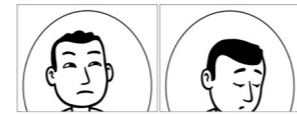
9. Q4. What information would you like more after this message? (you can pick more than one answer) *

Check all that apply

- ☐ I want to know why my flight is delayed
☐ I want to know if there will be a further delay
☐ I want to know if there is another option available if I simply need to fly out on time
☐ I want to know if I can speak to someone about this
☐ Other:

10. Q5. How does this message make you feel? (Pick two or more options) *

Check all that apply



To view the rest of the questionnaire, use the provided link -

<https://forms.gle/ogekSNK8URbJXH9u9>

APPENDIX G - ONLINE QUESTIONNAIRE 2

Participants Feedback & Comments Original Messages

“The message is not actionable enough to know next steps and doesn’t give me any clear commitment.”

“No way to contact KLM for changes if required. You can get more information quicker if you contact them.”

“I feel well Informed with the new departure time given and a link to check the status helps me to plan how I want to spend my time at the airport.”

“By not informing me of what to do in the mean time, they’re basically forcing me to waste my time sitting at the gate, because i don’t wanna risk missing my flight.”

“Yes that you tell me the hour of boarding (not departure), So I know when I should be at the gate.”

“Sudden changes and late information will make me panic as I would feel that I can’t make the flight. Tone of the message is pissing off as you know you have to hurry for it not being your fault.”

“So I like that there is information directly communicated to me, so u dont have to check it myself online or on the screens.”

“I need clear communication about why it is like that and what is the process the airline is following to solve the problem. Is it due to natural or man-made cause or serious or non serious event. Simply more details about the delay in a non frustrating and non scary way.”

“If you communicate a delay i would want to know the cause. Also can i get something to drink or eat paid by klm?”

“A bit information is good, a bit more is better.”

This section shows the second online questionnaire designed to gauge participant feedback regarding only the new messages based on the Asix structure. Similar to the earlier test, this test was designed separately and showed only the new messages and was shared with a completely different group of people to remove any biases. 30 people responded to this questionnaire.

Communication For a Delayed Flight
Facing a long holiday destination can be an amazing experience. But sometimes, things can go wrong. Your flight might get delayed or cancelled. At such times you want to be kept well informed about the situation.

This small research is aimed at understanding how passengers think and feel when they receive information by the airline or the airport during a disruption. It would be of great if you could take some time and respond to this questionnaire. The questionnaire takes approximately 10 minutes to complete. Thank you in advance.

* Required

1. How old are you? *
Select only one option.
☐ 18 - 25 years
☐ 26 - 35 years
☐ 36 - 45 years
☐ 46 - 55 years
☐ Above 55


2. How often do you travel by air? *
Select only one option.
☐ Very frequently (3-4 times a month)
☐ Frequently (4-6 times in 3 months)
☐ Occasionally (2-3 times in 6 months)
☐ Rarely (1-2 times in a year)

3. What types of trips do you usually take? *
Check all that apply.
☐ For Leisure
☐ For Business
☐ Both

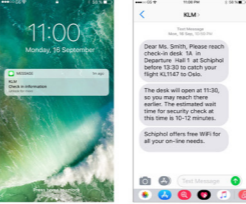
4. Gender *
Select only one option.
☐ Female
☐ Male
☐ Prefer not to say
☐ Other

In this section, you will be introduced to a scenario and presented with samples of messages sent by the airline. (For the purposes of this research, we will take KLM as an example.) Then you will be asked certain questions about how you perceived the messages.

Check-in Information
Imagine you are traveling from Amsterdam to Oslo. Your flight departs at 14:30. You take a taxi and are on your way to the airport.




On the way to the airport, you get a message. Please read the message and answer the questions below.





5. Q1. What purpose does this message serve? *
Check all that apply.
☐ The message is clear and informs me what I should do next.
☐ The message has just enough information for me to know what I should do next.
☐ The message is vague and doesn't inform me what I should do next.
☐ I'm confused and do not know what to do next.
☐ Other:


6. Is there anything else you would expect from this message at this stage?


7. Q2. How does this message make you feel? (Pick two or more options) *
Check all that apply.



☐ I feel reassured



☐ I feel confident


☐ What do I do next


☐ I feel stressed






☐ I feel anxious


☐ I feel indifferent


☐ I feel angry

8. What part of this message makes you feel this way? *

Departure Time Change
You reach the airport 2.5 hrs before your flight. Check-in, drop off your bag and head to the security check. Just before the security check, you get a message.








Please read the message and answer the questions below.


9. Q3. What purpose does this message serve? *
Check all that apply.
☐ The message is clear and informs me what I should do next.
☐ The message has just enough information for me to know what I should do next.
☐ The message is vague and doesn't inform me what I should do next.
☐ I'm confused and do not know what to do next.
☐ Other:


10. Q4. What information would you like more after this message? (You can pick more than one answer) *
Check all that apply.
☐ I want to know why my flight is delayed.
☐ I want to know if there will be a further delay.
☐ I want to know if there is another option available if I simply need to fly out on time.
☐ I want to know if I can speak to someone about this.
☐ Other:


11. Q5. How does this message make you feel? (Pick two or more options) *
Check all that apply.

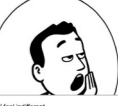

☐ I feel reassured



☐ I feel confident


☐ What do I do next


☐ I feel stressed


☐ I feel anxious


☐ I feel indifferent

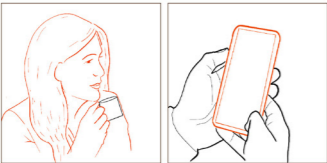

☐ I feel angry

☐ Other:

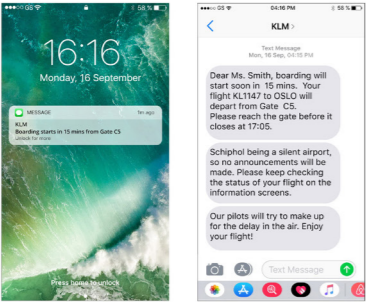
12. What part of this message makes you feel this way? *

Departure Gate

After passing security check, you have a few hours before your flight departs. You decide to grab some coffee and spend some time at the airport.



1.5 hrs before departure, you get another message. Please read the message and answer the questions below.



13. Q6. What purpose does this message serve? *

Check all that apply.

- ☐ The message is clear and informs me about all that I should do next.
- ☐ The message has just enough information for me to know what I should do next.
- ☐ The message is vague and doesn't inform me what I should do next.
- ☐ I'm confused and do not know what to do next.
- ☐ Other: _____

14. Is there anything else you would expect from this message at this stage?

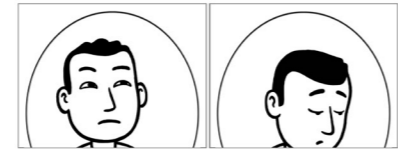
15. Q7. How does this message make you feel? Pick two or more options *

Check all that apply.



☐ I feel reassured

☐ I feel confident



☐ What do I do next

☐ I feel stressed



☐ I feel anxious

☐ I feel indifferent



☐ I feel angry

☐ Other: _____

16. What part of this message makes you feel this way? *

Luggage Belt Information

Your flight lands in Oslo. You disembark the flight and are heading to pick up your luggage when you receive the following message.



Please read the message and answer the questions below

To view the rest of the questionnaire, use the provided link -

<https://forms.gle/hZDG1p3LKbVSdCn46>

Participants Feedback & Comments

New Messages based on Asix Structure

"I personally enjoy walking into the airport and finding my way looking at the massive boards put up. I find airports fascinating so I may not want to just look into my phone and then know exactly what to do. If I'm in a hurry or getting late however(usually doesn't happen) this would be very useful."

"Message tells me exactly where to go first. Makes a difference if it's an airport you are visiting for the first time."

"It directs me to my next steps and eases my journey. I do not have to look up other info on my app or ticket or on Google."

"Angry: because the weather related delay which can be announced earlier. Stressed because there's way too much text. May be bullet points or paragraphs? Looks like spam and something I would miss."

"The fact that they keep us informed makes me feel reassured. However the possibility of further delay does make me feel a little anxious as I'm traveling alone."

"The fact that there's really not much to do and that I'm stranded. But the €10 food coupon makes me feel like they're making an effort even though there's not much they can do about bad weather."

"I feel stressed because of the situation. But the message is reassuring and gives some direction to the vague situation. I would like to speak to someone regarding my options."

Participants Feedback & Comments

New Messages based on Asix Structure

"Nice touch with the pilots trying to make up for the lost time. Shows you acknowledge and care."

"The fact that they're informing me when to head to the gate. Also...usually waiting and listening for an announcement tends to stress me a little because I keep thinking I'll miss it. However knowing I will get this sms is quite reassuring as checking my phone is a lot easier than trying to catch an announcement in the potential airport chaos."

" They acknowledge the delay, remind you to come to the gate and reassure that the pilots will make up the delay as much as possible"

" Super clear and nice to receive this info."

"There is emotional connect."

"Airlines feels for the stress caused to the customer."

"Being sent a message with clear information every step of the way helps."

"From experience, I know it is very stressful when you don't know when your flight is going to take off or where. With this information, it feels like I at least know what to do know, and don't have to search for people from KLM to get all the answers."

"They provide details in how to cope with the delay and what they're doing in order to ease your travel."

