APPENDIX

DESIGNING THE INFORMATION JOURNEY: AN ENGAGING APPROACH TO GUIDE AN AIRLINE ORGANISATION IN ADEQUATE INFORMATION TRANSFER TO THEIR CONTACT CENTRE STAFF

MASTER GRADUATION PROJECT

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INTRODUCTION TO APPENDIX

Dear reader,

This Appendix document belongs to the master graduation thesis: ***Designing the Information Journey:*** *An engaging approach to guide an airline organisation in adequate information transfer to their contact centre staff.*

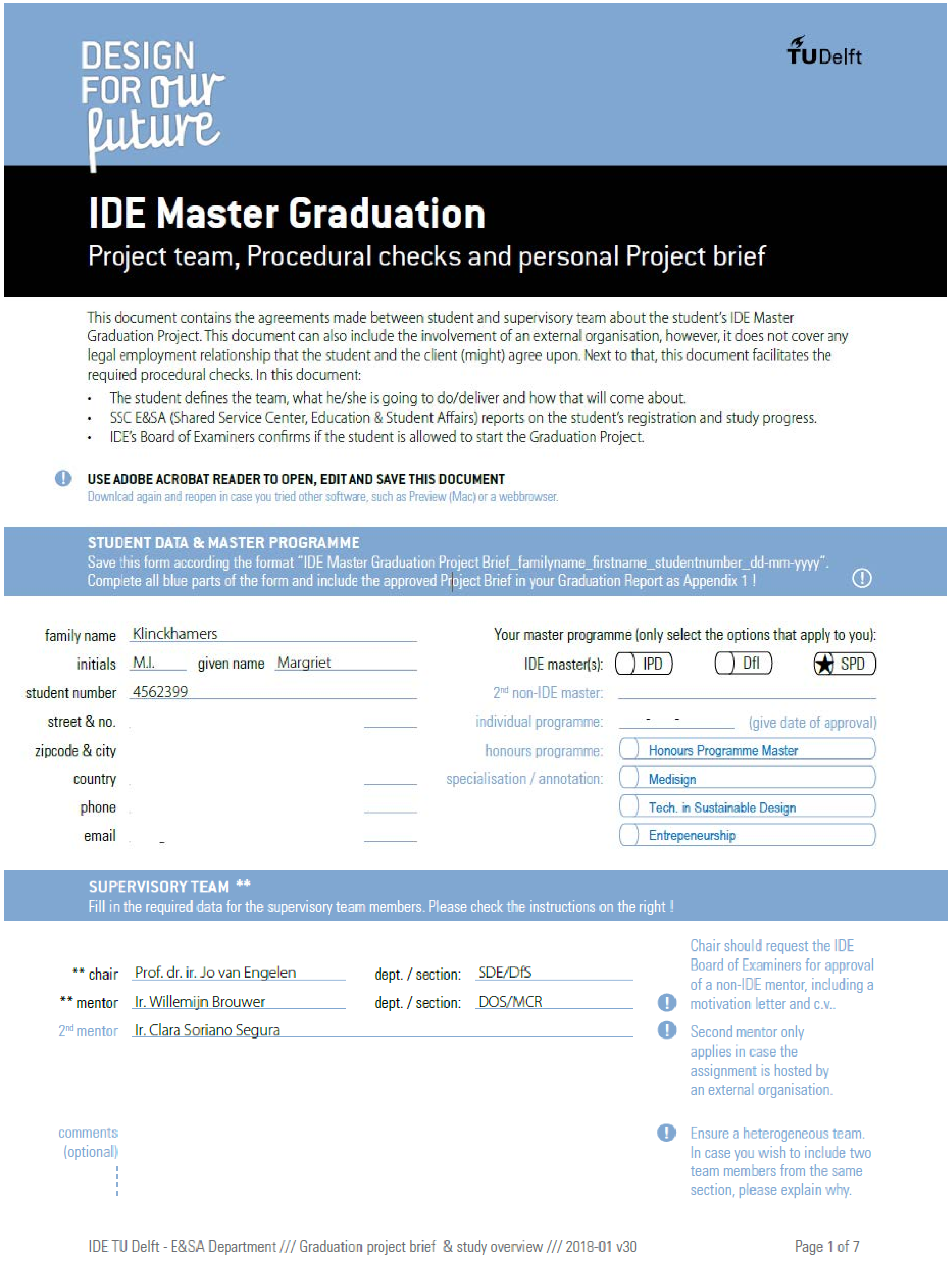
This document contains additional materials to complement the thesis report, like session materials and interview notes. Hence, this document is meant to be used in combination with the thesis report. The thesis contains a glossary that explains all of the abbreviations used in this Appendix (see page 5 in the thesis). The thesis report can be found in the TU Delft student repository under the previously mentioned title. Please note that some of the appendices are in Dutch.

Have a good read!

Margriet

OVERVIEW OF APPENDICES

1. PROJECT BRIEF



DESIGN FOR our future

TUDelft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

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STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name Klinckhamers
initials M.I. given name Margriet
student number 4562399
street & no.
zipcode & city
country
phone
email

Your master programme (only select the options that apply to you):
IDE master(s): ○ IPD ○ DfI ● SPD
2nd non-IDE master:
individual programme: - - (give date of approval)
honours programme: ○ Honours Programme Master
specialisation / annotation: ○ Medisign
○ Tech. in Sustainable Design
○ Entrepeneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair Prof. dr. ir. Jo van Engelen dept. / section: SDE/DfS
** mentor Ir. Willemijn Brouwer dept. / section: DOS/MCR
2nd mentor Ir. Clara Soriano Segura

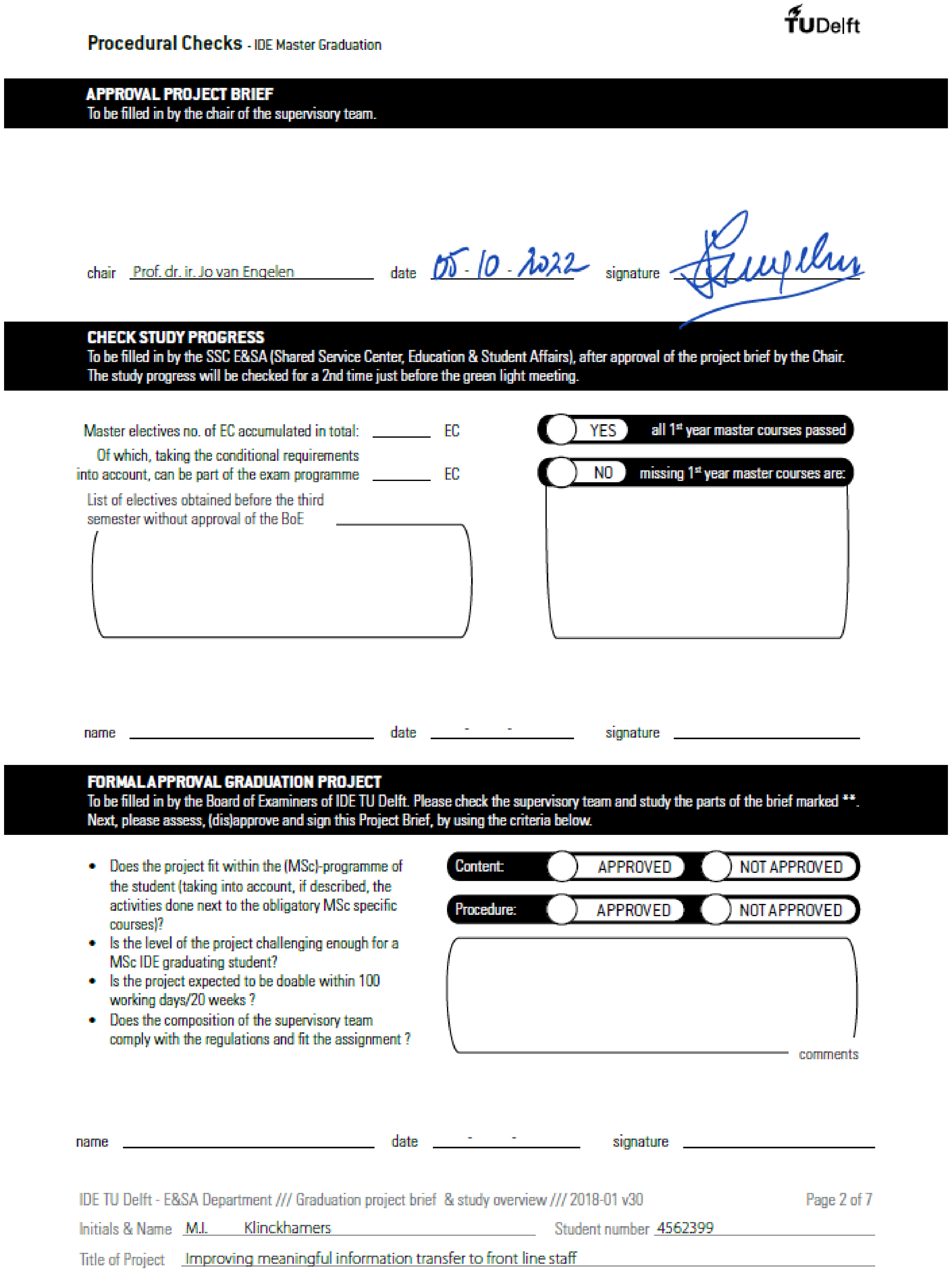
comments (optional)

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

Second mentor only applies in case the assignment is hosted by an external organisation.

Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30 Page 1 of 7



Procedural Checks - IDE Master Graduation

TUDelft

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Prof. dr. ir. Jo van Engelen date 05 - 10 - 2022 signature

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: ____ EC
Of which, taking the conditional requirements into account, can be part of the exam programme ____ EC
List of electives obtained before the third semester without approval of the BoE

○ YES all 1st year master courses passed
○ NO missing 1st year master courses are:

name date - - signature

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: ○ APPROVED ○ NOT APPROVED
Procedure: ○ APPROVED ○ NOT APPROVED

comments

name date - - signature

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30 Page 2 of 7

Initials & Name M.I. Klinckhamers Student number 4562399

Title of Project Improving meaningful information transfer to front line staff

Improving meaningful information transfer to front line staff — project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 05 - 10 - 2022 — 26 - 04 - 2023 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

[redacted] founded in 1919, is the oldest airline in the world that is still operating under its original name today. [redacted] has built a strong brand image of being a full service airline that cares hugely for its customers. As they state themselves: "providing memorable experiences to our customers is in our DNA". They believe that their employees are the ones who can make the difference and therefore are the key to their successful brand [redacted] Company Profile, n.d.). Looking at [redacted] most recent strategy, it remains of great importance for them to focus on being a great airline for their customers, while at the same time keeping their own people constantly engaged [redacted] Purpose & Strategy, 2022).
In order to live up to this ambition, [redacted] has to be able to serve its customers anywhere and anytime. The airline has to deal with phone calls, emails, chat sessions, and social media touchpoints simultaneously. [redacted] works together with a number of contact centers around the world to provide 24/7 response to its customers. One of these contact centers is [redacted], a subsidiary of [redacted] with one of its locations situated in Amsterdam. [redacted] provides omnichannel customer service on behalf of the airline. The agents at the contact centers have an important job, as they function as a touchpoint where customers interact with the [redacted]rand. Therefore, the agents play a crucial role in delivering the [redacted] customer experience. Yet they are experiencing a gap between them, and their parent company [redacted] One of the factors that plays a role here is that in practice there seems to be a lack of complete information provision and clear communication from [redacted] to the agents at the contact centers like [redacted]. As the agents are the ones who are in direct contact with the customer, it is of great importance that they are well equipped to fulfill customers' personal needs.

There are different teams which are responsible for creating, managing, and distributing the [redacted] products and services. Those teams are responsible for providing the correct information about new introductions or changes timely to the relevant stakeholders. This is especially critical for stakeholders like customer service agents, who should be able to adequately serve the customer any time. An example of such a team is the Ancillary Product Team that manages all of [redacted]s ancillary products. Ancillaries are all of the additional products that a customer can buy besides the air transportation ticket itself. This is an interesting team since the ancillaries are believed to become increasingly important in the future. McKinsey (2019) estimated that 70% of the value creation for airlines would come from additional revenues like ancillaries. At the same time, customers are looking for more personalized travel experiences and therefore personalized ancillary offers will become more relevant (Datalex, 2022).
There is an opportunity here for [redacted] to improve the information flow towards the agents in the contact centers. Not only will this help to make the agents feel more as if they are part of the company and empower them, it will also make sure that the agents have all the necessary information on time in order to properly serve the [redacted] customer, and empower them. It will also make sure that the agents have all the necessary information on time in order to properly serve the [redacted] customer, and ultimately deliver a better customer experience.

Datalex. (2022). The Digital Airline and Customer 2022. https://f.hubspotusercontent40.net/hubfs/2553593/Datalex%20
[redacted] Company Profile. (n.d.). [redacted] Retrieved September 12, 2022, from
[redacted]
Purpose & Strategy (2022). Internal documentation.
McKinsey. (2019). Airline retailing: The value at stake.
https://www.mckinsey.com/industries/travel-logistics-and-infrastructure/our-insights/airline-retailing-the-value-at-stake

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PLEASE NOTE:
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PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Currently, not all essential information gets to the contact center agents on time. The agents feel as if they are the last ones, if at all, to be informed. For them it feels as if there is a big distance between them, the ones who are directly serving the customer, and the employees who create the products. One could argue that there is an information gap between and the subsidiary contact center agents. As first line customer support, it is the agent who has to deal with the direct consequences during an interaction with the customer.

To increase the feasibility of this project, the focus will be scoped down to one business team and one contact center location. The research will focus on the Ancillary Product Team, which is situated in the Headquarters in Amstelveen, and the Amsterdam location of the contact center.

Information that goes to the first line customer support agents at should be correct, complete and on time. Currently, it happens that the context around products, or the why behind certain decisions is missing. Agents feel as if they receive the information too late to absorb it well before new introductions or adjustments go live. The contact center is a dynamic landscape in which agents come and go. This adds an extra challenge in terms of informing everyone with the right information at the right time, which influences the agents' ability and readiness to answer the customers' needs.

The business owners within the Ancillary Product Team possess the information about their products. Currently, there is no structured way or standard format to translate this knowledge into an understandable piece of information that feeds what the agents need to optimally perform. The business owner is not aware of what the call center agent deals with and tends to forget about the importance of communicating their knowledge to the agent.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

I will research contact center agents' way of working and determine needs that come with that based on patterns found and theoretical foundation from literature. I will design a tool (e.g. a template) that facilitates a structured way for the Ancillary Product business owners to provide correct and complete information at the right time, as well as an implementation plan to make this tool fit within the current structure at

Ancillary products are becoming more relevant, and the customer needs become more diverse and personal. The focus of this project will be on what information the Ancillary Product business owners should provide the agents to make sure that they are well equipped and ready to offer first line support. More specifically, needs of the agents will be researched, patterns will be sought and translated into an improved information flow while taking into account the current information structure The results of this project can serve as inspiration or guidelines for other teams and other contact centers to improve their information flow.

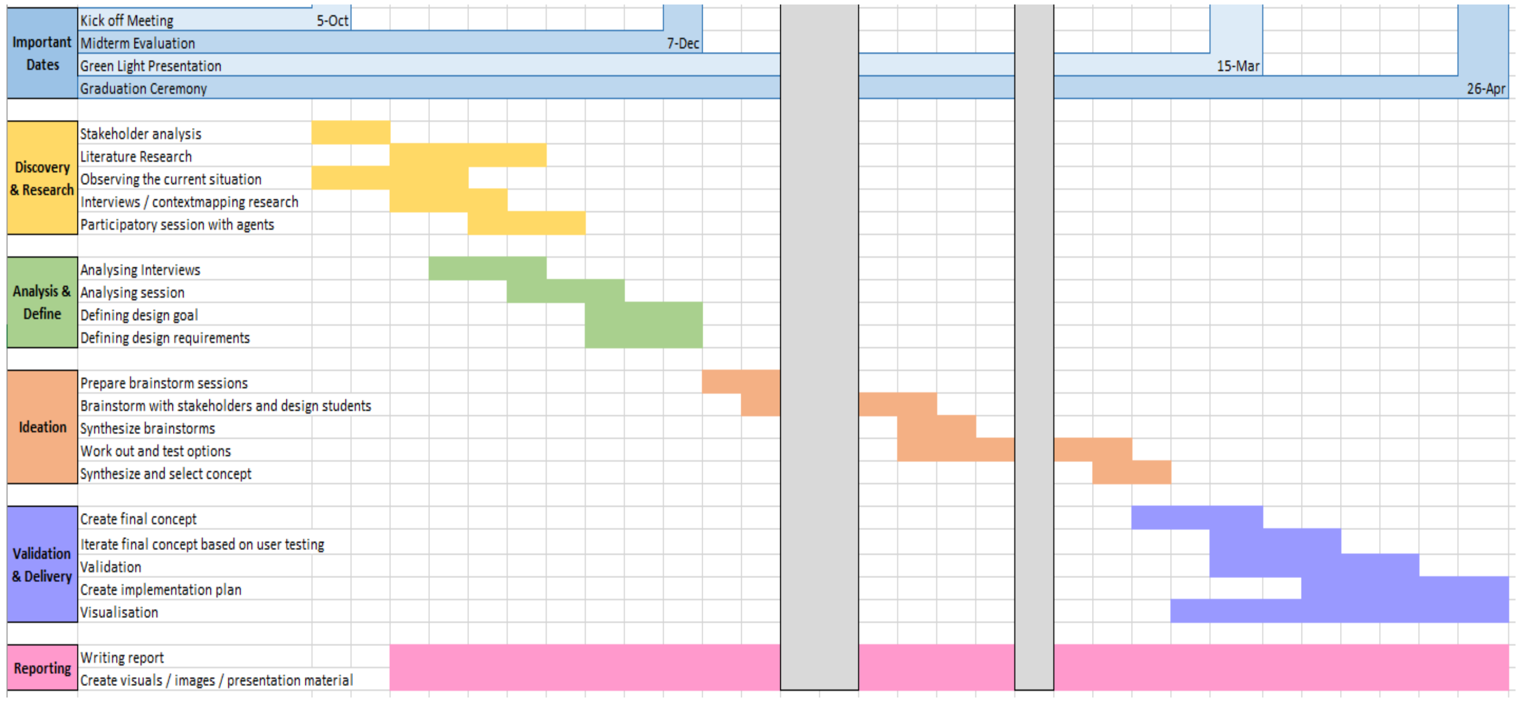
For this project, I will research the current information chain from Ancillary business owner to the agent and the relevant stakeholders in between. I will use participatory research techniques (interviews, creative sessions) to analyse needs and will use coding and clustering techniques to determine patterns. These findings, together with findings from literature about information and knowledge sharing, will be translated in a design goal and additional design requirements.
Multiple co-creation sessions with the business owners will be held to brainstorm about ways to achieve the previously defined design goal. These sessions will function as input for the design of the facilitation tool. The tool will be conceptualized and tested with the business owners. Interviews with company experts and stakeholders will serve as input for validation and creation of the implementation strategy.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 5 - 10 - 2022

26 - 4 - 2023 end date



I plan to graduate from the beginning of October until the end of April. This is due to the fact that I will work on my graduation for 4,5 days a week. This means that I have half a day a week to spend on other learning activities that I wish to achieve before I start my professional career, e.g. getting my drivers license. I have finished all of my mandatory courses for the SPD master before starting this graduation project.
I took into account three weeks of holidays, the same as in the academic calendar, for Christmas and New Year, as well as the break in between the two semesters.

The first two phases of my project will consist of researching the context and the literature, talking to stakeholders, and defining needs and patterns. An extensive analysis will lead to a well defined design goal. I plan to have this design goal ready at the midterm presentation. Hence the defined design goal serves as starting point for the second half of the project.
The second two phases of my project are mainly about brainstorming, creating, testing and validation. During this part of the project, the insights from the previous phases will serve as input for the brainstorming and creating of new ideas. I plan to brainstorm with business owners, but also with design students. In this phase I expect going back and forth between creating and testing a couple of times, and use this iterative approach to build towards a final outcome of the project.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

During my master and my previous internship, I have discovered that I am interested in how people collaborate, how processes and systems work and how such things can be improved by design. My initial interest in studying design came from the fact that I wanted to help people. With this project I can focus on teamwork, communication between people and also improving a process at the same time. I can act as a kind of bridge between different parties, this is something that I think I would also see myself doing in the future: bringing together different perspectives in order to make an impact. This is also what I envisioned for myself during the Strategic Value of Design course, where we had to introduce our profession in 10 years. Funny enough, I called myself a Collaboration Designer. This project is a good opportunity to find out if this is something that would really fit me. Furthermore, after doing student design projects at the university, it is now my chance to experience and execute a design project within a big organization. I am curious to see how the project will unfold in a real life context.

There are a couple of things that I would really like to learn or achieve during this project. First up, I want to learn how to manage a big project by myself. As a designer I am very much used to working together with others and I would also consider myself a teamplayer. Now it is time for me to take charge and manage the whole project myself. I find the idea a bit daunting, but I am also ready to prove myself that I can do this. I hope to learn how to deal with situations where I get stressed or anxious and I want to develop trust in myself and my abilities to make this project a success.

I tend to get caught up in project that I am really excited about or that I know is very important. I also see it as a learning goal for myself dare to let go of the project during moments that I don't have to work on it. Here, I have to trust the process and I should hold myself back from trying to get ahead of everything. It sounds a bit strange, but I think that for me it is important to learn when it is okay to let go of the project for a bit.

Another goal I have is to put the skills that I have learned over the last years into practice. In this project, I expect to host multiple creative sessions and interviews. I will have to take everything I have learned during the courses of Contextmapping, Creative Facilitation, Design Strategy Project, and more and apply it to a real life context. It is my goal to host some successful sessions, especially with participants who are not from a design background.

Lastly, I want to learn how to write down my findings and ideas in a compelling report. Academic writing is always a challenge and it takes a few tries before you get it right. Because of this, it can be hard to actually start writing. During this project, I hope to push myself to just start writing instead of trying to get everything perfect in my head at first. Writing something down actually helps to structure your thoughts and is a good way to make connections between things. So my goal will be to just write and improve, write and improve, and so on.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

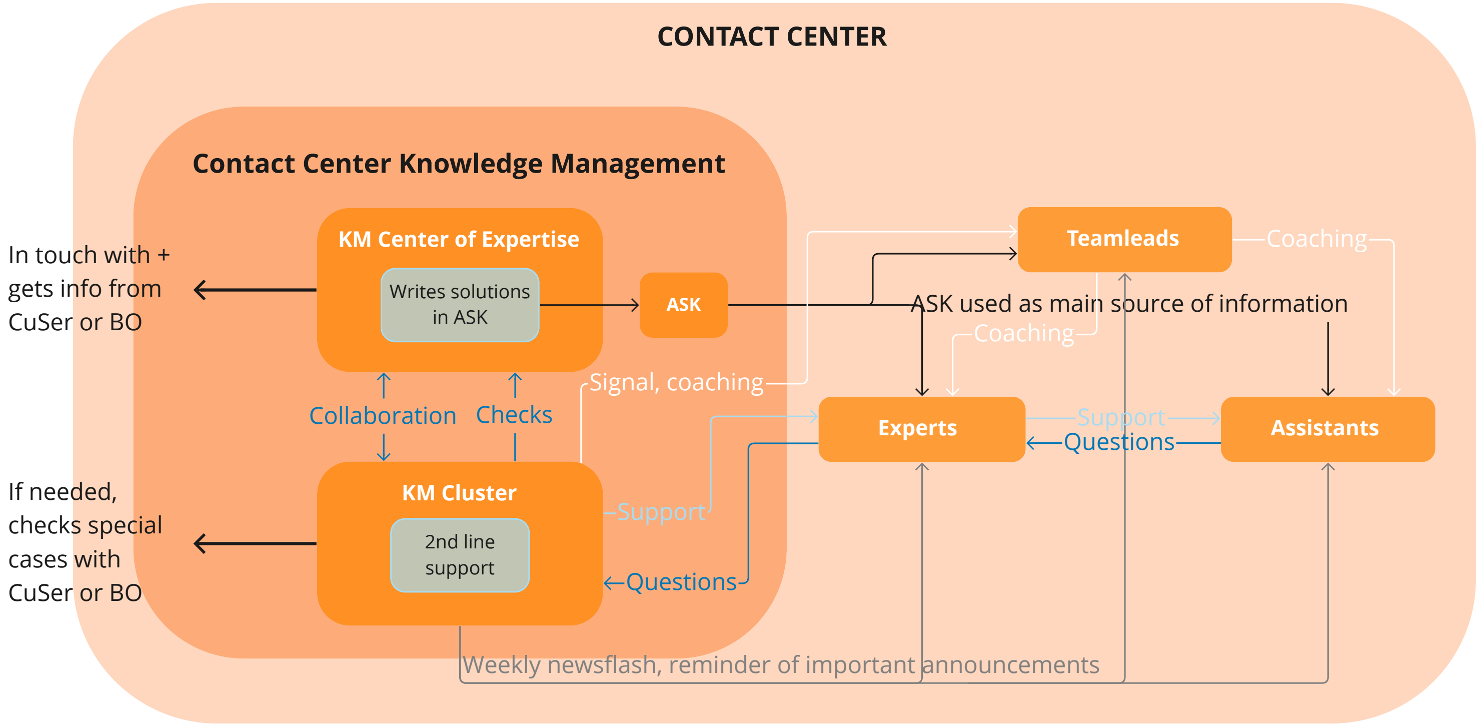
Initials & Name M.I. Klinckhamers Student number 4562399

Title of Project Improving meaningful information transfer to front line staff

2. CONTACT CENTRE OVERVIEW

Below is an overview of how the contact centre that is investigated for this research is internally organised.

The arrows show how the various teams and/or functions relate to one another.



3. INTERVIEW GUIDES ETHNOGRAPHIC RESEARCH

This appendix includes the interview guides for the ethnographic research done at Bluebird and at the CC.

Interview guide Bluebird ancillary stakeholders:

The interview guides for the Bluebird ancillary stakeholders were used for understanding how the information currently flows (Chapter 3) and how they currently experience this information flow (Chapter 4).

1. How do you currently act when you have some new information to communicate to the call center?
2. Why do you handle it that way?
3. How do you determine if you need to communicate some information?
4. Is there some information that you feel is currently missing from your side?
5. Can you give an example of how you have shared information in the past?
6. How was that experience for you?
7. And why?
8. How would the ideal information sharing look according to you? Why?
9. What is your vision on the ideal customer service? Why?

Interview guide Bluebird CuSer K&T:

The interview guide for the Bluebird CuSer K&T was used for understanding how the information currently flows (Chapter 3) and how they currently experience this information flow (Chapter 4).

1. How are the responsibilities divided amongst your teams within cuser?
2. How do you make yourself known within the company?
3. Why should business owners contact you?
4. How do business owners currently contact you?
5. Does info about one subject come from different sources?
6. What do you like or dislike about this? Why?
7. Do you as KM also contact business owners?
8. What are the next steps you take after you have received something?
9. What works best for you? Why?
10. How is the current situation different from the past?
11. How did things change?
12. Why was it necessary to change something?
13. How would your ideal KM structure look?
14. Who should be involved? Why?
15. What are essential elements of a good knowledge exchange for you? Why?
16. What is currently going well that you would like to keep? Why?
17. What would you like to see improved? Why?

Interview guide CC KM:

The interview guide for CC KM was used for understanding how their organisation is set up and information currently flows (Chapter 3).

1. Hoe ziet jullie organisatie er op dit moment uit?
2. Wat zijn jullie huidige taken?
3. Wie heeft contact met Bluebird? Waarover?
4. Hoe zorgen jullie er nu voor dat agents de processen begrijpen?
5. In welke vormen leveren jullie support aan de agents?
6. Welke stappen ondernemen jullie wanneer er veel vragen van agenten binnen komen?
7. Hebben jullie hier voorbeelden van uit het verleden?
8. Hoe is jullie ervaring met nieuwe implementaties vanuit Bluebird?
9. Hoe zouden jullie dit graag zien?

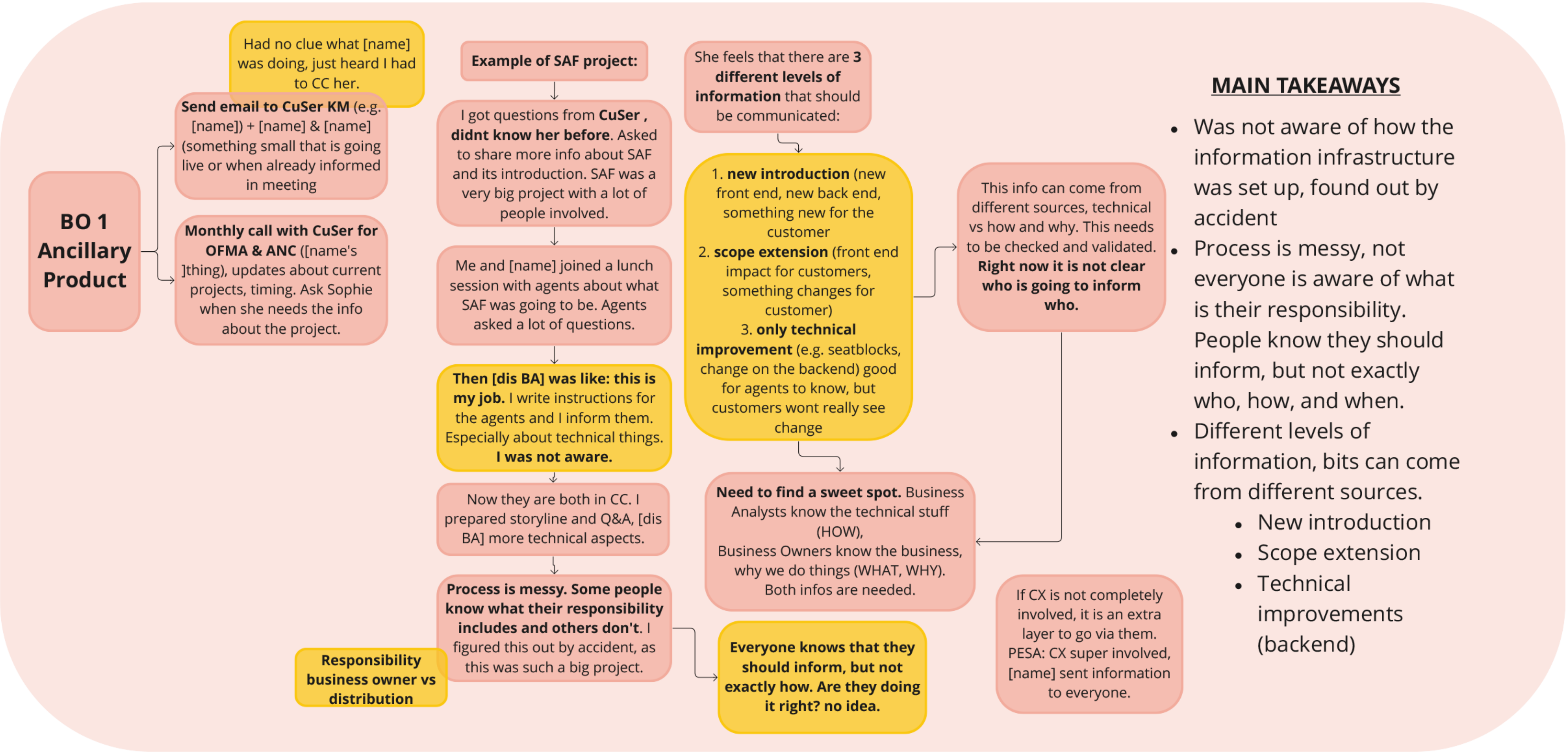
4. INTERVIEW SUMMARY OVERVIEWS

This appendix includes the summary overviews that were made of the interviews with Bluebird and the CC employees during the ethnographic research. These interviews were guided by the interview guides in Appendix 2. The insights that were derived from these interviews are used in Chapters 3 and 4.

The first 10 images are summaries of the interview with the ancillary stakeholders. In the bold box on the left, it says who the interview notes belong to.

The 11th image displays the summary of the CuSer interview. The 12th image shows the summary of the CC KM interview.

Ancillary stakeholder interview notes:



BO 1 Ancillary Product

Had no clue what [name] was doing, just heard I had to CC her.

Send email to CuSer KM (e.g. [name]) + [name] & [name] (something small that is going live or when already informed in meeting

Monthly call with CuSer for OFMA & ANC ([name's]thing), updates about current projects, timing. Ask Sophie when she needs the info about the project.

Example of SAF project:

I got questions from **CuSer , didnt know her before**. Asked to share more info about SAF and its introduction. SAF was a very big project with a lot of people involved.

Me and [name] joined a lunch session with agents about what SAF was going to be. Agents asked a lot of questions.

Then [dis BA] was like: this is my job. I write instructions for the agents and I inform them. Especially about technical things. **I was not aware.**

Now they are both in CC. I prepared storyline and Q&A, [dis BA] more technical aspects.

Process is messy. Some people know what their responsibility includes and others don't. I figured this out by accident, as this was such a big project.

Responsibility business owner vs distribution

Everyone knows that they should inform, but not exactly how. Are they doing it right? no idea.

She feels that there are **3 different levels of information** that should be communicated:

1. **new introduction** (new front end, new back end, something new for the customer
2. **scope extension** (front end impact for customers, something changes for customer)
3. **only technical improvement** (e.g. seatblocks, change on the backend) good for agents to know, but customers wont really see change

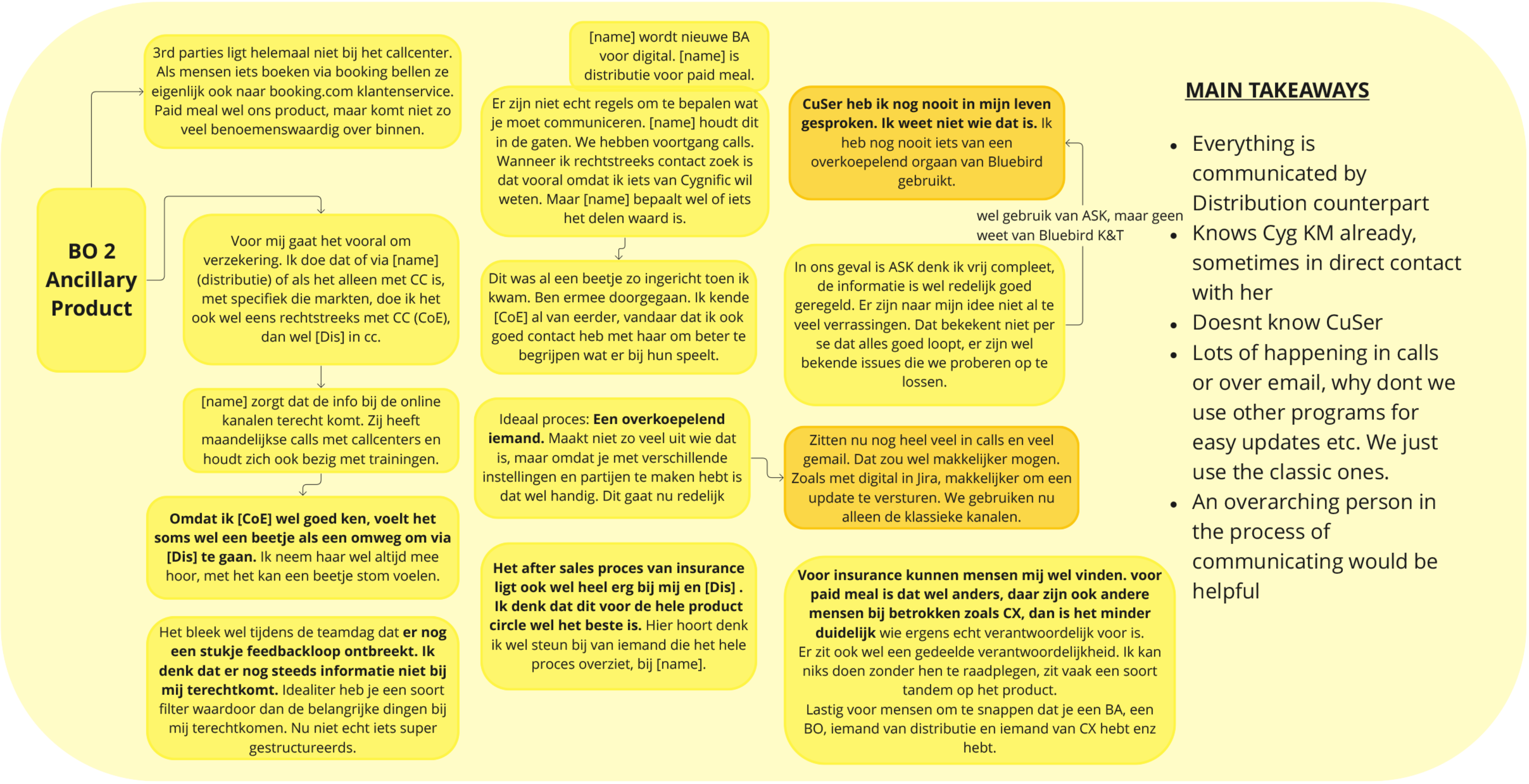
This info can come from different sources, technical vs how and why. This needs to be checked and validated. **Right now it is not clear who is going to inform who.**

Need to find a sweet spot. Business Analysts know the technical stuff (HOW), Business Owners know the business, why we do things (WHAT, WHY). Both infos are needed.

If CX is not completely involved, it is an extra layer to go via them. PESA: CX super involved, [name] sent information to everyone.

MAIN TAKEAWAYS

- Was not aware of how the information infrastructure was set up, found out by accident
- Process is messy, not everyone is aware of what is their responsibility. People know they should inform, but not exactly who, how, and when.
- Different levels of information, bits can come from different sources.
  - New introduction
  - Scope extension
  - Technical improvements (backend)



BO 2 Ancillary Product

3rd parties ligt helemaal niet bij het callcenter. Als mensen iets boeken via booking bellen ze eigenlijk ook naar booking.com klantenservice. Paid meal wel ons product, maar komt niet zo veel benoemenswaardig over binnen.

Voor mij gaat het vooral om verzekering. Ik doe dat of via [name] (distributie) of als het alleen met CC is, met specifiek die markten, doe ik het ook wel eens rechtstreeks met CC (CoE), dan wel [Dis] in cc.

[name] zorgt dat de info bij de online kanalen terecht komt. Zij heeft maandelijkse calls met callcenters en houdt zich ook bezig met trainingen.

Omdat ik [CoE] wel goed ken, voelt het soms wel een beetje als een omweg om via [Dis] te gaan. Ik neem haar wel altijd mee hoor, met het kan een beetje stom voelen.

Het bleek wel tijdens de teamdag dat **er nog een stukje feedbackloop ontbreekt. Ik denk dat er nog steeds informatie niet bij mij terechtkomt.** Idealiter heb je een soort filter waardoor dan de belangrijke dingen bij mij terechtkomen. Nu niet echt iets super gestructureerds.

[name] wordt nieuwe BA voor digital. [name] is distributie voor paid meal.

Er zijn niet echt regels om te bepalen wat je moet communiceren. [name] houdt dit in de gaten. We hebben voortgang calls. Wanneer ik rechtstreeks contact zoek is dat vooral omdat ik iets van Cygnific wil weten. Maar [name] bepaalt wel of iets het delen waard is.

Dit was al een beetje zo ingericht toen ik kwam. Ben ermee doorgegaan. Ik kende [CoE] al van eerder, vandaar dat ik ook goed contact heb met haar om beter te begrijpen wat er bij hun speelt.

Ideaal proces: **Een overkoepelend iemand.** Maakt niet zo veel uit wie dat is, maar omdat je met verschillende instellingen en partijen te maken hebt is dat wel handig. Dit gaat nu redelijk

Het after sales proces van insurance ligt ook wel heel erg bij mij en [Dis] . Ik denk dat dit voor de hele product circle wel het beste is. Hier hoort denk ik wel steun bij van iemand die het hele proces overziet, bij [name].

CuSer heb ik nog nooit in mijn leven gesproken. Ik weet niet wie dat is. Ik heb nog nooit iets van een overkoepelend orgaan van Bluebird gebruikt.

wel gebruik van ASK, maar geen weet van Bluebird K&T

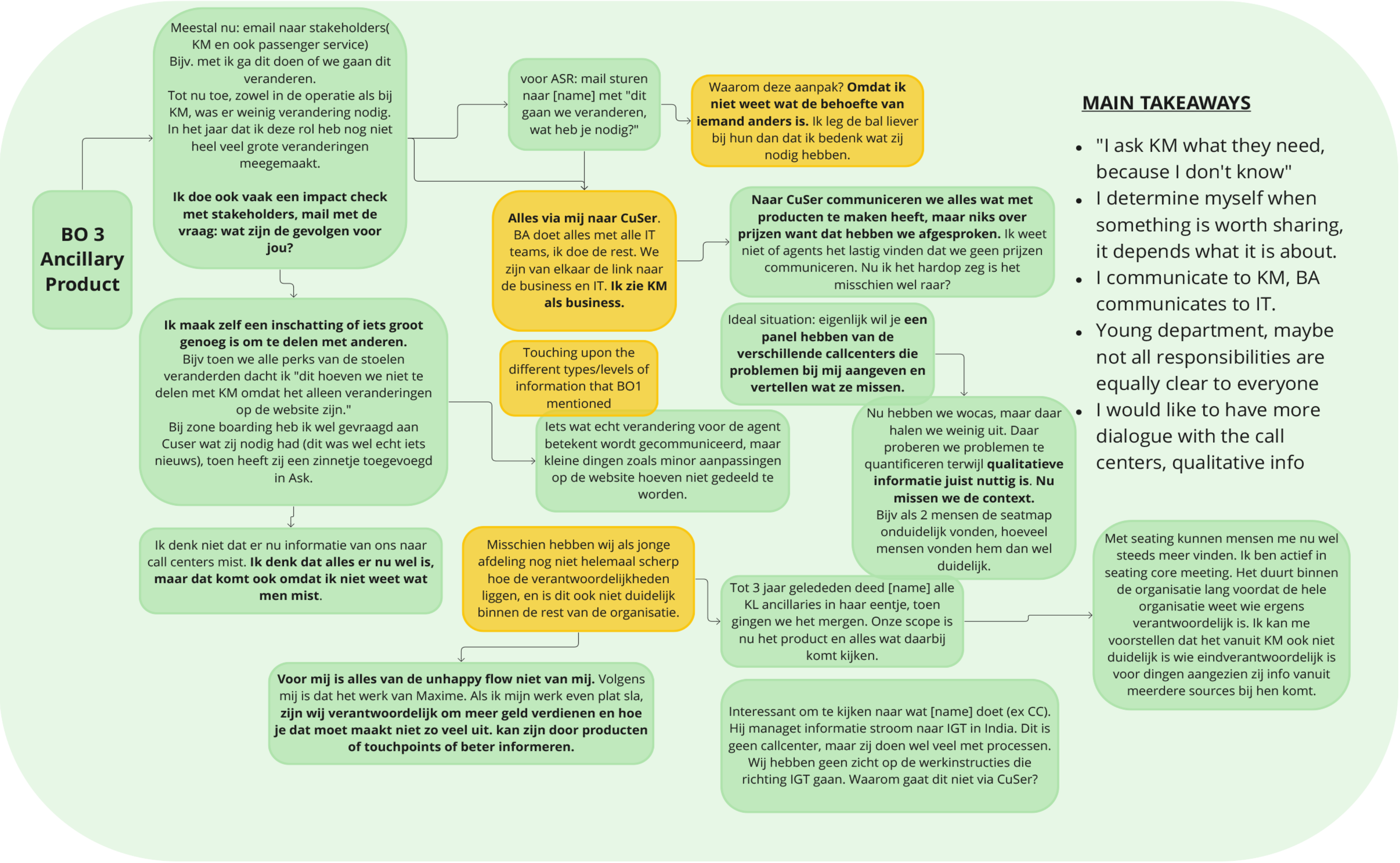
In ons geval is ASK denk ik vrij compleet, de informatie is wel redelijk goed geregeld. Er zijn naar mijn idee niet al te veel verrassingen. Dat bekekent niet per se dat alles goed loopt, er zijn wel bekende issues die we proberen op te lossen.

Zitten nu nog heel veel in calls en veel gemail. Dat zou wel makkelijker mogen. Zoals met digital in Jira, makkelijker om een update te versturen. We gebruiken nu alleen de klassieke kanalen.

Voor insurance kunnen mensen mij wel vinden. voor paid meal is dat wel anders, daar zijn ook andere mensen bij betrokken zoals CX, dan is het minder duidelijk wie ergens echt verantwoordelijk voor is.
Er zit ook wel een gedeelde verantwoordelijkheid. Ik kan niks doen zonder hen te raadplegen, zit vaak een soort tandem op het product.
Lastig voor mensen om te snappen dat je een BA, een BO, iemand van distributie en iemand van CX hebt enz hebt.

MAIN TAKEAWAYS

- Everything is communicated by Distribution counterpart
- Knows Cyg KM already, sometimes in direct contact with her
- Doesnt know CuSer
- Lots of happening in calls or over email, why dont we use other programs for easy updates etc. We just use the classic ones.
- An overarching person in the process of communicating would be helpful



BO 3 Ancillary Product

Meestal nu: email naar stakeholders(KM en ook passenger service)
Bijv. met ik ga dit doen of we gaan dit veranderen.
Tot nu toe, zowel in de operatie als bij KM, was er weinig verandering nodig. In het jaar dat ik deze rol heb nog niet heel veel grote veranderingen meegemaakt.

Ik doe ook vaak een impact check met stakeholders, mail met de vraag: wat zijn de gevolgen voor jou?

voor ASR: mail sturen naar [name] met "dit gaan we veranderen, wat heb je nodig?"

Waarom deze aanpak? **Omdat ik niet weet wat de behoefte van iemand anders is.** Ik leg de bal liever bij hun dan dat ik bedenk wat zij nodig hebben.

Alles via mij naar CuSer. BA doet alles met alle IT teams, ik doe de rest. We zijn van elkaar de link naar de business en IT. **Ik zie KM als business.**

Naar CuSer communiceren we alles wat met producten te maken heeft, maar niks over prijzen want dat hebben we afgesproken. Ik weet niet of agents het lastig vinden dat we geen prijzen communiceren. Nu ik het hardop zeg is het misschien wel raar?

Ik maak zelf een inschatting of iets groot genoeg is om te delen met anderen.
Bijv toen we alle perks van de stoelen veranderden dacht ik "dit hoeven we niet te delen met KM omdat het alleen veranderingen op de website zijn."
Bij zone boarding heb ik wel gevraagd aan Cuser wat zij nodig had (dit was wel echt iets nieuws), toen heeft zij een zinnetje toegevoegd in Ask.

Touching upon the different types/levels of information that BO1 mentioned

Iets wat echt verandering voor de agent betekent wordt gecommuniceerd, maar kleine dingen zoals minor aanpassingen op de website hoeven niet gedeeld te worden.

Ideal situation: eigenlijk wil je **een panel hebben van de verschillende callcenters die problemen bij mij aangeven en vertellen wat ze missen.**

Nu hebben we wocas, maar daar halen we weinig uit. Daar proberen we problemen te quantificeren terwijl **qualitatieve informatie juist nuttig is**. **Nu missen we de context.**
Bijv als 2 mensen de seatmap onduidelijk vonden, hoeveel mensen vonden hem dan wel duidelijk.

Ik denk niet dat er nu informatie van ons naar call centers mist. **Ik denk dat alles er nu wel is, maar dat komt ook omdat ik niet weet wat men mist**.

Misschien hebben wij als jonge afdeling nog niet helemaal scherp hoe de verantwoordelijkheden liggen, en is dit ook niet duidelijk binnen de rest van de organisatie.

Tot 3 jaar gelededen deed [name] alle KL ancillaries in haar eentje, toen gingen we het mergen. Onze scope is nu het product en alles wat daarbij komt kijken.

Met seating kunnen mensen me nu wel steeds meer vinden. Ik ben actief in seating core meeting. Het duurt binnen de organisatie lang voordat de hele organisatie weet wie ergens verantwoordelijk is. Ik kan me voorstellen dat het vanuit KM ook niet duidelijk is wie eindverantwoordelijk is voor dingen aangezien zij info vanuit meerdere sources bij hen komt.

Voor mij is alles van de unhappy flow niet van mij. Volgens mij is dat het werk van Maxime. Als ik mijn werk even plat sla, **zijn wij verantwoordelijk om meer geld verdienen en hoe je dat moet maakt niet zo veel uit. kan zijn door producten of touchpoints of beter informeren.**

Interessant om te kijken naar wat [name] doet (ex CC). Hij managet informatie stroom naar IGT in India. Dit is geen callcenter, maar zij doen wel veel met processen. Wij hebben geen zicht op de werkinstructies die richting IGT gaan. Waarom gaat dit niet via CuSer?

MAIN TAKEAWAYS

- "I ask KM what they need, because I don't know"
- I determine myself when something is worth sharing, it depends what it is about.
- I communicate to KM, BA communicates to IT.
- Young department, maybe not all responsibilities are equally clear to everyone
- I would like to have more dialogue with the call centers, qualitative info

BO 4 Ancillary Service - embargo

Responsible for all after sales processes for seats and paid upgrades
+
Manages spec res at CC and IGT who confirm the SSRs +
Responsible for the ancillary support team at IGT they do all manual reseating, involuntary changes, ICI ancillary payment failures +
DL GAC, manage KL seatmaps

IGT = Interglobe Technologies. They are a vendor company like Cyg, they have call center activities but darren is not so much involved with that so purely involved in spec res and ancillary support dept, they do manual reseating, ICI payment failures, they support the whole world on questions related to KL seating.

They are only an internal support deparment, if there is a question about problems of seats, **so they dont deal with any passengers directly**. They are not under CuSer KM. Spec Res also not, managed by me.

I have a very operational background (unlike maybe some other people at Bluebird). He has worked at CC for a long time (also KM). He knows how the callcenters work, has a good idea of what the impact would be. **Whereas a lot of other people would go to CuSer, he would go straight to CC.** Because they may have no impact on the service level or they arent able to give the input.

Information to IGT: depends on what the impact is. E.g. if it is something like AVIH embargo (a service that we can't accept anymore), I need to communicate to spec res team, they are the first that need to know. I have to communicate with BO or PO or CX. I have to update CC KM to update ASK, Passenger airport team if they are impacted, Sales communication team for publishment commercial bulletin, GTKL pages, impact PS help (like ASK, Dutch SPL only).
When big impact on service level also CuSer high level involved, IMO to arrange system updates. It just really depends on the impact.

For SSRs, I am in charge from start to finish. E.g. if a customers calls and wants to bring AVIH, at the moment it is also my responsibility what the agent needs to do (it shouldn't be). **If it's an SSR he determines the impact himself. If it is a new seating product, usually it needs to be determined by a whole product team.**

When does darren approach Customer Services? When it is a project that has big impact on all call centers worldwide, it is something he does together with CuSer. E.g. starting up a certain procedure again.

E.g. something with wheelchairs. That doesn't impact CuSer, it only impacts the KL spec res team inside customer care. For this he only speaks with KM at CC, because it doesn't impact any service level, they just need to pass on some information to the rest of the world. It is then easier to deal with the people who write and publish rather than having someone in the middle. Depending of the subject, many different teams might be involved.

For him personally, the communication goes pretty much okay. **However, it really needs to be clarified within offer management what the responsibilities are.** This can be a lot better. He knows how to find everyone else. It seems that he gets missed out on a lot of meetings that he should be in. People do not think I need to be involved when I should be.

Roles and responsibilities need to be clarified. It has been a thing since the start of Offer Management.

The communication with everybody else is very clear. **He has been doing this for a long time and its not an issue. He knows who to contact and who to inform because he has been around for so long.**

SMH are now more of a steering centre. Social media agents use ASK as well, they have their own instructions as well, most instructions for all customer service agents are in ASK.

MAIN TAKEAWAYS

- Communicates his information to a lot of people. Direct contact with CC.
- Communication goes okay, however, responsibilities within OFMA needs to be clarified
- Has a background at CC, knows how things go there.
- Experienced, knows who to contact and for what.

With KM it also depends on which market is impacted, e.g. with French Market he wont bother CC because it is all under somebody else.

BO 5 Ancillary Team Manager

We hebben de verantwoordelijkheden niet specifiek benoemd. Wat ik nu zie gebeuren is dat distributie het met name doen. Wij vanuit ofma nemen verantwoordelijkheid om de commercial bulletin te schrijven, meer high level en q&a, in samenspraak met CX, dat is nog een beetje discutabel, maar wij hebben wel de kennis. Het meer in detail, pam en ask, ligt bij distributie.

Ik denk dat het belangrijk is om te kijken waar we het over hebben. om de front line staff te communiceren is dit mijn antwoord, bij een campagne zou het anders zijn.

Eerst waren we alleen digital, daardoor komt het denk ik, nu is het misschien goed moment om opnieuw te bekijken omdat we nu verantwoordelijk zijn voor alle kanalen.

Zelf contact met KM, nee heb ik niet. CuSer heeft zelf contact opgenomen met Service, zij heeft toen zelf aangegeven van weet dat jullie mij kunnen vinden als er iets is. Dit was tijdens covid.

Het zou het beste zijn als de BO met de epic owner een Q&A opstellen en dat ze dan met KM gaan kijken en een check doen. Ik zou het heel fijn vinden als KM niet alleen voor de callcenters beheert, maar ook voor de airports.

Als we merken dat er veel belletjes zijn van klanten dat ze dan naar de BO komen en om te kijken of ze dingen beter kunnen uitleggen. Evaluatie moment doen. Kijken naar type product en soort vragen. Idealiter hoe vaak er wordt gebeld, maar dat schijnt moeilijk te zijn. **Je moet data hebben, maar als het een klein aantal is, betekent het niet dat je niet moet evalueren.** Kan ook maar een paar keer per jaar.

Storyline, Q&A, terms en conditions. dit checken. doorsturen naar KM.

Hoe worden deze dingen nu ervaren?

Ik vind dat de BO moet weten hoe de unhappy flow gaat. Met maxime als lead daarvan. **Als je een unhappy flow hebt moet dit ook in de q&a, dat is krachtig als je dit samen doet.**

Unhappy flow is dat voluntary of involuntary? Nu valt dit allebei onder unhappy flow, ligt bij service. Hij kijkt of de policy die de BO heeft bedacht wordt uitgevoerd op alle kanalen.

BO is final verantwoordelijk wat er aan de klant wordt gecommuniceerd. Ik zit na te denken hoe technisch het kan zijn. Als BO check je even met Dis en Dig. Soms zijn BA heel actief, soms niet. **Het verschilt een beetje per persoon of dingen worden opgepakt.**

Een tweede belangrijk ding is: **waar slaan we alles op? Waar moeten we het updaten?** shared teams? platform? confluence?

Er is geen vast proces, dat komt misschien door nieuwe afdeling, geen duidelijk ownership, goed om meer vastigheid te hebben. Dan uiteindelijk minder fouten en minder calls. Een manual hebben ofzo.

Raakt aan kennis behouden zoals CuSer zei.

MAIN TAKEAWAYS

- Responsibilities are not explicitly stated. Distribution is now mainly communicating.
- We used to be just digital, now we are responsible for all channels, good to re-evaluate this situation
- BO needs to know how the unhappy flow goes.
- At the moment, it differs per person if things get picked up
- Where do we store things?
- A solid process is missing, we are a new department. Ownership is not clear.

BO 6 Ancillary Service Manager

I'm responsible for the servicing part. To make the link with call centers indeed, but not only that. I look at how to handle potential after sales issues. E.g. for seats, we help the distribution team [check recording]. There are many rules and scenarios to take into account. So it's everything that is linked to servicing. We establish the policy for refund, we make sure it is implemented. Together with call centers and customer care. Also with refund api.

I do this for all the products, [name] = seating and IGT. I am also kind of deputy of [bo manager]. I redirect questions to the right person.

The way we distribute the information is via different channels. Commercial bulletin, we update in ask. The policy itself we send it to budapest (call center stakeholders ?!). We have a teams where we share latest news about things that happened. We cant edit ASK ourselves, we send an email to CuSer and they handle it.

Covid has helped a lot to improve our work. Especially regarding refunds and stuff. Now we are working okay. What I would probably try to enhance is link with international stations. We have contact with them, but I think we can sell more ancillaries there. With subcontractors it is more difficult than in our hubs.

We also make sure that **the terms and conditions** are up to date. **These are directed at customers, but the call centers need to know as well** what is in there and it is easier for them to refer to it.

The terms and conditions are super vague on purpose. In our refund policy, there are 300 different possibilities. In terms of maintenance it is impossible to have such a level of detail in the terms and conditions, and also languages.

How do I do things?
The structure is pretty simple.
1) Every week we have our recovery core team meeting with distribution and call centers. We review per servicing project where we stand and align with all stakeholders.

2) We have a broader ancillary stakeholders meeting with global stakeholders. Product managers show progress, what they have done. Every two weeks.

3) On a monthly basis, we have a call with CuSer, where we tell them the biggest news, and they come with the biggest questions or struggles. This is currently with me and [other service], maybe this will change.

Legal is also a key stakeholder. They give input for the policies etc. They contact the product manager but I also need to be in the loop, because if there is a servicing issue, I need to know.

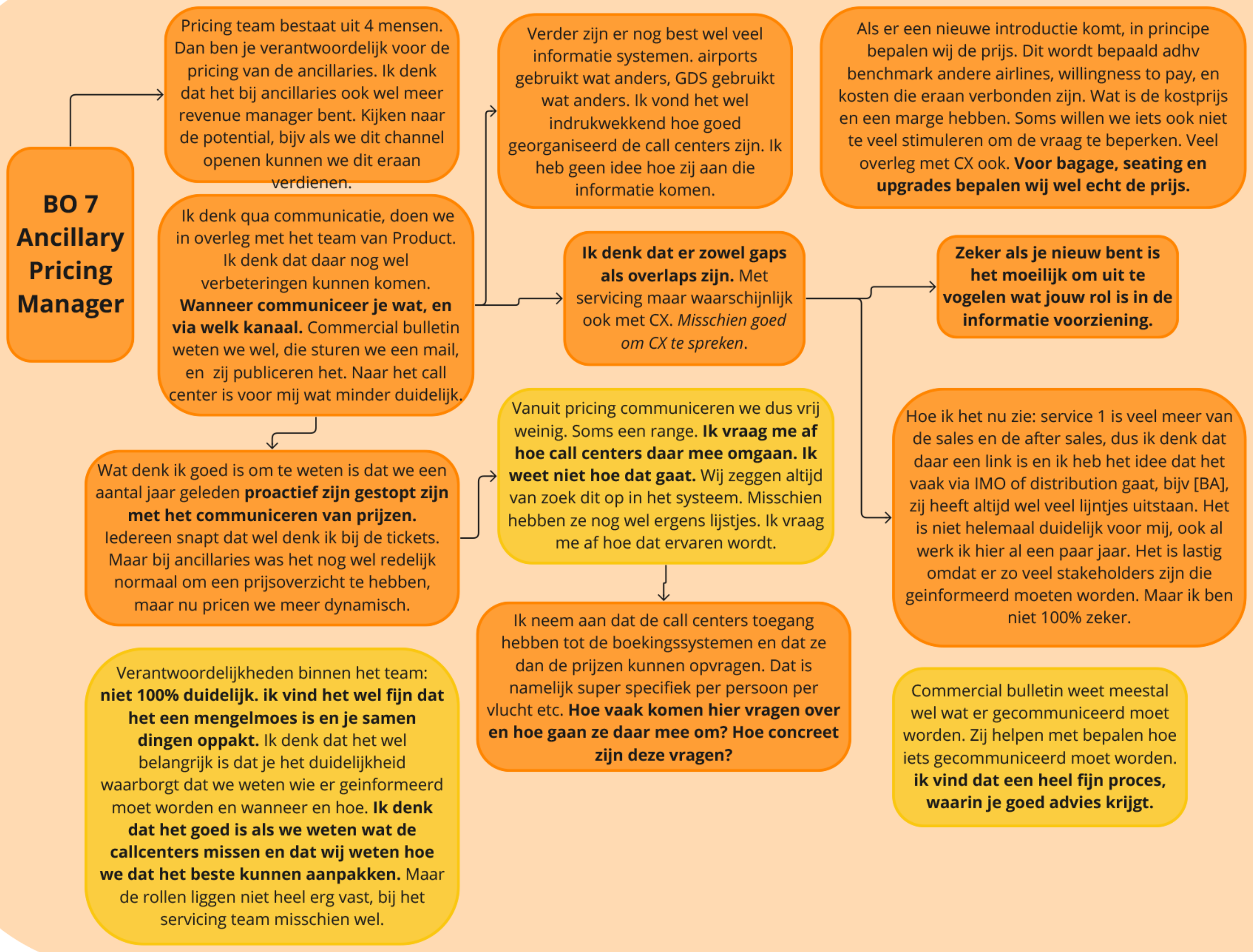
The way I would like it to work is that 1 week in advance I want to send the main topics to CuSer, so they can already have a look and then the product manager can join the meeting if necessary.

Quite clear for me who is responsible for what. **I use the portfolio a lot.** Shows BO, BA, Dis, CX
Portfolio PSOM.xlsx (sharepoint.com)

e.g. for paid meal, we work together most of the time. We also have other contacts like CX. but i know that handles it on AF side that is not mentioned in the portfolio.

MAIN TAKEAWAYS

- Responsible for after sales servicing, policies, terms and conditions.
- Works together with product BOs
- Quite a lot of contact with call centers and AFKL KM.
- Covid has really improved their work.
- Would like to involve product BOs more in the KM calls



BO 7 Ancillary Pricing Manager

Pricing team bestaat uit 4 mensen. Dan ben je verantwoordelijk voor de pricing van de ancillaries. Ik denk dat het bij ancillaries ook wel meer revenue manager bent. Kijken naar de potential, bijv als we dit channel openen kunnen we dit eraan verdienen.

Ik denk qua communicatie, doen we in overleg met het team van Product. Ik denk dat daar nog wel verbeteringen kunnen komen. **Wanneer communiceer je wat, en via welk kanaal.** Commercial bulletin weten we wel, die sturen we een mail, en zij publiceren het. Naar het call center is voor mij wat minder duidelijk.

Wat denk ik goed is om te weten is dat we een aantal jaar geleden **proactief zijn gestopt zijn met het communiceren van prijzen.** Iedereen snapt dat wel denk ik bij de tickets. Maar bij ancillaries was het nog wel redelijk normaal om een prijsoverzicht te hebben, maar nu pricen we meer dynamisch.

Verantwoordelijkheden binnen het team: **niet 100% duidelijk. ik vind het wel fijn dat het een mengelmoes is en je samen dingen oppakt.** Ik denk dat het wel belangrijk is dat je het duidelijkheid waarborgt dat we weten wie er geinformeerd moet worden en wanneer en hoe. **Ik denk dat het goed is als we weten wat de callcenters missen en dat wij weten hoe we dat het beste kunnen aanpakken.** Maar de rollen liggen niet heel erg vast, bij het servicing team misschien wel.

Verder zijn er nog best wel veel informatie systemen. airports gebruikt wat anders, GDS gebruikt wat anders. Ik vond het wel indrukwekkend hoe goed georganiseerd de call centers zijn. Ik heb geen idee hoe zij aan die informatie komen.

Ik denk dat er zowel gaps als overlaps zijn. Met servicing maar waarschijnlijk ook met CX. *Misschien goed om CX te spreken*.

Vanuit pricing communiceren we dus vrij weinig. Soms een range. **Ik vraag me af hoe call centers daar mee omgaan. Ik weet niet hoe dat gaat.** Wij zeggen altijd van zoek dit op in het systeem. Misschien hebben ze nog wel ergens lijstjes. Ik vraag me af hoe dat ervaren wordt.

Ik neem aan dat de call centers toegang hebben tot de boekingssystemen en dat ze dan de prijzen kunnen opvragen. Dat is namelijk super specifiek per persoon per vlucht etc. **Hoe vaak komen hier vragen over en hoe gaan ze daar mee om? Hoe concreet zijn deze vragen?**

Als er een nieuwe introductie komt, in principe bepalen wij de prijs. Dit wordt bepaald adhv benchmark andere airlines, willingness to pay, en kosten die eraan verbonden zijn. Wat is de kostprijs en een marge hebben. Soms willen we iets ook niet te veel stimuleren om de vraag te beperken. Veel overleg met CX ook. **Voor bagage, seating en upgrades bepalen wij wel echt de prijs.**

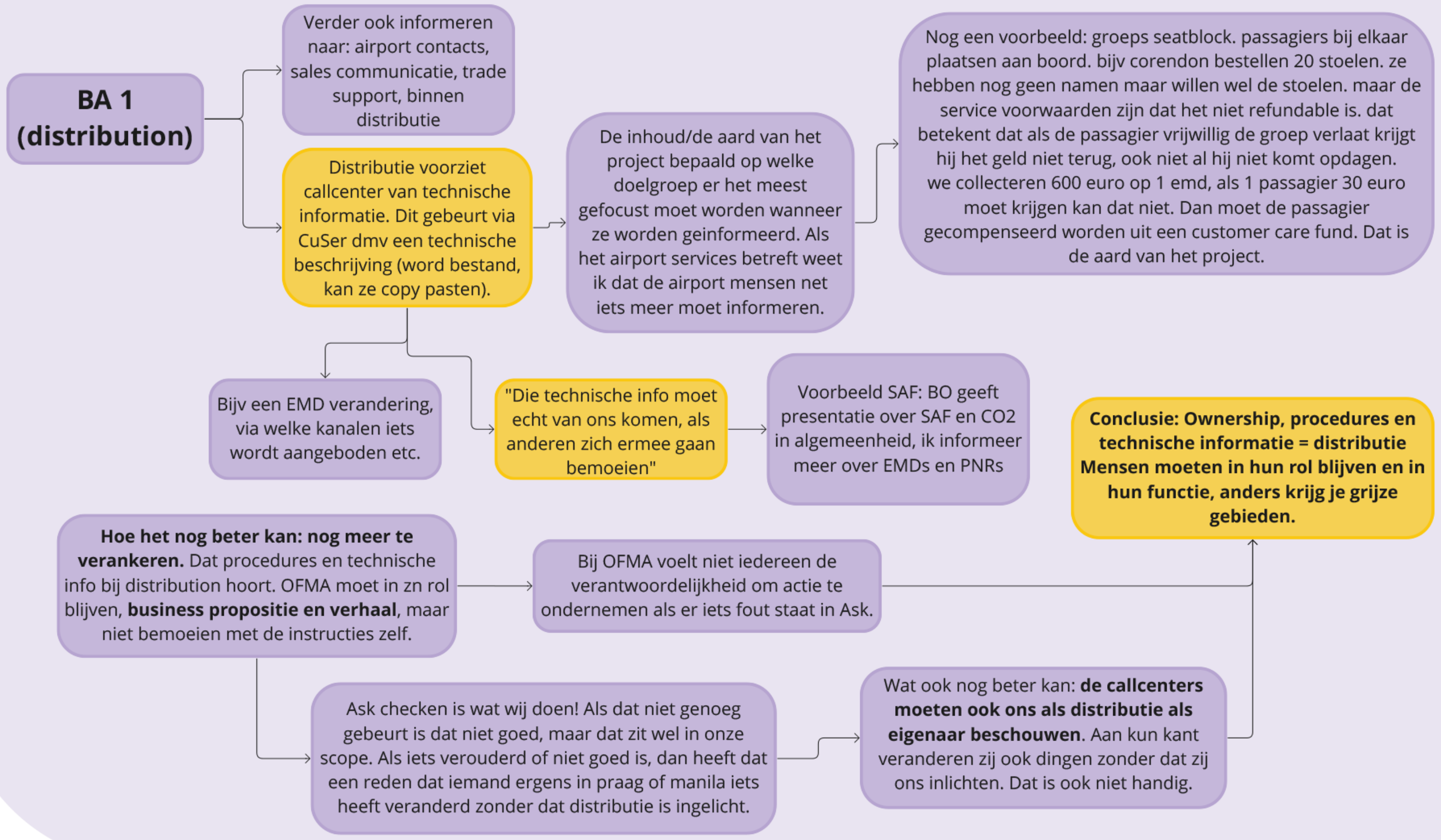
Zeker als je nieuw bent is het moeilijk om uit te vogelen wat jouw rol is in de informatie voorziening.

Hoe ik het nu zie: service 1 is veel meer van de sales en de after sales, dus ik denk dat daar een link is en ik heb het idee dat het vaak via IMO of distribution gaat, bijv [BA], zij heeft altijd wel veel lijntjes uitstaan. Het is niet helemaal duidelijk voor mij, ook al werk ik hier al een paar jaar. Het is lastig omdat er zo veel stakeholders zijn die geinformeerd moeten worden. Maar ik ben niet 100% zeker.

Commercial bulletin weet meestal wel wat er gecommuniceerd moet worden. Zij helpen met bepalen hoe iets gecommuniceerd moet worden. **ik vind dat een heel fijn proces, waarin je goed advies krijgt.**

MAIN TAKEAWAYS

- Doesnt really know how the information infrastructure is set up.
- Don't communicate prices, how do the agents actually handle this?
- Probably there are also gaps and overlaps with CX.
- Responsibilities within department not 100% clear, but that is actually nice, we pick up things together. Though good to have a solid process in place in terms of information sharing.
- Commercial bulletin has a uses a nice process.



BA 1 (distribution)

Verder ook informeren naar: airport contacts, sales communicatie, trade support, binnen distributie

Distributie voorziet callcenter van technische informatie. Dit gebeurt via CuSer dmv een technische beschrijving (word bestand, kan ze copy pasten).

De inhoud/de aard van het project bepaald op welke doelgroep er het meest gefocust moet worden wanneer ze worden geinformeerd. Als het airport services betreft weet ik dat de airport mensen net iets meer moet informeren.

Nog een voorbeeld: groeps seatblock. passagiers bij elkaar plaatsen aan boord. bijv corendon bestellen 20 stoelen. ze hebben nog geen namen maar willen wel de stoelen. maar de service voorwaarden zijn dat het niet refundable is. dat betekent dat als de passagier vrijwillig de groep verlaat krijgt hij het geld niet terug, ook niet al hij niet komt opdagen. we collecteren 600 euro op 1 emd, als 1 passagier 30 euro moet krijgen kan dat niet. Dan moet de passagier gecompenseerd worden uit een customer care fund. Dat is de aard van het project.

Bijv een EMD verandering, via welke kanalen iets wordt aangeboden etc.

"Die technische info moet echt van ons komen, als anderen zich ermee gaan bemoeien"

Voorbeeld SAF: BO geeft presentatie over SAF en CO2 in algemeenheid, ik informeer meer over EMDs en PNRs

Conclusie: Ownership, procedures en technische informatie = distributie Mensen moeten in hun rol blijven en in hun functie, anders krijg je grijze gebieden.

Hoe het nog beter kan: nog meer te verankeren. Dat procedures en technische info bij distribution hoort. OFMA moet in zn rol blijven, **business propositie en verhaal**, maar niet bemoeien met de instructies zelf.

Bij OFMA voelt niet iedereen de verantwoordelijkheid om actie te ondernemen als er iets fout staat in Ask.

Ask checken is wat wij doen! Als dat niet genoeg gebeurt is dat niet goed, maar dat zit wel in onze scope. Als iets verouderd of niet goed is, dan heeft dat een reden dat iemand ergens in praag of manila iets heeft veranderd zonder dat distributie is ingelicht.

Wat ook nog beter kan: **de callcenters moeten ook ons als distributie als eigenaar beschouwen**. Aan kun kant veranderen zij ook dingen zonder dat zij ons inlichten. Dat is ook niet handig.

MAIN TAKEAWAYS

- Distribution provides call centers with technical information, via AFKL KM. Provide a document with technical descriptions that can be copied into ASK
- Rollen nog meer verankeren, OFMA needs to keep its role and just communicate the business proposition and storyline, not the instructions themselves.
- We need to be considered owners of the products
- Has a lot of experience himself.

BA 2 (team manager IMO, digital)

Onderdeel van ANPER plane. Bestaande uit product management en solution management. Solution management is meer transversaal. Bouwen nieuwe oplossingen, nieuwe touchpoints, nieuwe betalingsmanieren.

Wat betreft de communicatie zijn de lijnen wat grijzer. Hoe ik het nu zie is dat mijn team echt verantwoordelijk is voor het digitale stuk en de communicatie binnen digital, maar de communicatie naar de callcenters ligt meer op het bordje van distributie.

Als er een nieuwe epic wordt uitgerold binnen mijn team, ga ik er wel vanuit dat diegene checkt of iedereen voldoende is geinformeerd. Diegene hoeft het niet zelf te doen, maar het moet wel gecheckt worden.

Ook verantwoordelijk voor continuiteit. Dingen moeten ook worden aangepast als zaken veranderen.

Mijn team heeft wel eens updates gedaan in ASK. Over de digitale kanalen weten mijn mensen het het best. **Ik zie het updaten wel als een verantwoordelijkheid voor alle 3 partijen om dit samen te updaten.**

Dit wordt deels gedaan. [names] l hebben wel wat geupdate. **Maar dit was tot nu toe misschien ook meer proactiviteit van bepaalde mensen**. In de toekomst wel goed afspreken wie welke update gaat doen zodat er geen dingen blijven liggen.

Doen ook business consultancy. Als APT een idee heeft maar niet weet hoe het technisch moet, kijken BAs naar hoe en wat er aan de digital kant bij zou komen kijken, welke product teams nodig zijn. Beantwoorden ook vragen hoe digitale oplossingen in elkaar zitten.

Product team gaat over development, maar de term wordt soms ook gebruikt om te referen naar een product groep, bij seating. Altijd iemand uit ieder van de 3 teams betrokken.

Team gevraagd of ze naar ASK konden kijken, **maar dit moet in de toekomst niet alleen vanuit mij of Caroline komen.** Daar moeten we een strakker proces voor inrichten.

Ik geloof dat nog niet alles correct is aangepast in ASK. Dat is stap 1. Daarna moeten we bepalen hoe we dit in de toekomst aanvliegen, ik zie hier een rol voor alle drie de teams.

Epic ownership. Vaak in combinatie met BO.

Ik heb zelf nog nooit contact gehad met CuSer.

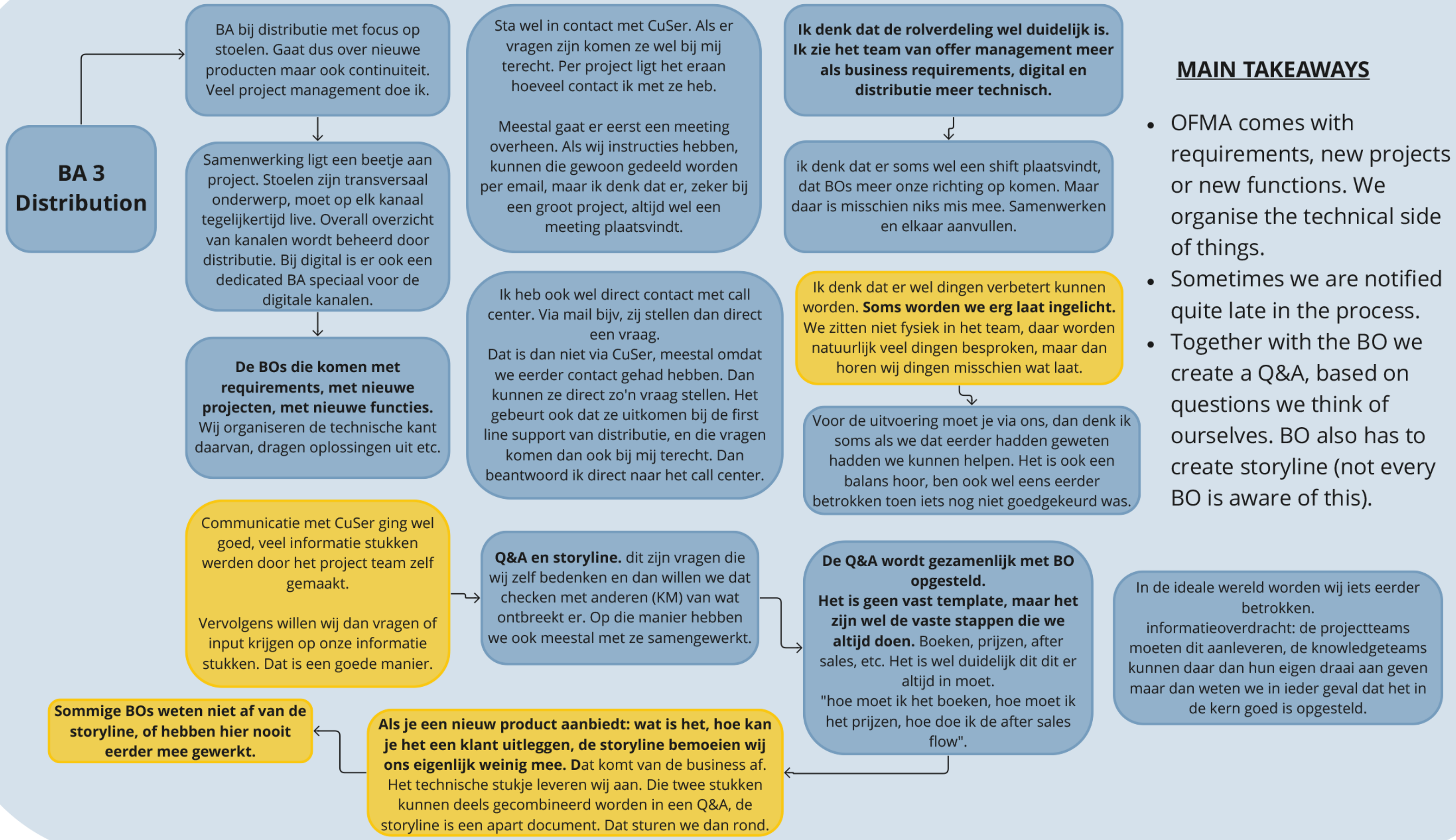
Prima als distributie die rol oppakt, maar de kennis moet wel bij ons worden opgehaald. Misschien wel handig om dan 1 persoon in de lead te hebben.

Mijn ervaring is dat het op zich wel lukt om CuSerte bereiken, maar de stroom terug is niet duidelijk. Zie niet veel terug van een algemene feedback loop. Misschien lukt het ons niet goed om elkaar goed te bereiken?

Ik denk dat we dit joint, met de 3 koppen bij elkaar het beste kunnen doen. Wie het uiteindelijk op papier zet maakt niet zo veel uit. Volgens mij zijn er product meetings met alle 3 de teams, dit zou een goed moment zijn om een go live te reviewen en gezamenlijk input te leveren.

MAIN TAKEAWAYS

- Checking and updating of information is seen are shared responsibility of all 3 teams.
- There is no solid procedure in place for doing this at the moment, it depends a bit on the attitude of employees.
- It's okay if someone else communicates is to the next person, but digital information needs to be sourced from us
- Feedback loop back from call centers is not clear



BA 3 Distribution

BA bij distributie met focus op stoelen. Gaat dus over nieuwe producten maar ook continuiteit. Veel project management doe ik.

Samenwerking ligt een beetje aan project. Stoelen zijn transversaal onderwerp, moet op elk kanaal tegelijkertijd live. Overall overzicht van kanalen wordt beheerd door distributie. Bij digital is er ook een dedicated BA speciaal voor de digitale kanalen.

De BOs die komen met requirements, met nieuwe projecten, met nieuwe functies. Wij organiseren de technische kant daarvan, dragen oplossingen uit etc.

Sta wel in contact met CuSer. Als er vragen zijn komen ze wel bij mij terecht. Per project ligt het eraan hoeveel contact ik met ze heb.

Meestal gaat er eerst een meeting overheen. Als wij instructies hebben, kunnen die gewoon gedeeld worden per email, maar ik denk dat er, zeker bij een groot project, altijd wel een meeting plaatsvindt.

Ik heb ook wel direct contact met call center. Via mail bijv, zij stellen dan direct een vraag.
Dat is dan niet via CuSer, meestal omdat we eerder contact gehad hebben. Dan kunnen ze direct zo'n vraag stellen. Het gebeurt ook dat ze uitkomen bij de first line support van distributie, en die vragen komen dan ook bij mij terecht. Dan beantwoord ik direct naar het call center.

Ik denk dat de rolverdeling wel duidelijk is. Ik zie het team van offer management meer als business requirements, digital en distributie meer technisch.

ik denk dat er soms wel een shift plaatsvindt, dat BOs meer onze richting op komen. Maar daar is misschien niks mis mee. Samenwerken en elkaar aanvullen.

Ik denk dat er wel dingen verbetert kunnen worden. **Soms worden we erg laat ingelicht.** We zitten niet fysiek in het team, daar worden natuurlijk veel dingen besproken, maar dan horen wij dingen misschien wat laat.

Voor de uitvoering moet je via ons, dan denk ik soms als we dat eerder hadden geweten hadden we kunnen helpen. Het is ook een balans hoor, ben ook wel eens eerder betrokken toen iets nog niet goedgekeurd was.

Communicatie met CuSer ging wel goed, veel informatie stukken werden door het project team zelf gemaakt.

Vervolgens willen wij dan vragen of input krijgen op onze informatie stukken. Dat is een goede manier.

Q&A en storyline. dit zijn vragen die wij zelf bedenken en dan willen we dat checken met anderen (KM) van wat ontbreekt er. Op die manier hebben we ook meestal met ze samengewerkt.

De Q&A wordt gezamenlijk met BO opgesteld.
Het is geen vast template, maar het zijn wel de vaste stappen die we altijd doen. Boeken, prijzen, after sales, etc. Het is wel duidelijk dit dit er altijd in moet.
"hoe moet ik het boeken, hoe moet ik het prijzen, hoe doe ik de after sales flow".

In de ideale wereld worden wij iets eerder betrokken.
informatieoverdracht: de projectteams moeten dit aanleveren, de knowledgeteams kunnen daar dan hun eigen draai aan geven maar dan weten we in ieder geval dat het in de kern goed is opgesteld.

Als je een nieuw product aanbiedt: wat is het, hoe kan je het een klant uitleggen, de storyline bemoeien wij ons eigenlijk weinig mee. Dat komt van de business af. Het technische stukje leveren wij aan. Die twee stukken kunnen deels gecombineerd worden in een Q&A, de storyline is een apart document. Dat sturen we dan rond.

Sommige BOs weten niet af van de storyline, of hebben hier nooit eerder mee gewerkt.

MAIN TAKEAWAYS

- OFMA comes with requirements, new projects or new functions. We organise the technical side of things.
- Sometimes we are notified quite late in the process.
- Together with the BO we create a Q&A, based on questions we think of ourselves. BO also has to create storyline (not every BO is aware of this).

CuSer interview notes:

Service design team [names], they do the service design. They decide which things need to be done for which line of business (normal, business, premiere, etc).

Voice of customers does the surveys and they check with their tool what the customer is feeling and what kind of feedback comes from customers.

Customer care team is a bit like service design, mixed lines of business, they have to deal with everything after a customer has flown (refund, etc).

Knowledge and training managers, take care of the processes. Working with the service design team and BOs. Then they work together to communicate the correct stuff to the assistants. Processes have to be very clear, also the technical side.

Why should BOs inform and involve CuSer KM? We are the first entry point of the company where customers have human contact. The majority of people start online, then they come to us if something didnt work. **It all starts with a bad experience, we need to improve this experience.**

We need to have the correct information. If we don't have this, if we can't explain why, this harms the AFKL image. Customers want to get a reply. When we don't know something, we lose our face in front of the customer.

The impact of poor service is quite high. With social media nowadays people put all of their opinion online. Thats why it is crucial. Why do we want to get the information so much in advance? Sometimes we need to prepare things. We can have technical constraints. We need time to investigate and check. Then we can already think of plan b's and procedures.

The service part is not that old, maybe 10 years. **Not everyone knows that we exist. This is a big issue.** This is why a lot of business owners did not know we existed or what our role role. They just implemented things and said it was done.

Thanks to the covid this improved, people realised we exist. We had such a big increase in work, we received so many calls and we became more visible within the company. It is a bit better.

Current information collection

Many send me emails with a recap, others invite me to meetings. We have general meetings like ancillary meetings, so at least we have a kind of planning then, which is nice.

sometimes we have no info, we discover it via the web, via customers or a different way.

Next thing I do: I do some quick checks. I send the slides to the KM teams of the centers. They should read and check if if it contains everything they need. Even if e.g. CC is writing the solution, others need to check it too for specifics.

some BO are going directly to CC, even when i said that i dont want it. **I want to know what is happening.** Then the centers do come back to me but some steps in between.

The number of sources depends on the topic. Usually I'm asking to have only one piece of information. **Combining should not be my job. Then I ask then to come back to me later.** I don't have time to read all of the information.

Sometimes we have very clear information or it's just an update, so we don't need extra info. We just put it in ask.

Usually with new things; the BO comes with many slides and Q&As, but we have a lot of extra questions. Two things I can do:

1) when there are so many uncertainties and questions, I directly invite the BO in one of my calls with KM teams to discuss.

2) if we have just some questions, I just send a mail. I am the one in the middle. I gather the questions, centralise them so the BO doesnt get spammed.

No everything we know goes to ASK, because we don't want the assistants to know everything and have certain information end up with the customer. E.g. political things or so, when it is no impact for the customers. Though, we need to know because we need to be able to answer questions from the assistants. I am not the decider, we discuss in the KM teams if we post it.

Types of information!

How to receive the information? It depends whether it is a big change or not. **When it is a small change, or a product extension, an email is enough.**

When we launch a new product: I like to have a meeting with the person: what is the product, where do we go with it, I want to understand it well and with slides that is difficult. **I need to understand the why and how.** Then afterwards, I want to receive slides and Q&A. Meeting also also helps me to be known amongst BOs. Usually I do this meeting alone, without the KM teams. It is not handy to go super deep in the stuff. BOs might not have the technical knowledge. If needed we could plan a next call and also invite a technical person.

Ideal world

Tools like teams that could come in very handy.

The most difficult thing: who do I need to go to? There are so many people, I dont know the whole organisation. I am very joint, I work for both AFKL. If I could have a proper list of BOs, technical people, etc., this would be wonderful for me. If you dont know names, you dont know where to find this person. Now I try via via, especially in the joint teams are very difficult. And not efficient, I need to investigate each time, send many many emails to find the right person.

For example create a real library. I have been here for 4 years, so **I have built up quite some knowledge. If I leave, this new person has to start from 0 again.** Re-inventing the wheel situation.

Experienced people possess people and process knowledge, but this remains unknown to new people.

Sometimes it is us, because we have questions coming, or changes are coming for just AF or just KL, people might forget to also inform us. **People might not know us enough.** there is just so many departments, difficult to know who is doing what.

What works well? This really much depends on the person: Frederic did a great job, he really understood that we needed to be more in the loop, that was very nice. Sharing sessions, have good communication. It is the way that Frederic did it, I don't know how that will be when a new person comes. The sessions were more about how the communication flow went. Exchange of thoughts. We should have that kind of thing once a month. Maybe with each department.

CC KM interview notes:

Knowledge Management CC

Center of Expertise

Writes the instructions in ASK. They are specialised for a topic or Line of Business. They are not the owner of a product, but are the point of contact between operation and business owner.

Steering (= KM Cluster)

Makes sure that the agents understand the processes. They guide them, are the 2nd line of support for the agents if they are not sure about something.

Support aan agents

Wij werken nauw samen met CoE en ook met operations. Wij zitten er een soort van tussen in. **Wij krijgen individuele vragen van experts (1st line)**, soms kunnen wij het zelf beantwoorden. Mochten wij het niet kunnen vinden checken we het eerst met COE, als het dan nog niet duidelijk is, mogen wij het zelf

We willen ook samen gaan werken met teamleads om experts individueel te coachen. Daarnaast signaleren we het ook aan de teamlead als de assistants herhaaldelijk fouten maken. Dan sturen we coaching naar de assistant met teamlead in de cc. We focussen erop dat de assistant de coaching ontvangt. We hebben ook een tool die hot topics signaleert, topics waar veel vragen over binnen komen.

Ons doel is dat de experts alle assistants kunnen helpen. Wij houden samen met CoE ASK up to date, **hopelijk dat in de toekomst de assistant minder hoeven vragen en dat de experts confident zijn om vragen te beantwoorden.** Wij zijn bezig met wat kunnen assistants doen om meer zelfredzaam te zijn.

Cases en projects

Cases kunnen cases zijn van de expert, dat komt dat bij ons terecht, dat kan van alles zijn. Kunnen we een eerste scan doen, als wij er niet uitkomen gaan we naar CoE of we sturen het uit. Afhankelijk van de resultaten koppelen we dat terug aan de expert.

Bij nieuwe implementaties: wat wij zien is dat de mensen die nieuwe dingen implementeren geen ervaring hebben met de call centers hebben. Dan komt iets bij ons terecht en dan denken wij iets van wacht even. **Voor ons zou het heel interessant zijn als ze eens bij ons komen kijken. Hoe werken dingen hier? Of een praatje maken met de assistants.**

Dingen gaan live voordat ze volledig goed zijn uitgedacht, omdat dingen anders misschien nooit live gaan. Maar dan loop je onderweg tegen allerlei dingen aan.

Process improvements

Voorbeeld: wij zien dat er elke week vragen komen over schedule change. **Wij proberen eerst 1) staat het duidelijk in ask. 2) is het duidelijk in de training. Als het probleem ook nog te maken heeft met de AFKL systemen kunnen we kijken of daar iets aan te verbeteren valt of dat het iets binnen CC is.**

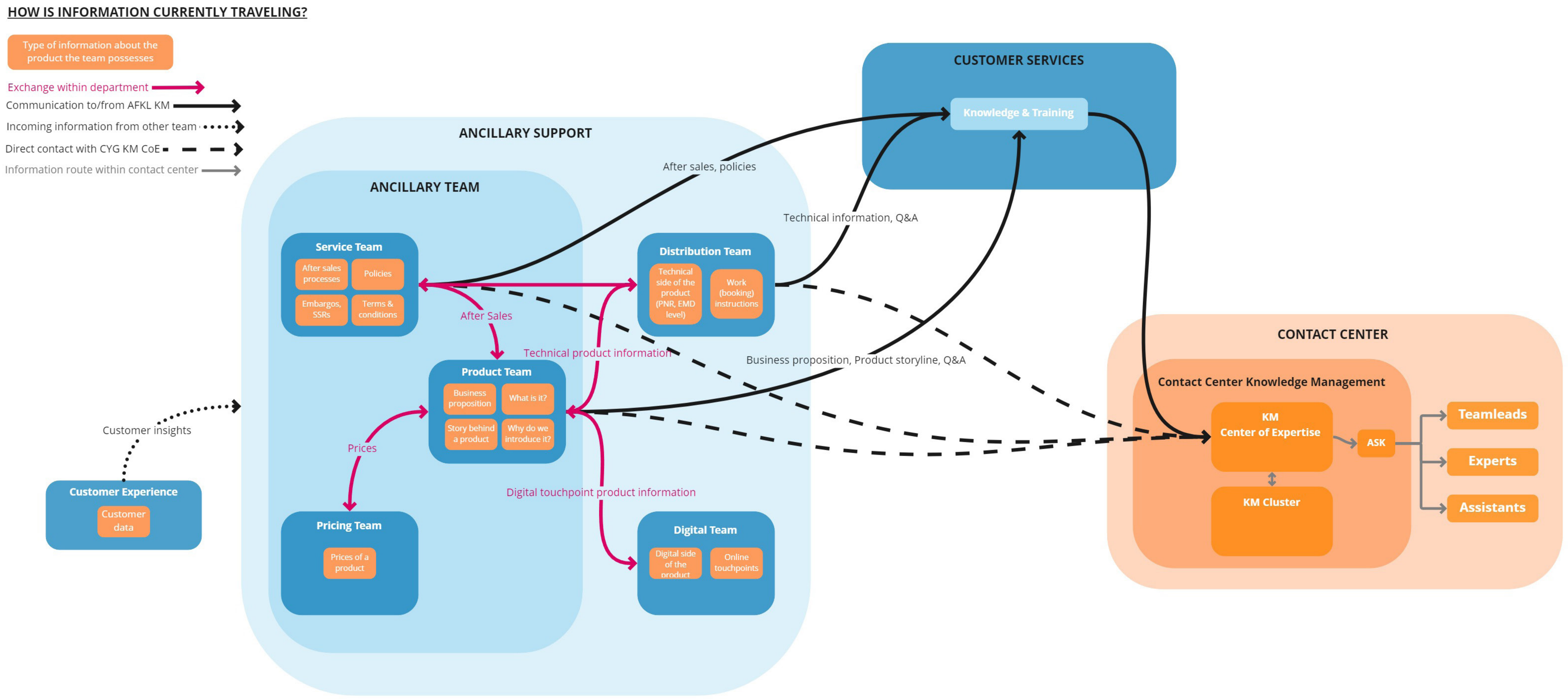
Per product (e.g. s&s) hebben wij een product en expert meeting met expert ambassadors en een aantal teamleads, ook per locatie. Daar focussen we vooral ook op de hot topics. **Daar vragen we ook echt door, want data in assist kan limited zijn.** Dan vragen we ook naar suggesties.

Er zijn ook wel eens suggesties voor bluebird, dat mogen wij dan wel zelf communiceren. bijv een specifieke vorm van pricing [sap?] kan alleen op manual manier. D**an kijken of bluebird het makkelijker kan maken of moeten wij binnen CC kijken hoe wij tools kunnen gebruiken om het op te lossen.** Dit is dan ook voornamelijk gerelateerd aan guided mode vs cryptisch.

5. INFORMATION FLOW MAPS

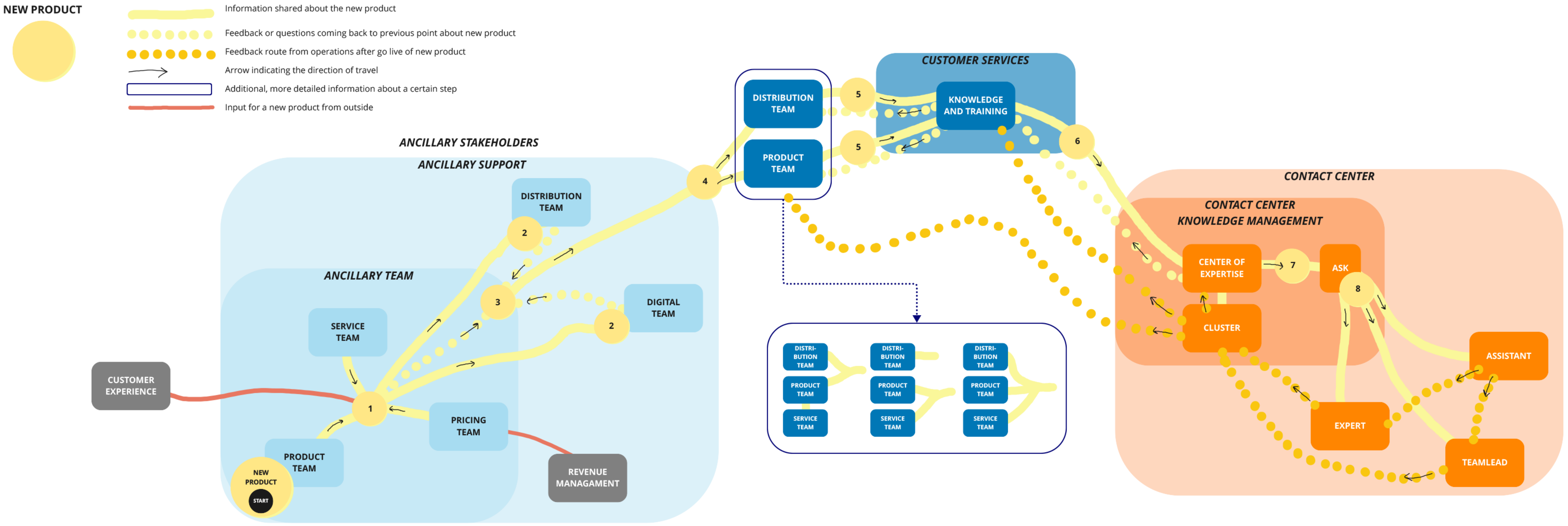
This appendix includes the preliminary information map that shows the types of information that are generally exchanged between the different stakeholders. Furthermore, this appendix includes the detailed simulations of the new ancillary flow and the adjustment to an existing ancillary flow.

Preliminary information transfer map:



Detailed simulation of new ancillary flow:

FOLLOW THE NEW PRODUCT THROUGH THE INFORMATION ROUTE:



1 *The Ancillary Team spots a new opportunity for a product (based on revenue figures, customer insights, trends, competition, and more). The new proposition is discussed within the team. The new product is proposed.*

2 *The Ancillary Team decides to share the proposal with the Distribution Team and the Digital Team. The latter two teams can give their feedback. Technical aspects of the proposal need to be discussed and planned.*

3 *Once the decision is made to continue and plan a go live for the product, things need to be finalized. Knowledge & Training of CuSer needs to be informed about the product.*

4 *The ancillary stakeholders all play a part in the introduction of this new product. The Distribution Team and Product Team, and occasionally the Service Team, have contact with CuSer. It depends on the person involved if they communicate together or separately (different combinations are possible).*

5 *Not only can information come from different sources, it can also come in different forms (e.g. in a meeting, in an email, in a word document). Depending on the form and the richness of the information that the form enables, CuSer needs to go back and forth with the teams to clarify things about the new product. Once they know enough, the new product is shared with the Centers of Expertise of the contact centers.*

6 *The Centers of Expertise check the if the information about the product is clear and what is means for them. If needed, they go back to CuSer (and maybe the necessary business owner) to get things further clarified.*

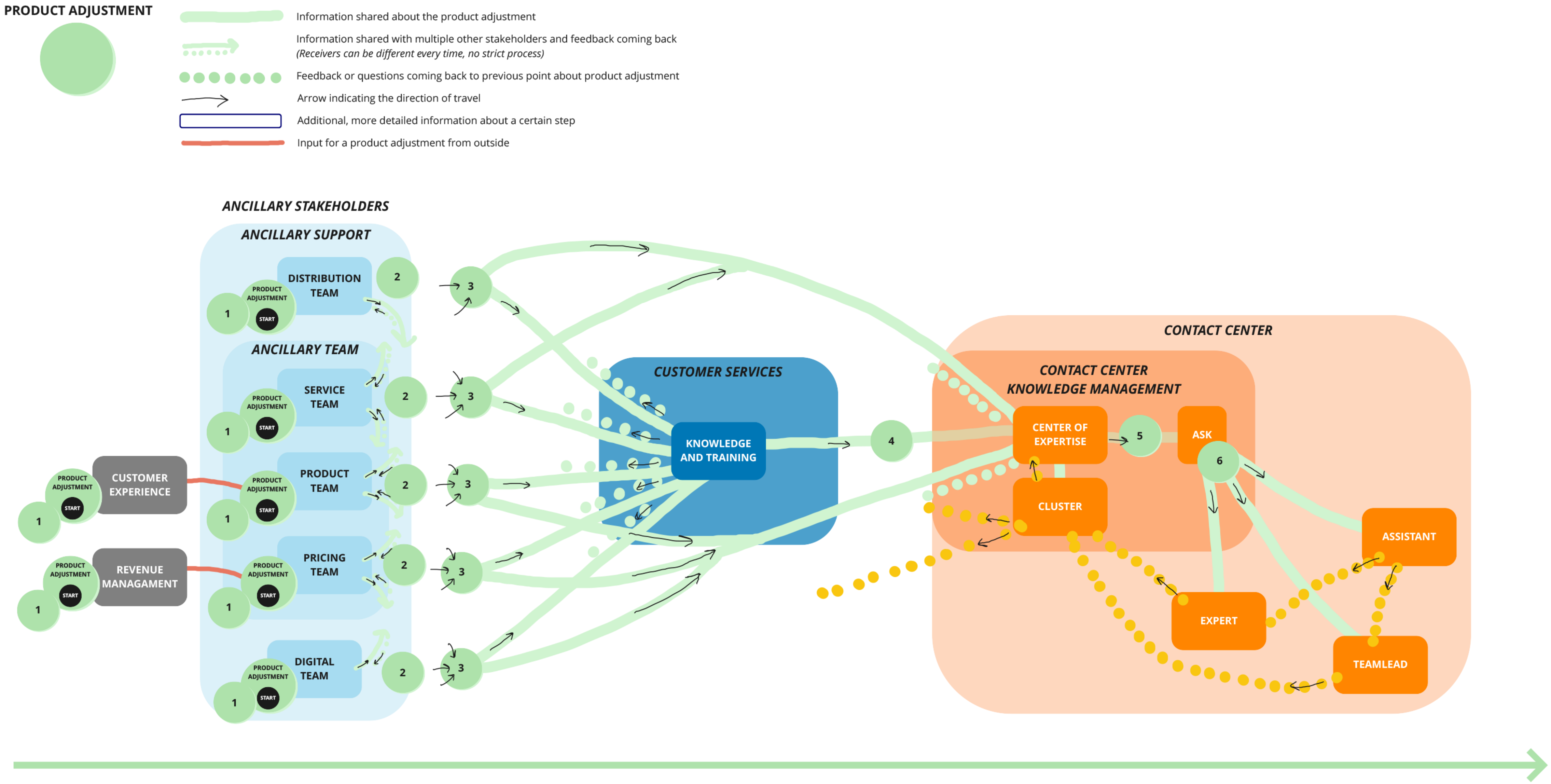
7 *If everything is clear, the responsible Center of Expertise writes the solution in the ASK database. The solution contains information about the product, the eligibility, the fees, and how assistants should add it to a passenger's booking.*

8 *Once a new solution is added in ASK, the assistants receive a notification. On the solution page of the new product, they can read information about the new product.*

Once the product is live, the assistants may face issues that were not taken into account upfront. Via the experts or Teamleads this feedback can come back to the KM Cluster, who can share it with CuSer or even a BO or BA.

Detailed simulation of adjustment to the existing ancillary flow:

FOLLOW THE PRODUCT ADJUSTMENT THROUGH THE INFORMATION ROUTE:



1 *The idea to make a product adjustment can have many different origins. It can turn out that something is not working properly, is not having the expected result, has to be changed due to rules or regulations etc. This can come from inside or outside the team.*

2 *The idea for a product adjustment can be communicated to (some of) the other stakeholders. The green arrow, combined with the dotted green line, indicates that this can be communicated to one or multiple other teams. No structured route was identified here.*

3 *Once it is clear what the adjustment includes, it can be communicated to CuSer. The adjustment can be communicated by the initiator of the idea, but it can also be communicated by one of the other stakeholders (depending on what the adjustment is). The feedback dots are shorter than in the new product flow to indicate that the adjustments are generally small and need less discussion. It also happens that adjustments take the direct route to the contact center, without informing CuSer.*

4 *Once the potential uncertainties have been clarified, CuSer forwards the information to the Centers of Expertise of the contact centers. It could be that the contact centers still have some feedback or questions (either to CuSer or directly to the ancillary stakeholders. Since this concerns a product adjustment, not many questions or feedback is expected.*

5 *The Centers of Expertise update the productsolution in the ASK database.*

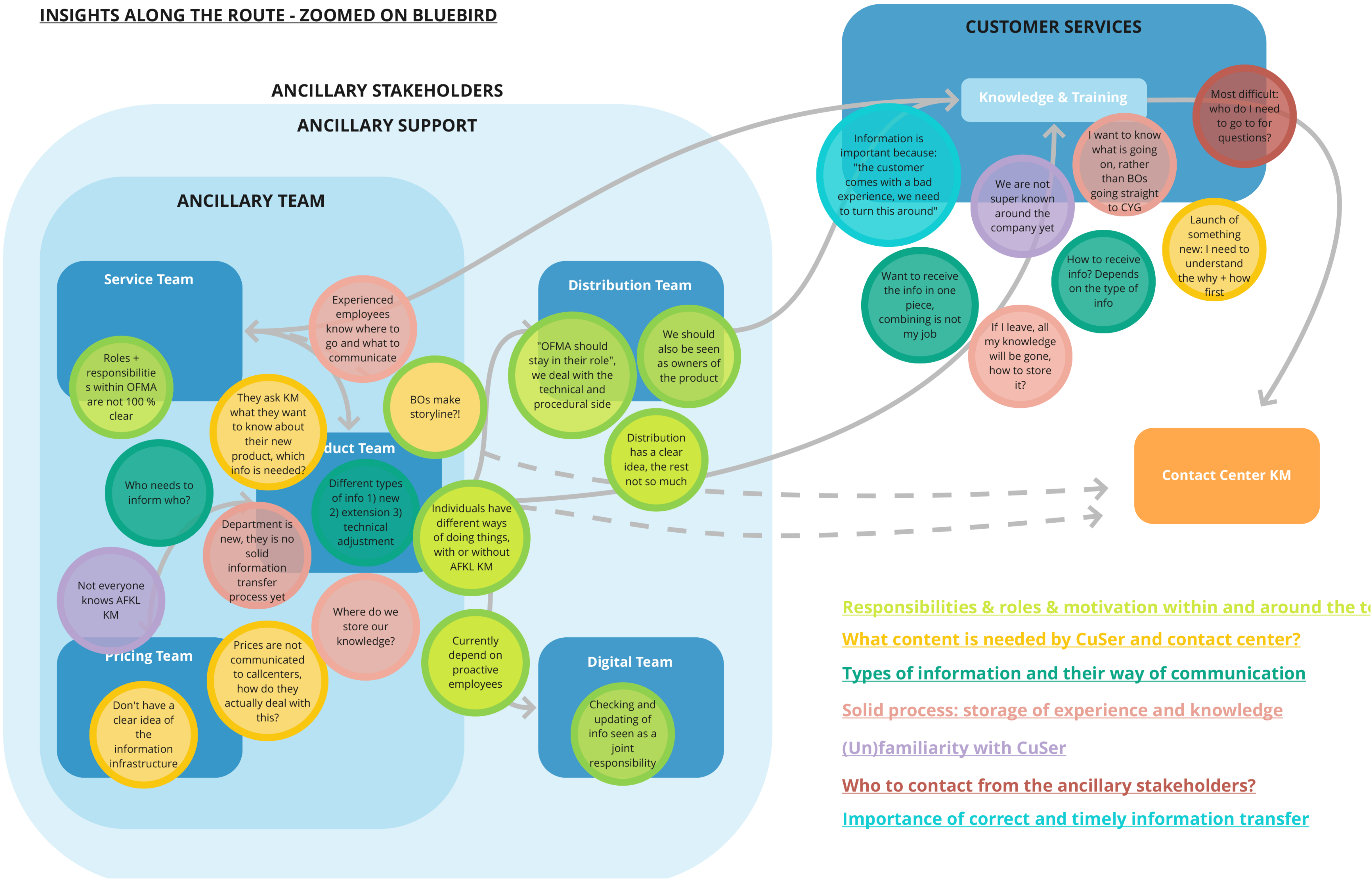
6 *The assistants receive a notification in ASK and can read the updated solution of the product to check what the product adjustment entails.*

As with the new product introduction, the product adjustment might turn out to cause some issues once it has gone live. In that case, the same feedback route applies here.

6. COLOUR–CODED INSIGHTS ALONG THE FLOW

This appendix includes the information map with the colour-coded insights from the interviews with Bluebird employees. This map gave insights in at which location along the information flow issues occured.

INSIGHTS ALONG THE ROUTE - ZOOMED ON BLUEBIRD



7. GENERATIVE SESSION CC KM

This appendix includes the material that was used for the generative session with CC KM, as well as the output of the session.

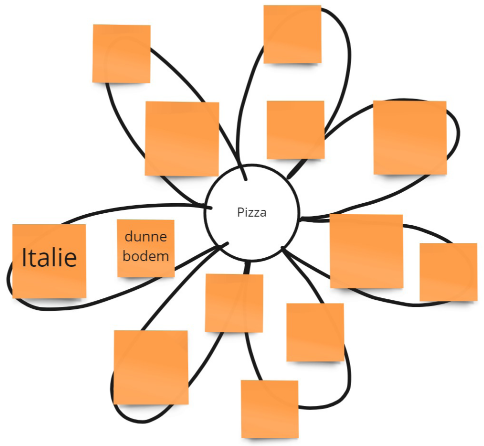
Session exercises:

Warming up

FLOWER ASSOCIATIONS:

Instructie: Dit is een simpele oefening waarin je in korte tijd wordt gevraagd om zo veel mogelijk associaties op te schrijven. Op deze manier word je brein vast getriggerd om snel ideeen te produceren en krijg ik een inzicht in jullie associaties met bepaalde dingen. Het gaat als volgt:
In het hart van de bloem staat een woord. Schrijf binnen 1 minuut zo veel mogelijk associaties met dit woord op een post-it rondom het hart van de bloem. Dit doen we voor 3 woorden. Zie een voorbeeld hieronder.

note: Het is niet erg als je niet alle post-its invult. Je mag natuurlijk ook meer post-its gebruiken dan in het template.



Oefening 1 - Informatie flows

MAPPING THE INFORMATION FLOWS

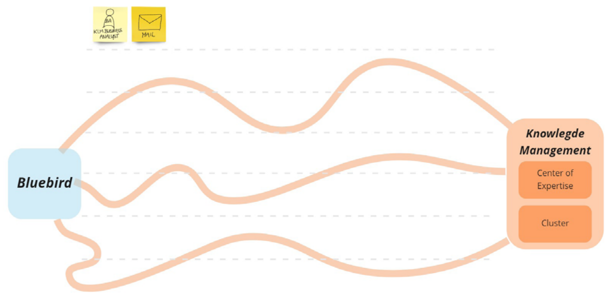
Instructie: Door middel van deze oefening gaan we de huidige stromen aan informatie die jullie bij KM binnenkrijgen en uitsturen in kaart brengen. Dit werkt als volgt: Hieronder staan schematische weergaves van Bluebird naar CC KM en van Cygnific KM naar de agent. We beginnen met Bluebird naar CC KM.

Jullie mogen met behulp van de post-its alle mogelijke vormen waarop jullie informatie binnenkrijgen in het schema zetten. Dit is dus vaak een persoon + een manier van communiceren. Het kan natuurlijk dat er personen of manieren zijn die niet al op een post-it staan. Pak dan een lege en vul het betreffende woord in. Post-its kunnen ook gekopieerd worden. Hierna doen we hetzelfde voor CC KM naar de agents. We hebben 6 minuten voor elk frame.

Deze oefening heeft een vervolg, dit zal worden uitgelegd nadat deze twee frames zijn ingevuld. Zie een voorbeeld hiernaast.

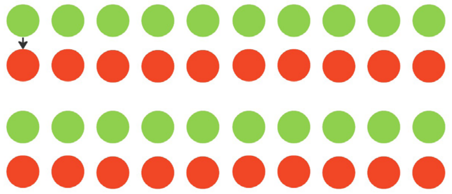
note: Overleggen mag ;)

This is how Bluebird communicates information to us:

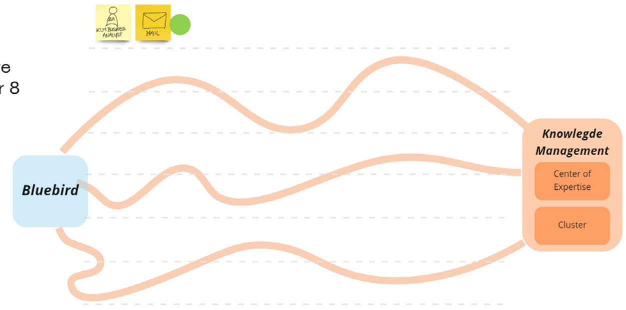


HOE IS DE ERVARING?

Instructie: Nu alle mogelijke informatie routes zijn ingevuld, gaan we kijken hoe jullie deze routes ervaren. Dit is vrij simpel en gaat als volgt: Plaats een rode of groene stip op iedere route die jullie hierboven hebben aangegeven. Probeer ook goed te verwoorden waarom je dit zo ervaart, dat zal ik proberen mee te schrijven. Dit doen we eerst voor Bluebird > CC KM en daarna voor CC KM > agents. In totaal hebben we hier 8 minuten voor. Zie een voorbeeld hiernaast.



This is how Bluebird communicates information to us:



Oefening 2 - De ideale wereld

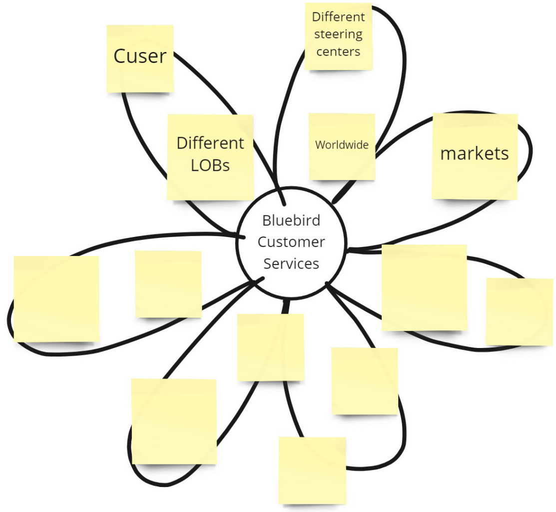
VISION OF IDEAL SITUATION

Instructie: De laatste oefening! :) We hebben nu gekeken naar de huidige situatie, de ervaringen en een aantal potentiele oplossingen. Nu is het tijd om met al deze dingen in ons achterhoofd een beeld te schetsen van de ideale situatie. Laten we samen nadenken over de volgende onderdelen: In the ideal situation we do...; we know...; we feel...; we use...; we communicate...; we collaborate...

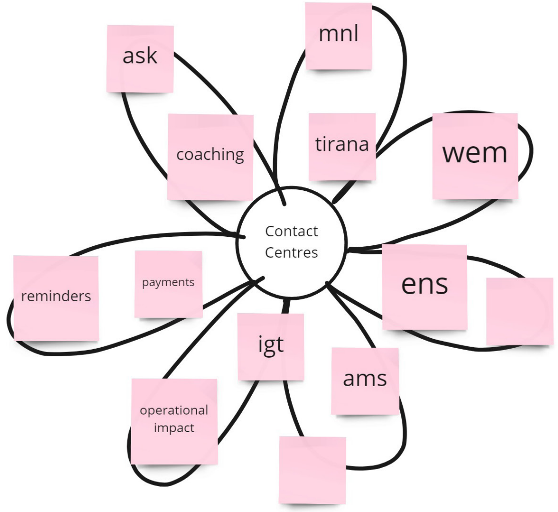
note: Opnieuw is er geen goed of fout. Schrijf op wat er op dit moment in je opkomt.

Session output:

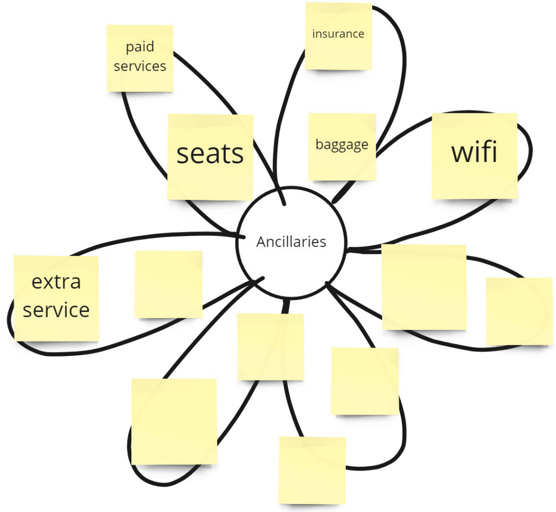
1) These are my associations with...



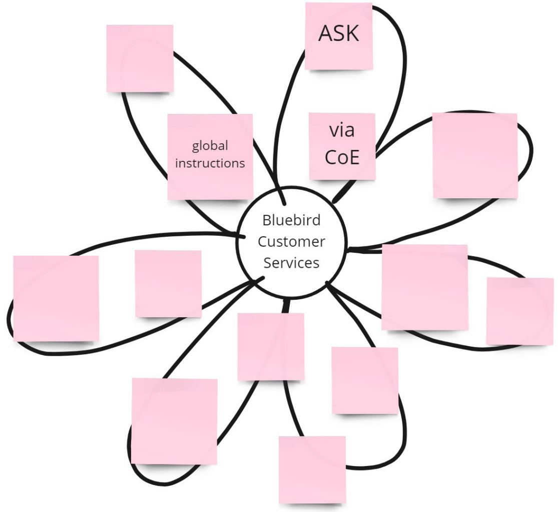
1) These are my associations with...



2) These are my associations with...



2) These are my associations with...



1) Bluebird to CC KM

sales comm gaat wel prima

other klm employee is geen officiele manier, dit gebeurt wel eens maar dit is niet ideaal

via website is big no, dan zijn wij nog niet geinformeerd wanneer de klanten al gaan bellen

other centres; meer voor hoe wij zelf de communicatie prettiger kunnen maken, heeft lang niet altijd impact op hoe de agent de informatie ontvangt

in principe gaat BO/BA prima, maar wij zouden het via CuSer moeten krijgen. afhankelijk van persoon. flows verschillen per persoon. nieuwe producten moeten eigenlijk via cuser

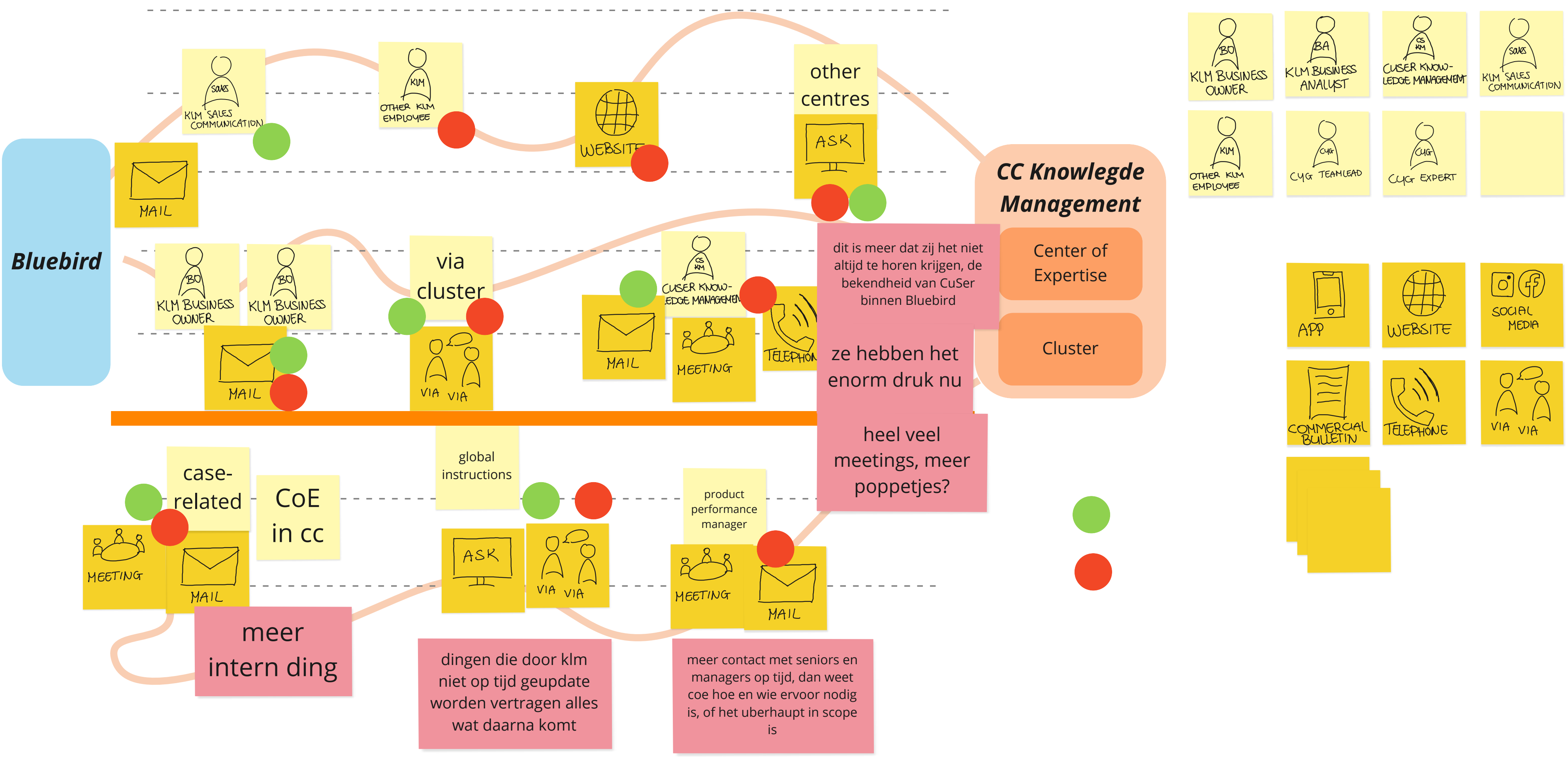
soms via ppm'ers horen we iets dat we dan eigenlijk zelf hadden moeten horen

cuser gaat nog steeds een stuk beter, maar staat in de kinder schoenen. een hoop awareness moet nog gemaakt worden. veel beter dan een paar jaar geleden, nog niet perfect

case related direct naar BO. doen zelf geen updates in ask, wordt dan doorgestuurd naar CoE

ppm is rood want als coe niet op tijd geinformeerd is komen zij ook in de problemen

This is how Bluebird communicates information to us:



dit is meer dat zij het niet altijd te horen krijgen, de bekendheid van CuSer binnen Bluebird

ze hebben het enorm druk nu

heel veel meetings, meer poppetjes?

meer intern ding

dingen die door klm niet op tijd geupdate worden vertragen alles wat daarna komt

meer contact met seniors en managers op tijd, dan weet coe hoe en wie ervoor nodig is, of het uberhaupt in scope is

nieuw vs aanpassing

de persoon die het hoorde te delen heeft dan eigenlijk iets gemist

persoon die moet delen moet dus meer aware zijn, meer focus hebben op dat het gedeeld

via cuser naar CoE is het meest ideaal. dit hangt af van de aard van de informatie, voor nieuw product is het belangrijk dat het centraal via Cuser

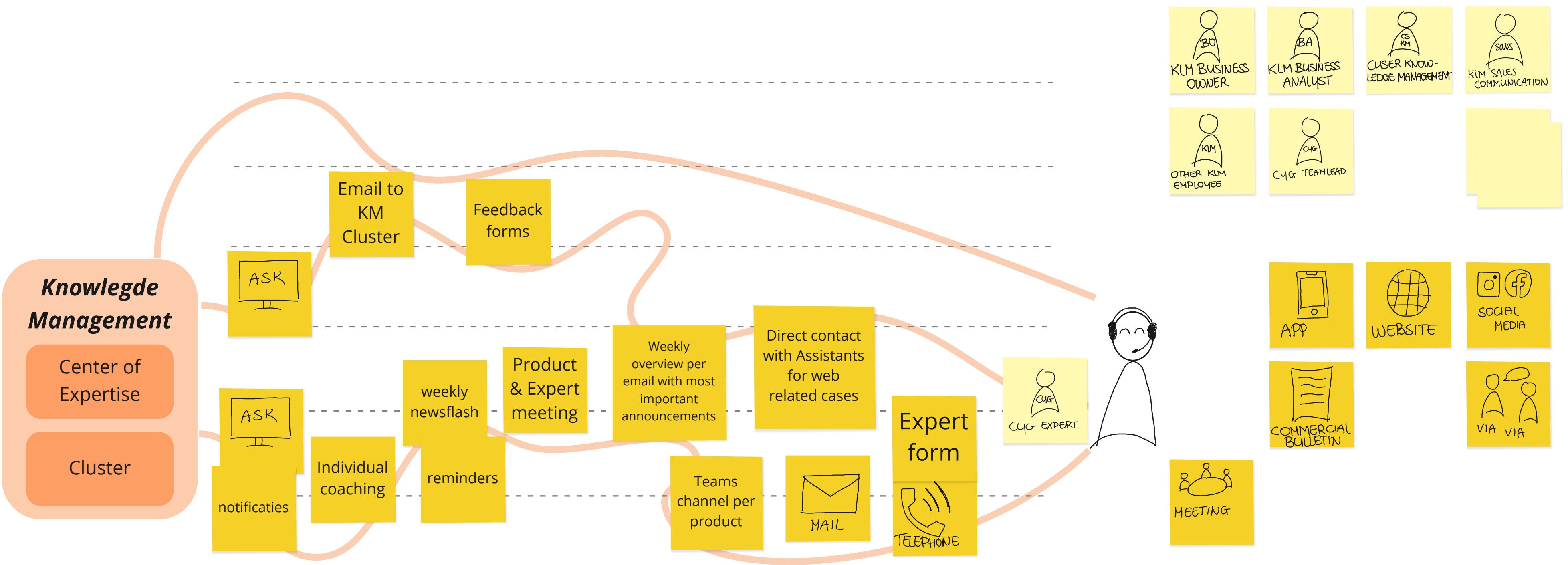
paar maanden van te voren. een training moet minstens 2 maanden van te voren aangevraagd

een dag voordat iets live gaat is niet ideaal, dan moeten we alles omgooien

kost tijd om instructies in ask te zetten

anders klant en assistant de dupe

This is how we communicate to the agents:



Knowlegde Management

Center of Expertise

Cluster

Email to KM Cluster

Feedback forms

weekly newsflash

Product & Expert meeting

Weekly overview per email with most important announcements

Direct contact with Assistants for web related cases

Expert form

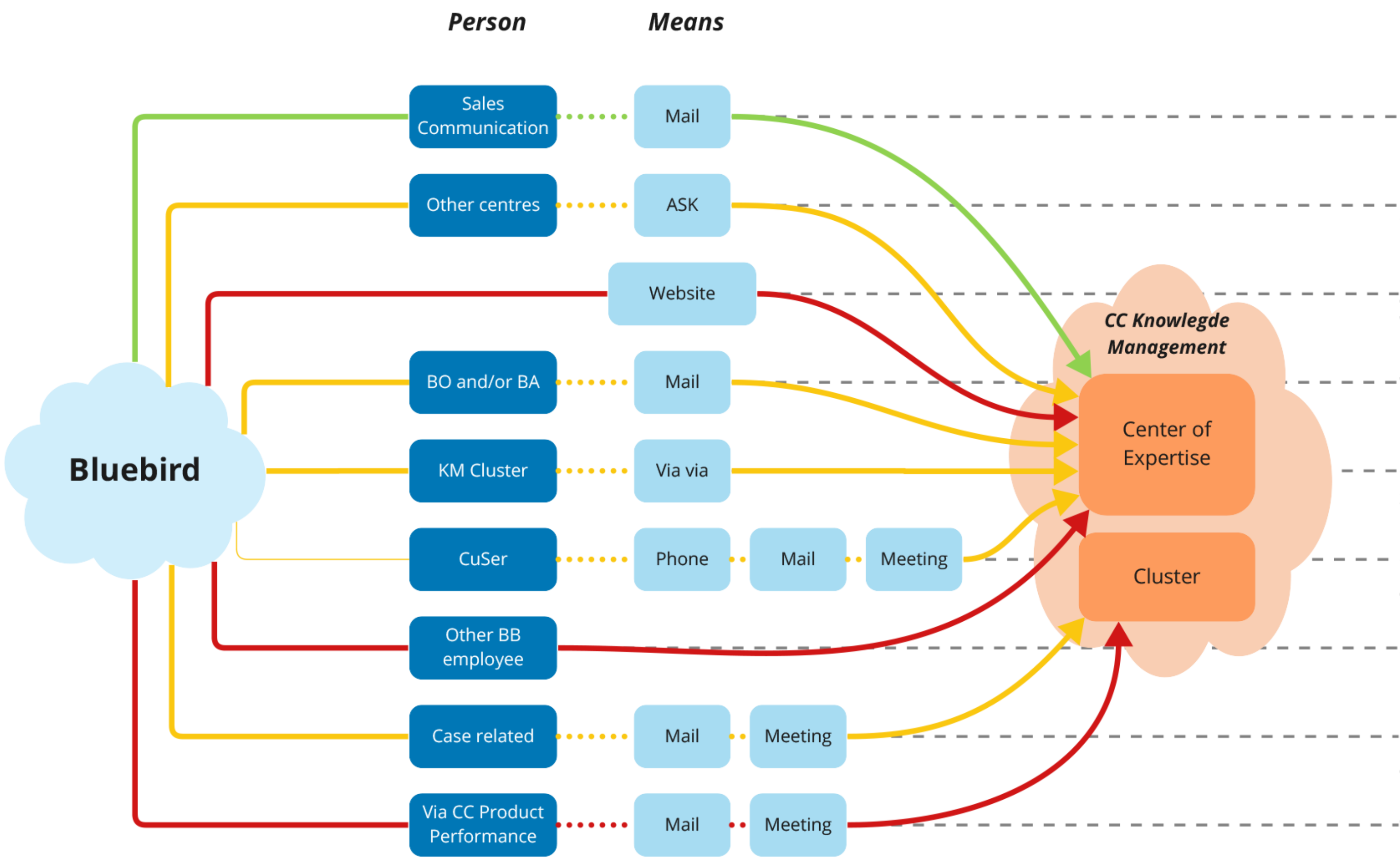
notificaties

Individual coaching

reminders

Teams channel per product

Processed session output:



Toelichting

"Sales comm gaat prima."

"Dit is meer hoe wij intern beter kunnen communiceren, maar dit heeft geen directe impact op de agent."

"Dit is een big no! Dit betekent dat wij niet op tijd zijn geinformeerd en klanten gaan bellen over iets waar wij nog niks van weten. Gaat iets mis aan Bluebird kant."

"Het werkt op zich, maar dit zou eigenlijk via CuSer moeten. Flows verschillen nu heel erg per persoon en of er al contact is geweest. Nieuwe producten moeten eigenlijk sowieso via CuSer."

"De Product Performance Managers van Cluster horen soms dingen in meetings die wij dan via Cluster horen, terwijl wij hier zelf direct van op de hoogte moeten worden gebracht."

"CuSer gaat al een stuk beter dan een paar jaar geleden, maar dit is nog een work in progress. Er moet nog meer awareness gecreeerd worden."

"Dit is geen officiele manier om met ons te communiceren. Soms gebeurt het wel. Dan heeft degene die ons eigenlijk had moeten informeren dit dus niet gedaan. Dat is niet ideaal."

"Dit gaat over speciale cases waarover we direct contact opnemen met de BO. Dit wel altijd met CoE in CC. Op intern gebied kan de communicatie hier beter."

"Dit is hetzelfde als Cluster hierboven. Wanneer deze PPM'ers wel worden geinformeerd maar CoE niet, komt CoE in de problemen."

Ideale situatie

Meer focus op en awareness voor delen van informatie door de benodigde mensen

Informatie komt via CuSer. Hangt een beetje af van de aard, maar voor een nieuw product is het belangrijk dat het centraal gaat via CuSer.

Case related en PPM zijn meer interne vraagstukken. Al is het stukje van op tijd communiceren nog steeds belangrijk. Als KLM te laat is, vertraagt dat alles wat daarna komt

Informatie moet tijdig bij ons komen en dus ook tijdig bij CuSer. Instructies schrijven kost tijd. Liefst een paar maanden van te voren. Een training moet minimaal 2 maanden van te voren worden aangevraagd.

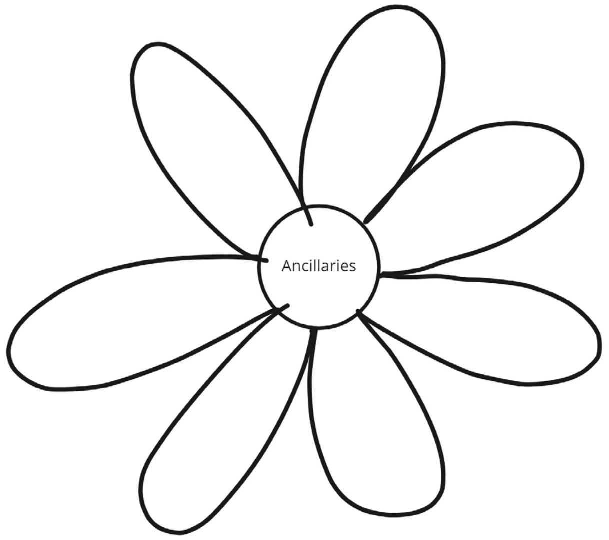
Meer mankracht bij CuSer? Zij hebben het ongelooflijk druk nu omdat hun bekendheid groeit. Al moet die bekendheid nog steeds meer binnen bluebird.

8. GENERATIVE SESSION CC AGENTS

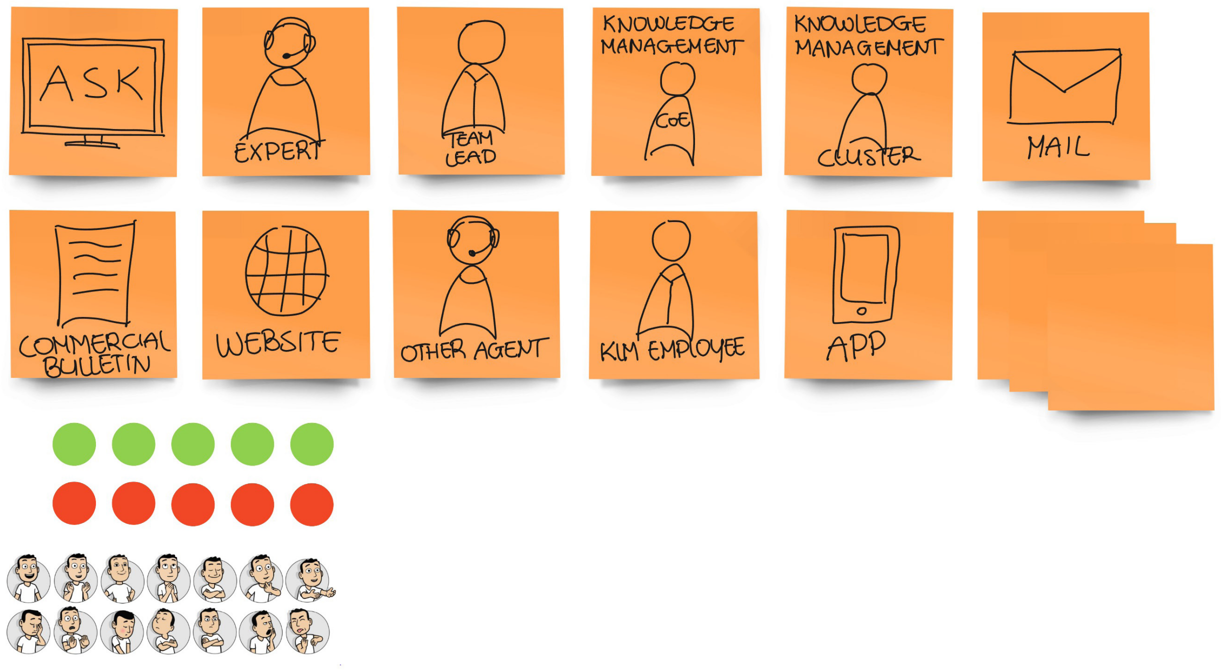
This appendix includes the material that was used for the generative session with the CC agents, as well as the output of the sessions and the descriptions of the observations + listening-ins done at the CC.

Session exercises:

These are my associations with...

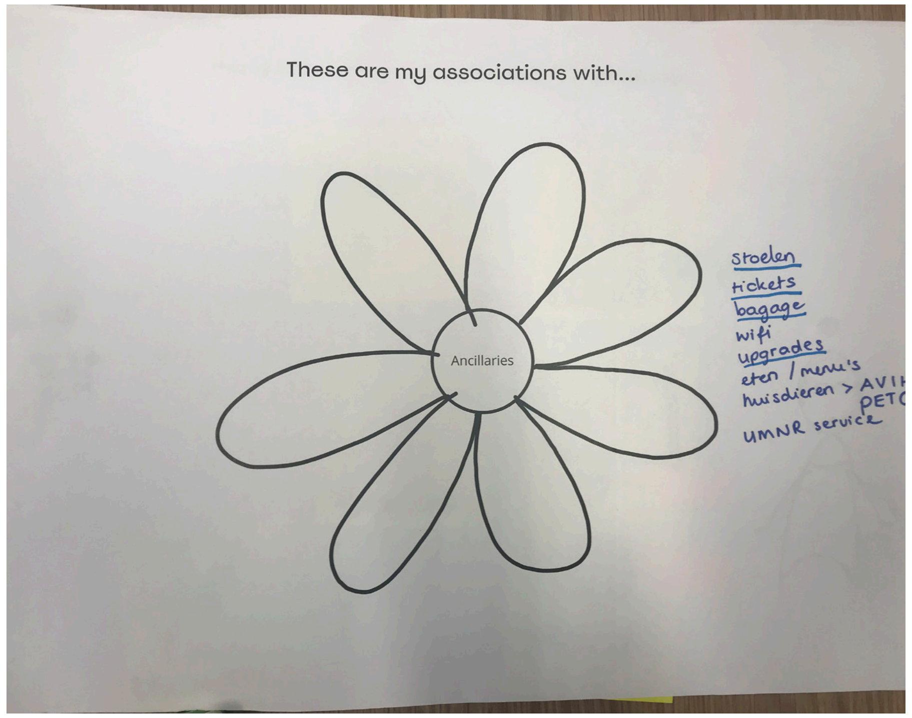


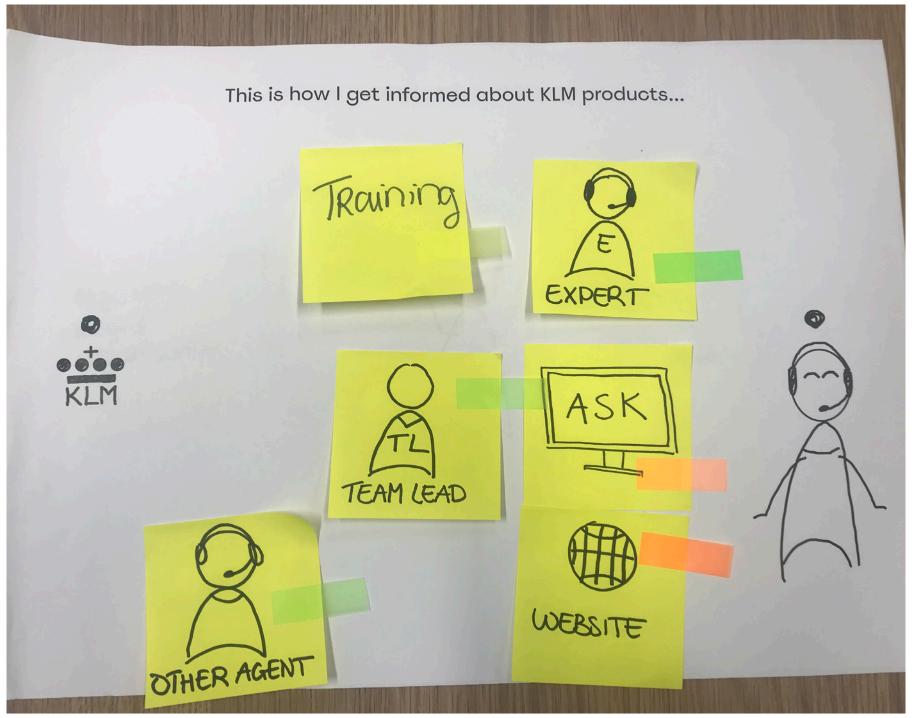
This is how I get informed about Bluebird products...

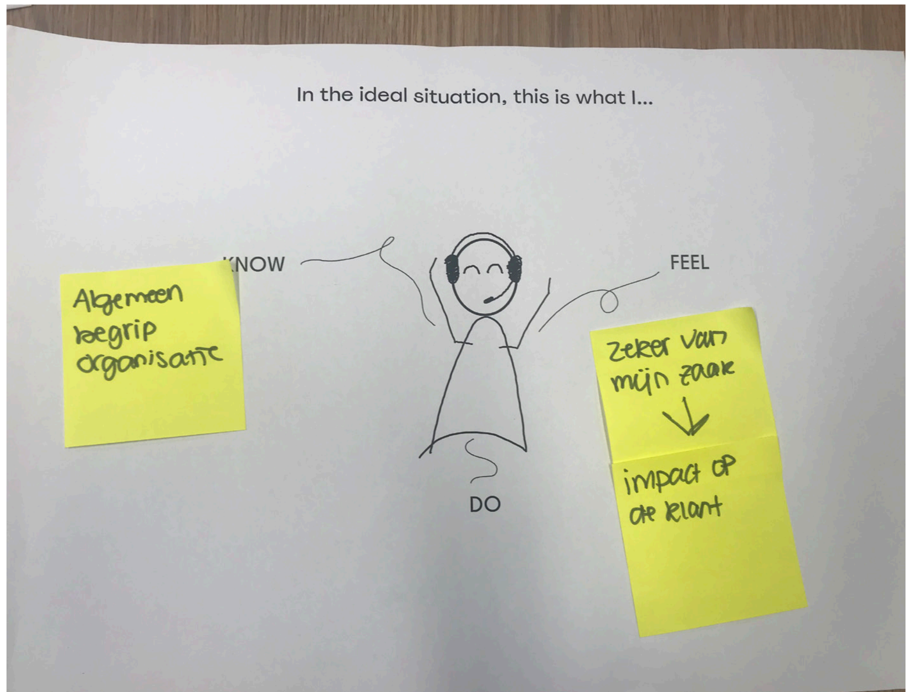


In the ideal situation, this is what I...

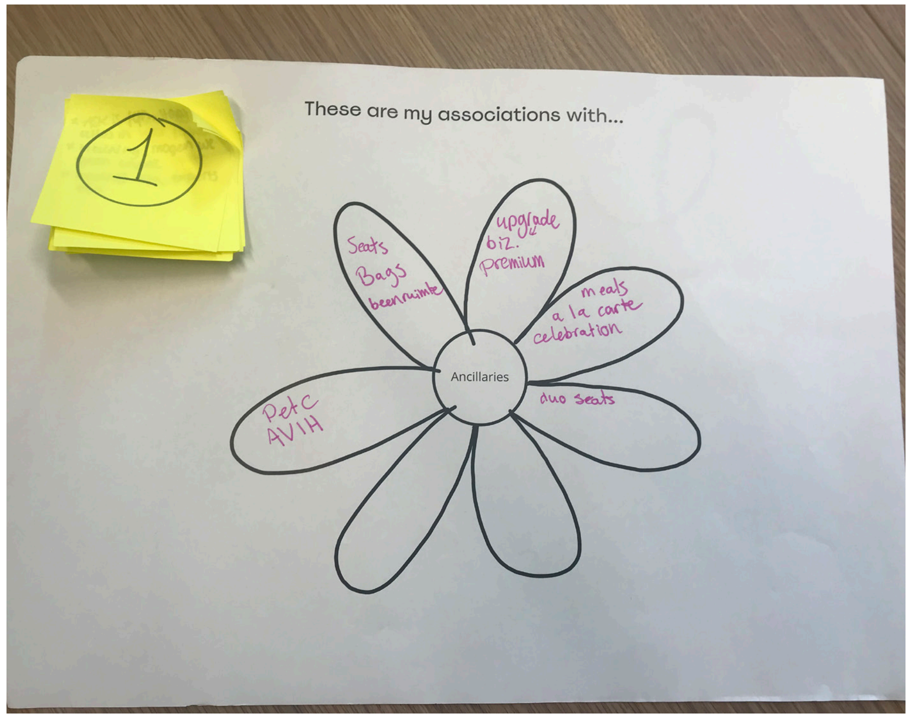
Session 1:

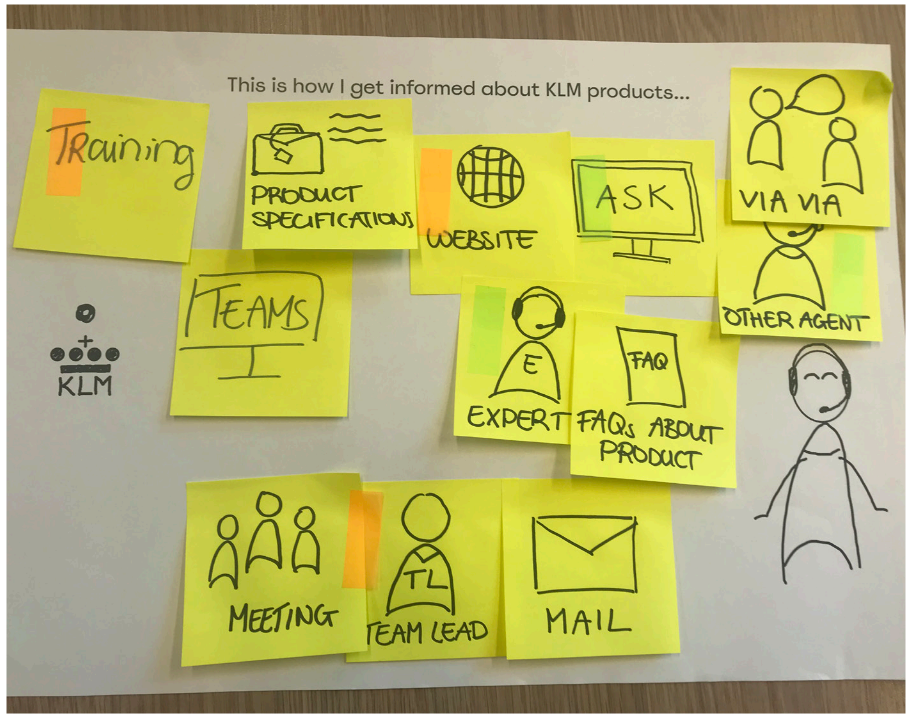


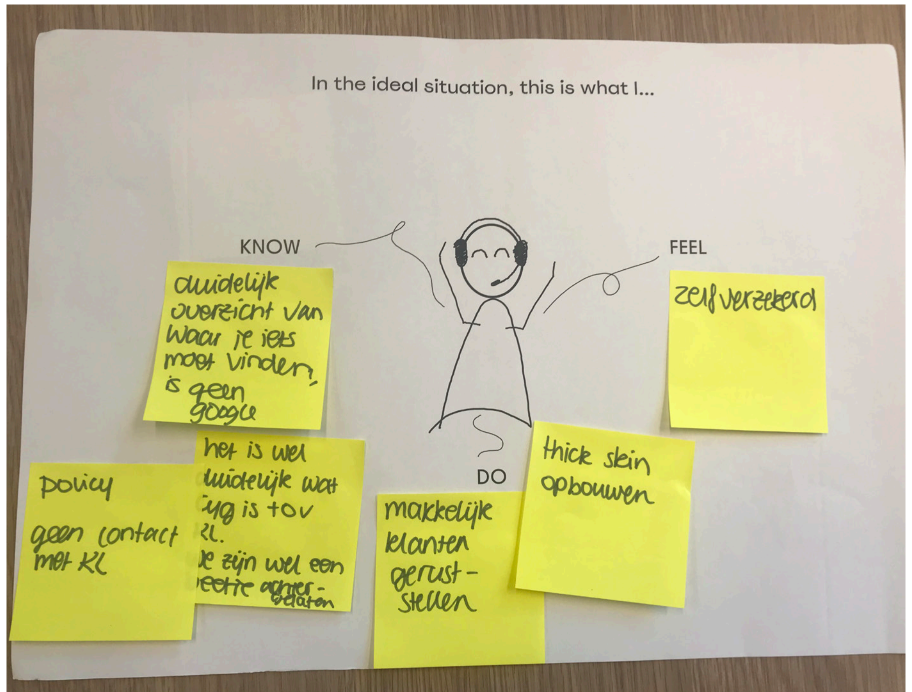




Session 2:

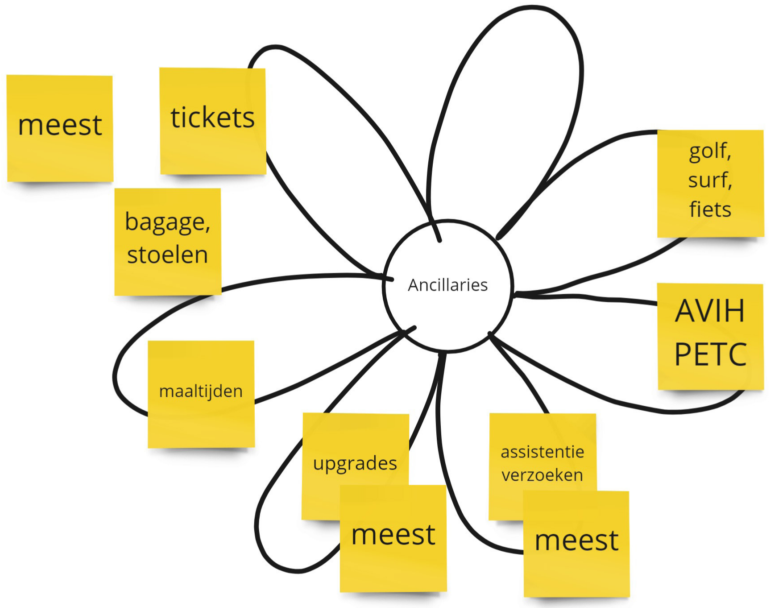






Session 3:

These are my associations with...



meest

tickets

golf, surf, fiets

bagage, stoelen

AVIH PETC

maaltijden

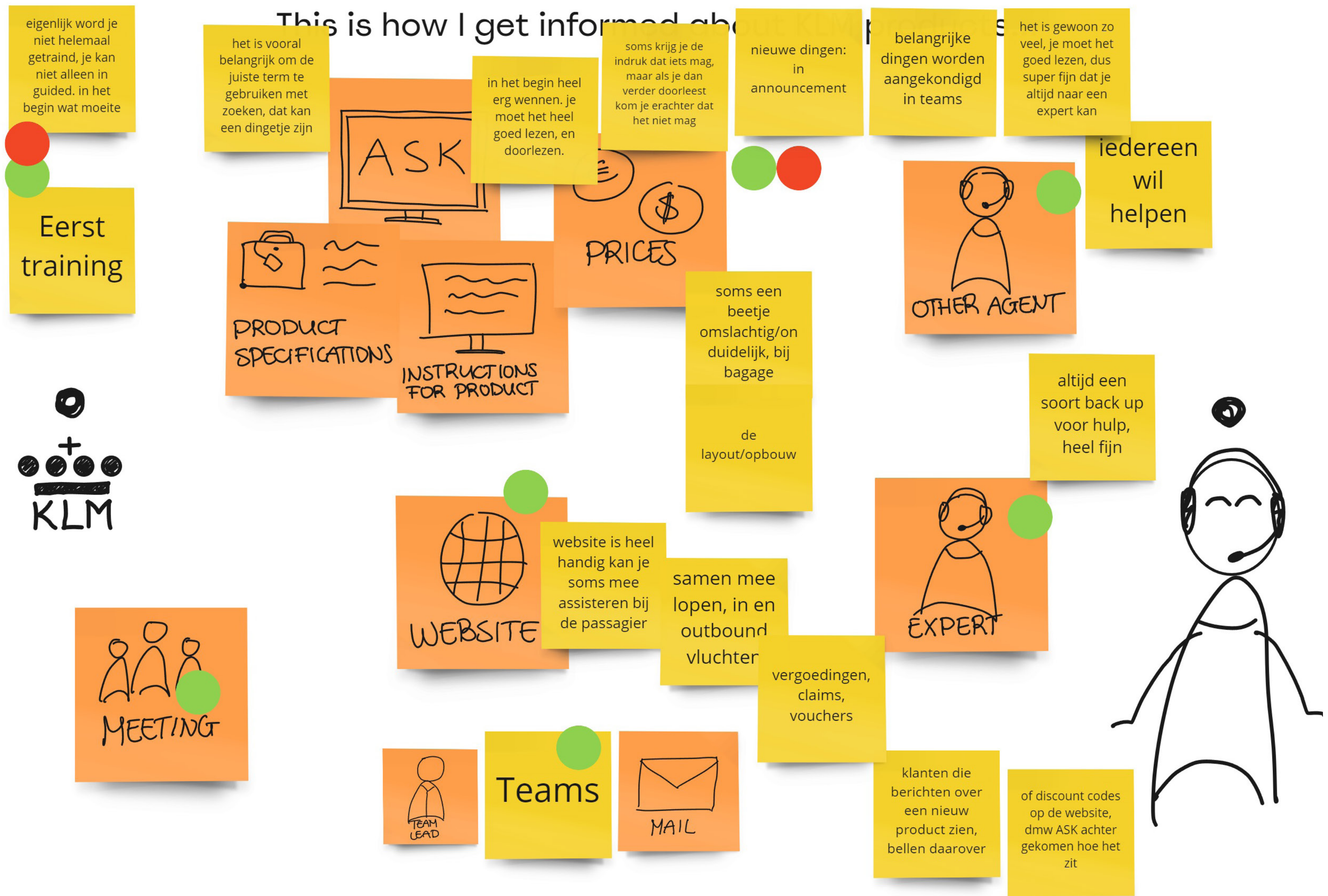
upgrades

meest

assistentie verzoeken

meest

This is how I get informed about KLM products



eigenlijk word je niet helemaal getraind, je kan niet alleen in guided. in het begin wat moeite

Eerst training

het is vooral belangrijk om de juiste term te gebruiken met zoeken, dat kan een dingetje zijn

in het begin heel erg wennen. je moet het heel goed lezen, en doorlezen.

soms krijg je de indruk dat iets mag, maar als je dan verder doorleest kom je erachter dat het niet mag

nieuwe dingen: in announcement

belangrijke dingen worden aangekondigd in teams

het is gewoon zo veel, je moet het goed lezen, dus super fijn dat je altijd naar een expert kan

iedereen wil helpen

soms een beetje omslachtig/onduidelijk, bij bagage

de layout/opbouw

altijd een soort back up voor hulp, heel fijn

website is heel handig kan je soms mee assisteren bij de passagier

samen mee lopen, in en outbound vluchten

vergoedingen, claims, vouchers

Teams

klanten die berichten over een nieuw product zien, bellen daarover

of discount codes op de website, dmw ASK achter gekomen hoe het zit

In the ideal situation, this is what I...

guided en crypted; ik begrijp waarom. er zijn alleen nog zo veel dingen die niet kunnen in guided

guided is sneller enzo, maar er zou meer aandacht moeten worden gegeven aan cryptic

er staat heel veel, daar moet je zo aan wennen

dat heb ik nog steeds wel eens

iets beter filteren op wat je echt nodig heb, niet zo veel informatie in beeld

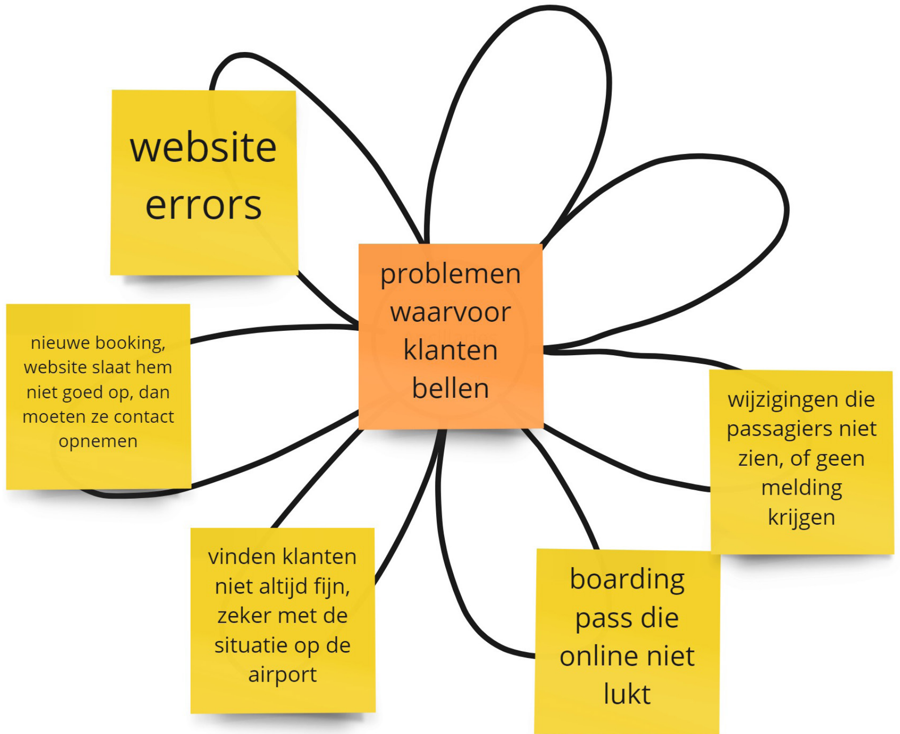
we hebben verschillende soorten payment methods, ik zie dat bank transfer vaak niet goed gaat. dat duurt heel lang voor de passagier

weet niet of er iets wordt gedaan met de meldingen die ik maak

eigenlijk nooit gevraagd aan expert of zij er verder wat mee doen

Session 4:

These are my associations with...



problemen waarvoor klanten bellen

website errors

nieuwe booking, website slaat hem niet goed op, dan moeten ze contact opnemen

vinden klanten niet altijd fijn, zeker met de situatie op de airport

boarding pass die online niet lukt

wijzigingen die passagiers niet zien, of geen melding krijgen

This is how I get informed about KLM products...

WEBSITE

soms loopt systeem een beetje achter met wat de passagier binnenkrijgt, soms dus traag

KLM

Trainingen, elke maand over een product

je kan altijd extra training of coaching krijgen bij meer vragen

ze behandelen welke stappen je moet nemen. je hebt ook een campus waarbij je bepaalde opdrachten moet doen

trainingen duren soms wel lang

ASK

melding waar je alle updates kan zien

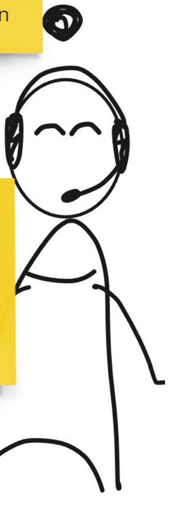
je moet heel specifiek zijn met wat je zoekt, dat is wel lastig

daardoor duurt het ook langer voordat je iets vindt, dan twijfel je, moet je het weer opzoeken

updates worden ook gedeeld via Teams (bijv uitvallen van vluchten)

passagiers zijn niet altijd eens met dingen; premium comfort alleen online

passagiers zouden wel willen dat agents dat ook kunnen toevoegen



In the ideal situation, this is what I...

KNOW

moeder en zus werken bij KLM dus dat helpt

website is duidelijk, daar kijk ik veel op

zelfde update op de website als in ons systeem

voor ouderen dingen telefonisch kunnen regelen

FEEL

DO

ASK zou zo moeten werken zoals google

dat je niet zo specifiek hoeft te zoeken, dat je makkelijker dingen kan vinden

dan zou je er meer vertrouwen in hebben

NL en ENG versie? zou misschien helpen

slimmere google

in het begin dacht ik omg wie heeft dit verzonnen, nu sla ik vaakgebruikte chapters op

in het begin dacht ik, ik snap er niks van

aan het begin trainingen waar je ask kan vinden etc, niet echt heel in detail hoe je het gebruikt

als ik er zelf niet uitkom vraag ik de expert, daar kan je ook aangeven dat je extra coaching wil over bepaald onderwerp

nooit iemand van klm gesproken over producten

Conclusie van sessie 1:

ASK is de meest gebruikte manier van informatie ophalen over Bliebird producten, experts zijn de meest gewaardeerde manier

Wanneer je nieuw bent is dit best een spannende job waarin je in korte tijd veel moet "learning by doing", door online trainingen sta je verder van het bedrijf af

"ligt die twijfel aan mij? ik weet het niet, maar de klant hoort dat ook" denkt dan veel na over effect op de klant

idee: briefing ofzo over een nieuw product en het bijbehorende verhaal. nu worden er vaak aannames gedaan

er staat al te veel in ask en je hebt geen tijd om meer te lezen, je moet je targets halen

website = veel gebruikte manier om dingen "simpeler" op te zoeken

Conclusie van sessie 2:

ASK is de meest gebruikte manier van informatie ophalen over Bluebird producten, experts zijn de meest gewaardeerde manier

Wanneer je nieuw bent is dit best een spannende job waarin je in korte tijd veel moet "learning by doing".

Wel onzekerheid of twijfel in het begin

De website wordt ook veel gebruikt door de agent

Moeilijk navigeren in ASK. Zou fijner zijn als ASK meer gebruiksvriendelijk wordt in het vinden van informatie. "het is geen google"

doel om uiteindelijk zekerder aan de telefoon te zitten

Conclusie van sessie 3:

je moet echt de juiste zoektermen gebruiken in ASK, anders is het zoeken heel moeilijk

super fijn dat je naar een expert kan, en niet lezen je enige optie is

prijs tabellen van bagage zijn wel erg groot en kunnen duidelijker

beter kunnen filteren in ASK?

website is heel handig, ook om mee te lopen met een klant

Teams, TL, mail, meeting en other agent, training

Conclusie van sessie 4:

website is heel handig, ook om mee te lopen met een klant

ASK zou meer zo moeten zijn als google, makkelijker iets zoeken. misschien ook NL?

in het begin echt mega overwhelmed, "dacht ik snap er niks van"

nu duurt het ook veel langer om iets te vinden

Observation notes taken at the CC on 15/11/22:

Werkvloer:

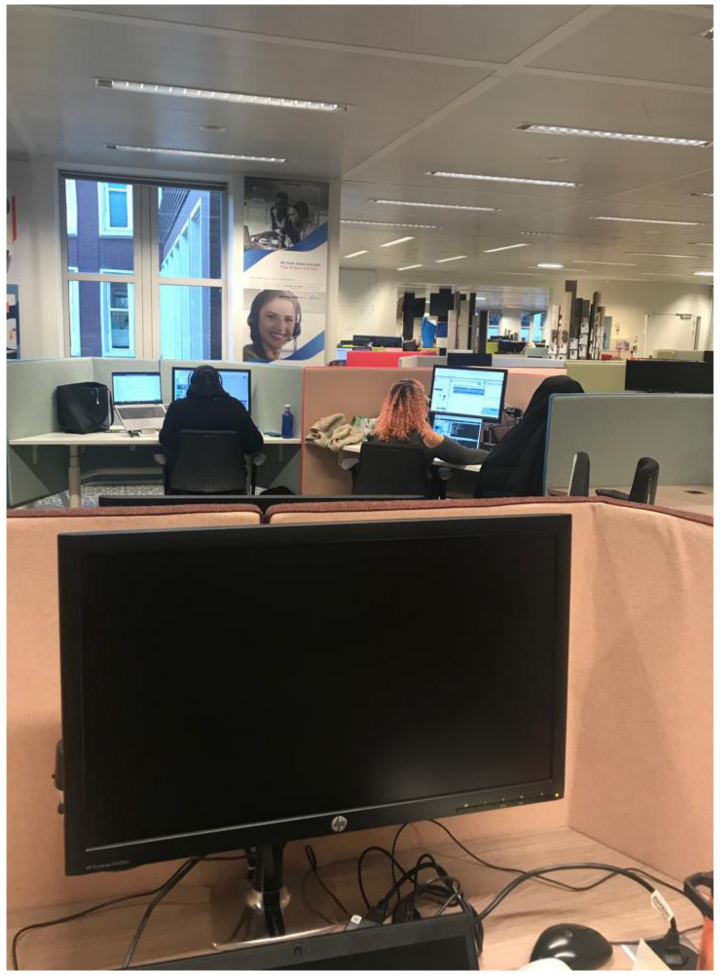
- Grote open vloer met flexplekken. In de hoeken en aan de buitenkant zitten glazen hokjes voor meetings.
- Kleurrijke schermen tussen bureaus, posters aan de muur. Zie foto voor impressie.
- Gekleurde koppen en moderne koffiemachine, geen papieren bekertjes.
- Valt op dat het niet super vol is op de vloer, mensen werken toch ook vanuit thuis lijkt.
- Voelt aan als gemoedelijke sfeer op de vloer.

Listening-in 1:

- Ervaren agent, = ook een expert. Werkt sinds 2003 (min paar jaar in between) als agent bij CC.
- Werkt nog “old school”, in de cryptic mode die nu niet meer wordt getraind
- Gesprek 1 gaat over wijziging van ticketdatum. Nieuwe datum is wel gereserveerd, maar niet betaald. Is lang gesprek want dingen in het systeem werken niet mee, duurt lang om alles uit te zoeken. Agent neemt tijd om de klant rustig te helpen. Beschrijft wat ze aan het doen is. Klant vraagt of hij zijn nummer moet achterlaten voor het geval het gesprek wegvalt. Agent geeft aan dat dit niet gebruikelijk is. Discussie hierover. Frustratie loopt een beetje op. Klant valt dan ook echt weg. Agent werkt door aan de boeking en belt klant terug. Klant is blij dat hij is teruggebeld. Tarief voor kind moet worden aangevraagd dus daar moeten ze nog op wachten. Klant uiteindelijk tevreden.
- Gesprek 2 wil ticket wijzigen want zojuist positief getest. **Agent checkt snel in ASK wat de huidige refund/rebook policy is wat betreft covid. Agent had deze ASK pagina al open staan, dus makkelijk te vinden. Het valt op dat ze erg veel systemen en schermen tegelijkertijd open hebben.** Dingen voor meneer kunnen regelen.
- Na deze twee belletjes moet agent de cases nog even afhandelen in het systeem want het 2e belletje kwam heel snel door want ze stond niet goed op ‘wrap up’. Hiervoor wordt ook ASK weer even geraadpleegd. **“Het staat hier toch in?!”**. Volgens agent is het moeilijk te vinden als je de product naam niet helemaal juist hebt in ASK.
- **De agent vertelt dat ze aan het begin van haar shift tijd neemt om nieuwe announcements te lezen. “Ik vind het vervelend als er zo veel op ongelezen staat”. Ze zegt dat de meeste agenten het wel heel overweldigend vinden.**
- 3e call gaat over wijzigen ticketdatum incl kitesurf bagage. Kan toevallig tegen zelfde tarief worden omgeboekt, makkelijk.
- Na iedere call vult agent in waar call over ging en hoe ze hem heeft afgehandeld (dropdown menu), ook ruimte voor toelichting.

Listening-in 2:

- Nieuwe agent, net 1.5 maand training klaar (dus ook bellen onder begeleiding), nu ‘los’ aan het werk
- Gesprek 1 gaat over melding die klant kreeg over geannuleerde vlucht. Vlucht blijkt niet geannuleerd maar flink vertraagd. Klant doorverwezen naar website waar hij dit zelf ook kan opzoeken en overzicht verstuurd.
- Als er geen nieuwe calls zijn heb je even tijd voor jezelf. Wel blijven opletten want call komt door en wordt na piep gelijk opgenomen.

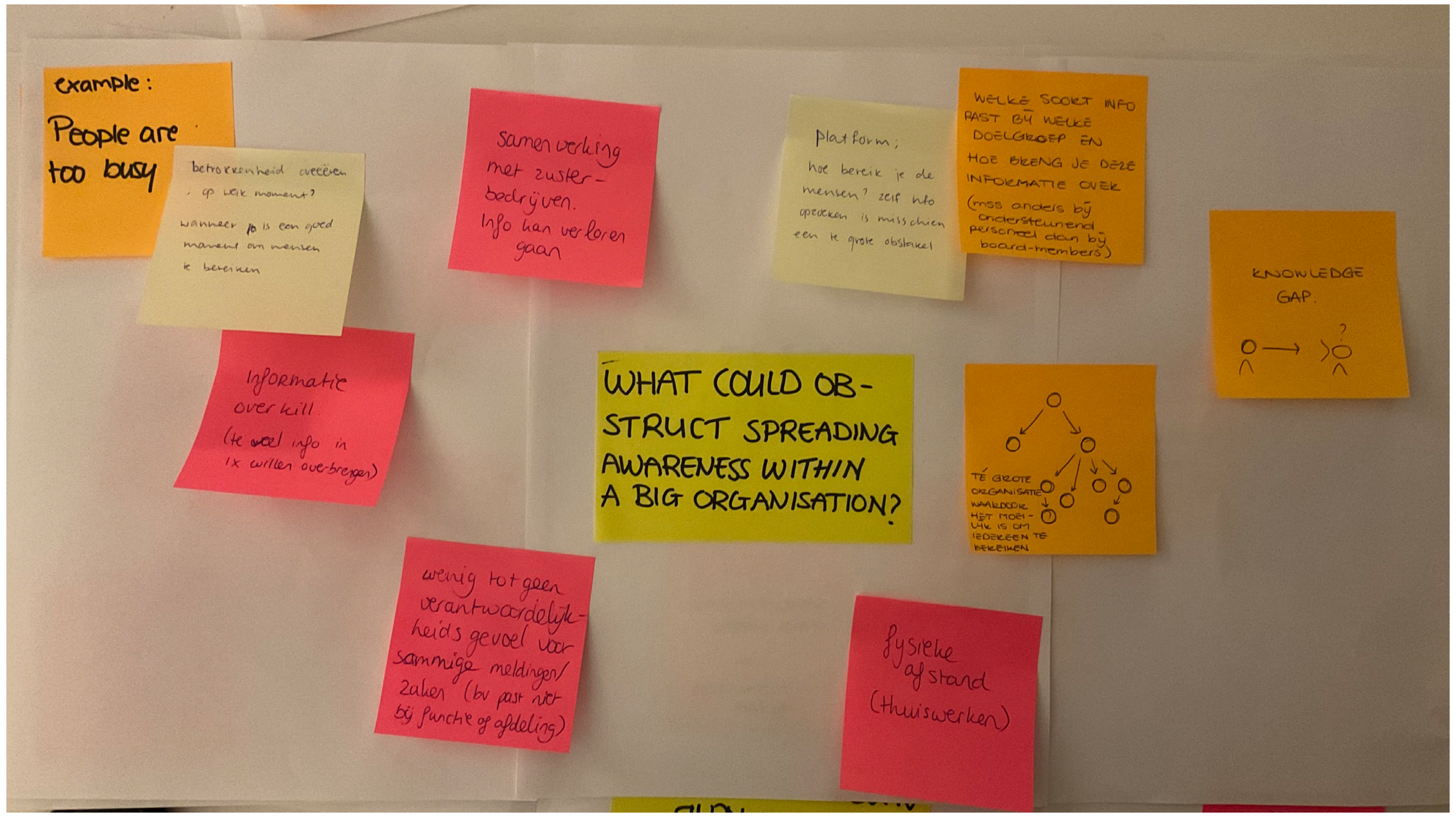


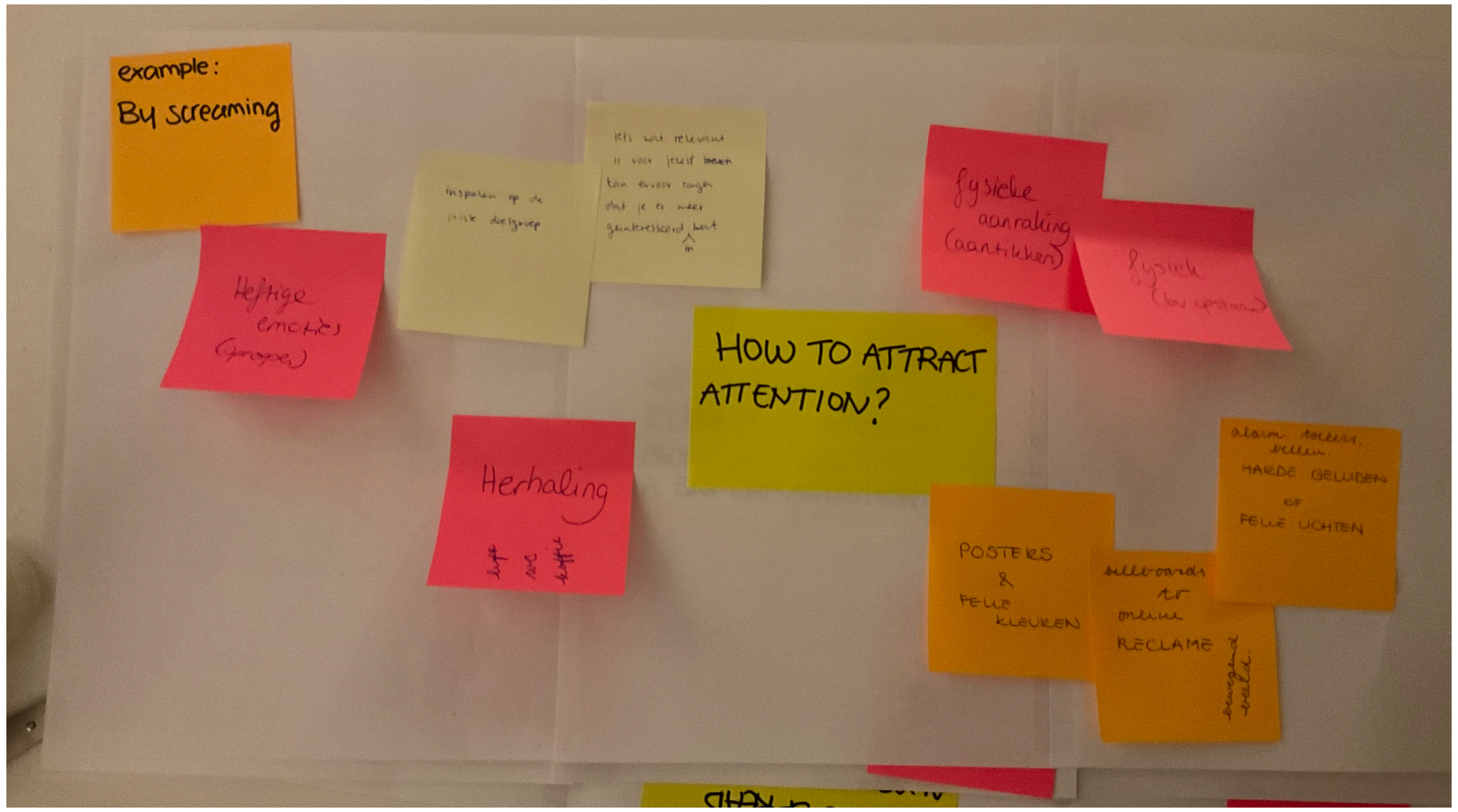
- 2e gesprek gaat over wijzigen datum ticket na involuntary rebooking. **Agent moet opzoeken in ASK. Eerst verkeerde zoekterm gebruikt. Neemt tijd op solution te lezen, lichte twijfel.** Klant zegt dat ze graag in Comfort wil zitten. Heel veel vluchten gecheckt, bijna overal vol. Uiteindelijk gelukt om te wijzigen naar andere dag.
- 3e gesprek gaat over tarief voor extra bagage. **Agent zoekt in ASK op ABA. Vindt uiteindelijk een grote tabel met allerlei tarieven. Komt er niet precies uit**, maar weet dat een eerste extra bagage meestal rond de 60 euro is. Klant weet even genoeg.
- 4e gesprek van klant die heeft geboekt in premium comfort maar is gedowngrade door delay van levering van cabine. Boze klant, heeft al meerdere keren gebeld. Hij kan geen claim indienen op website want nog niet gevlogen. Agent maakt uiteindelijk een claim voor hem aan, dat kan wel.
- Agent is erg blij met de experts, die geven erg veel tips. Met name over de cryptic mode die je niet meer aangeleerd krijgt, maar in de praktijk nog wel nodig hebt.

9. IDEATION TEST SESSION WITH STUDENTS

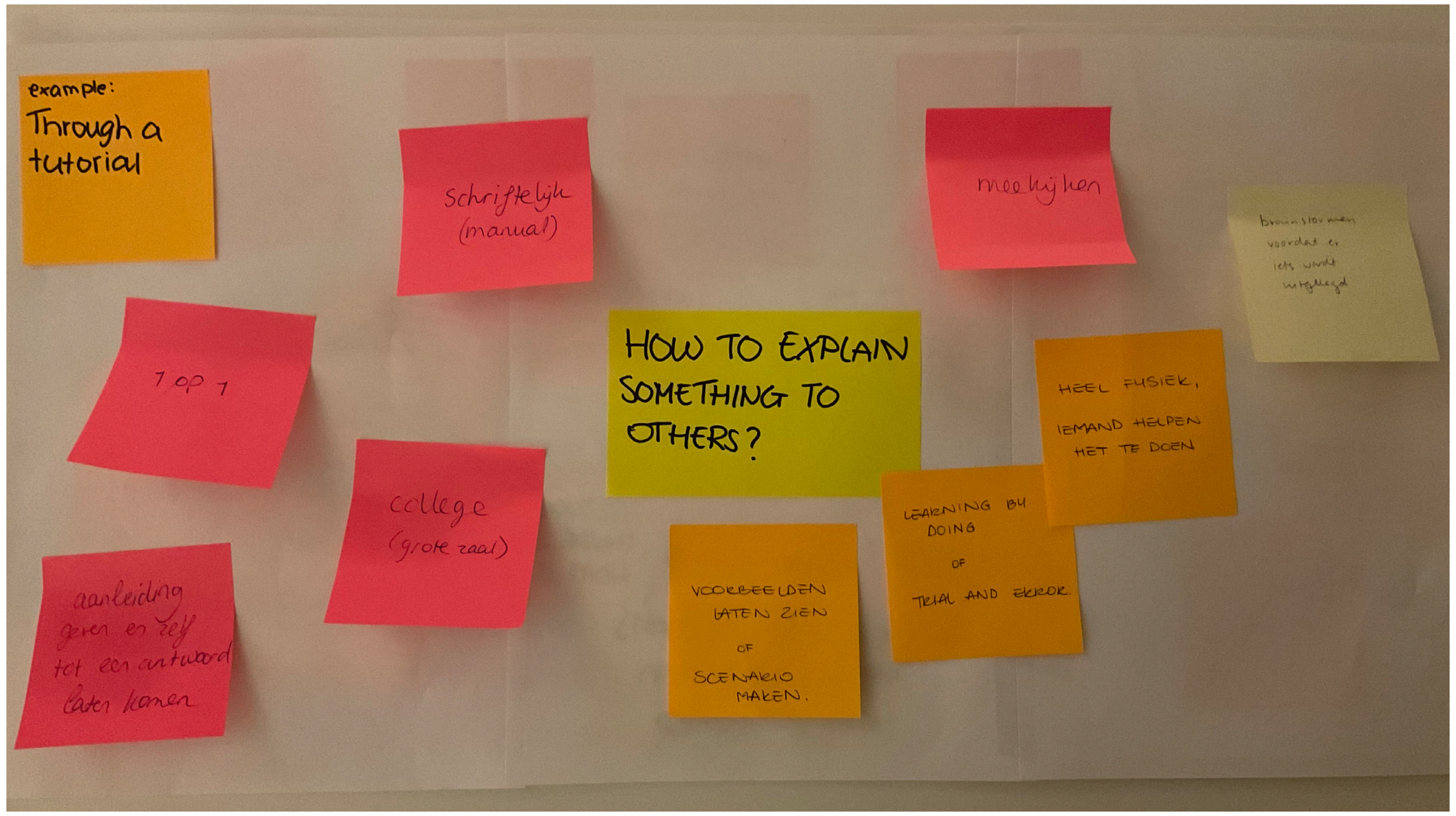
This appendix includes pictures of the session material that was used during the test session. Furthermore, it contains the clusters of the session output.

Awareness exercises part 1:

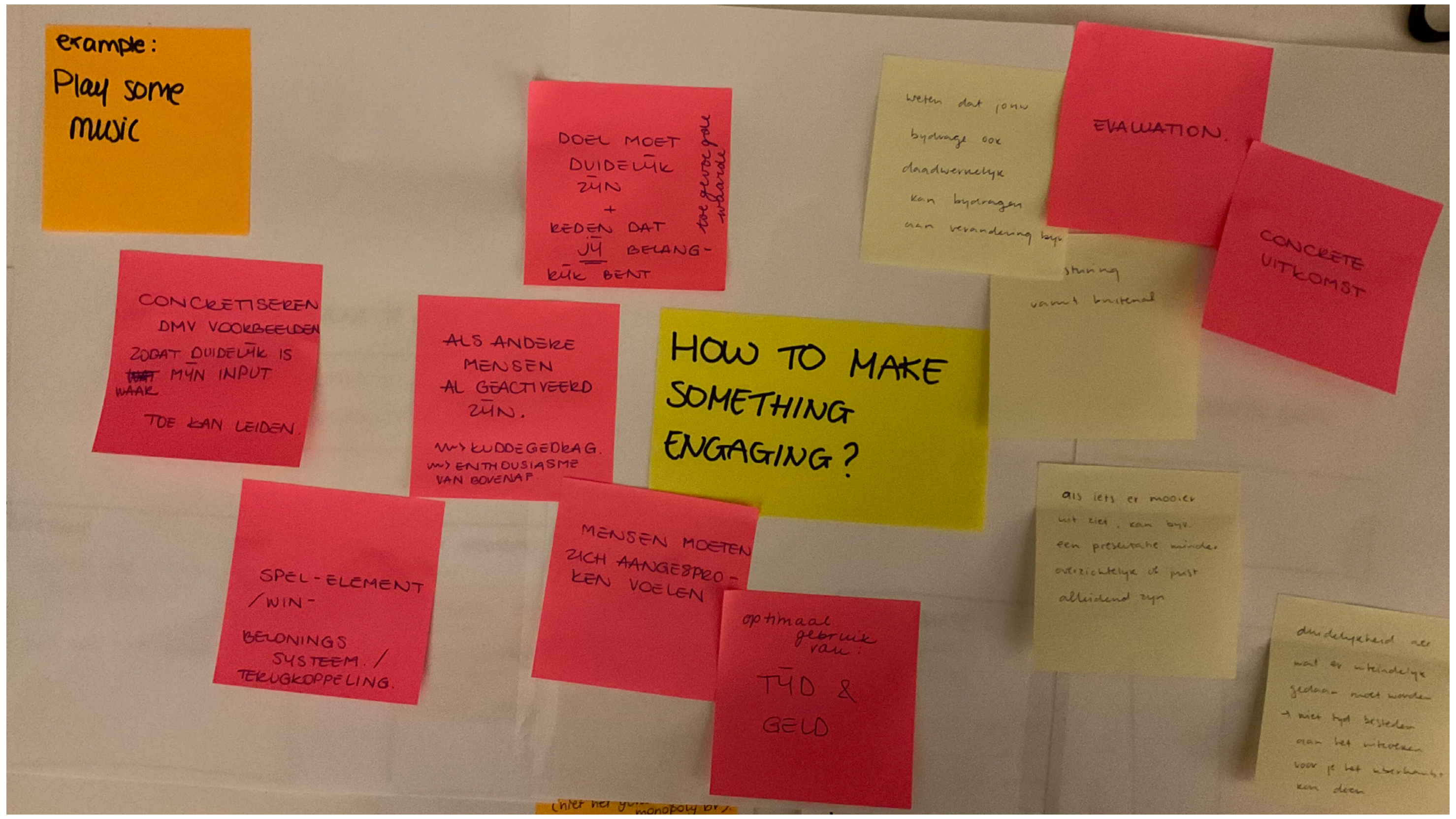


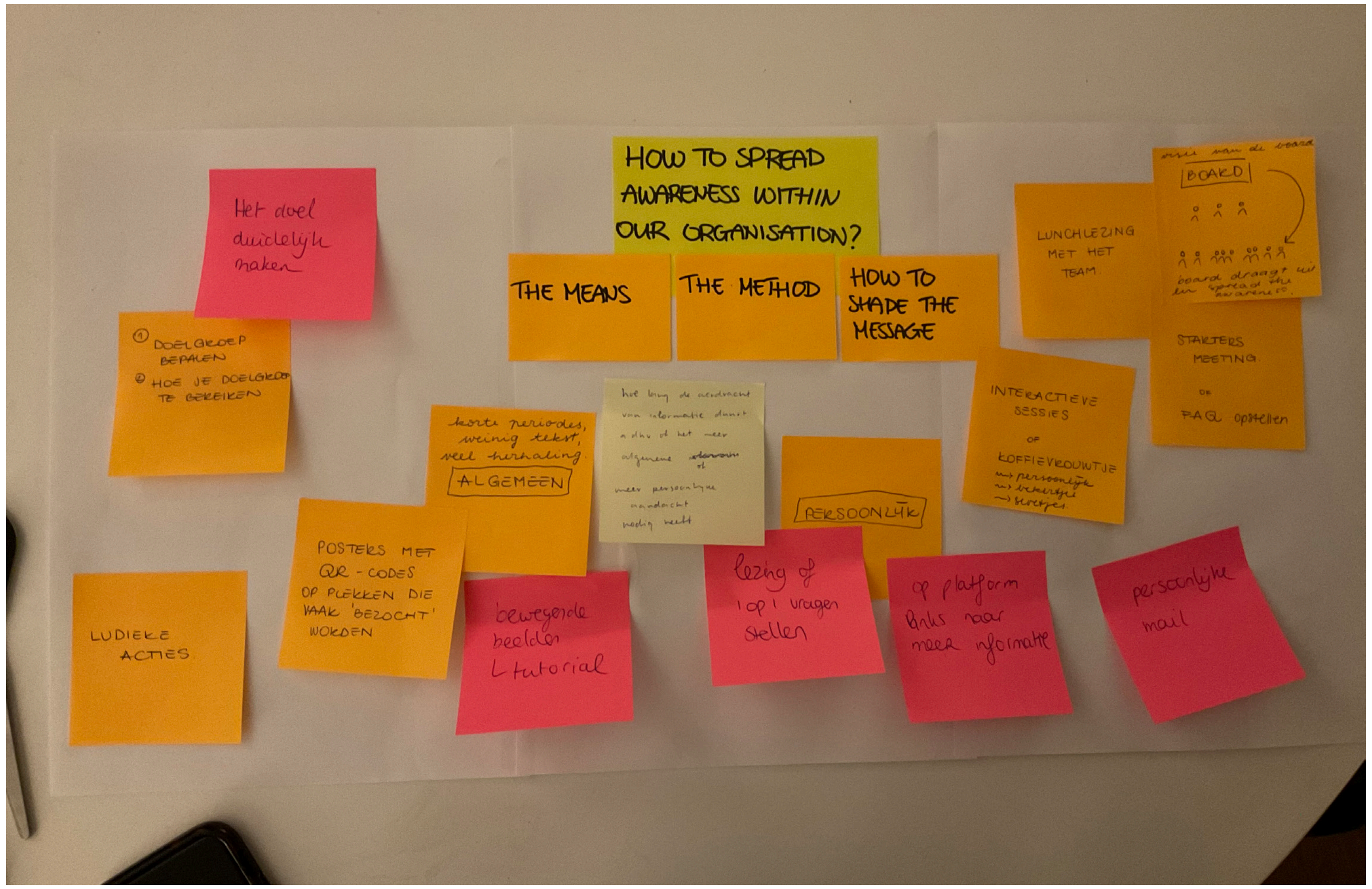


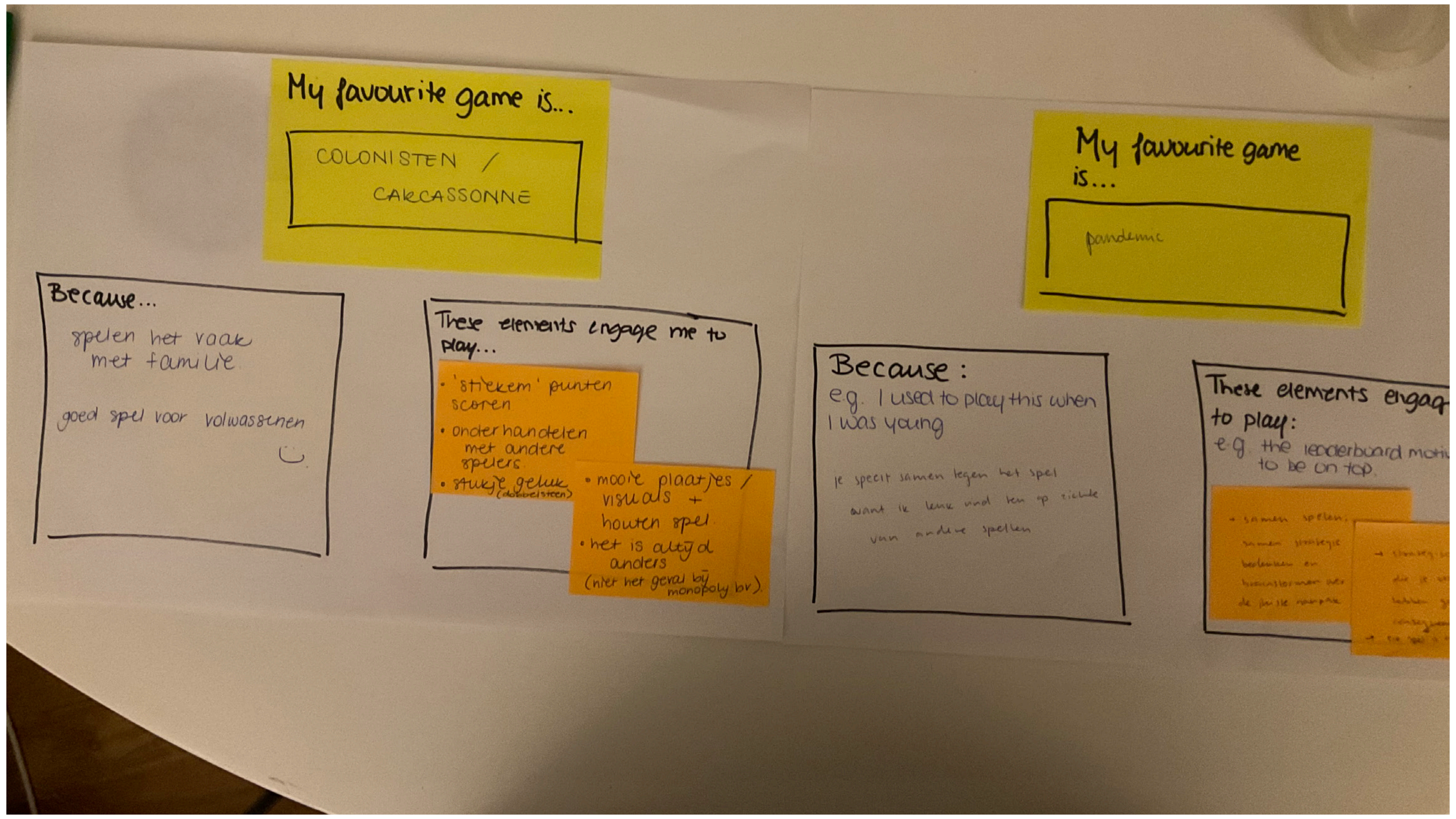
Awareness exercises part 2:



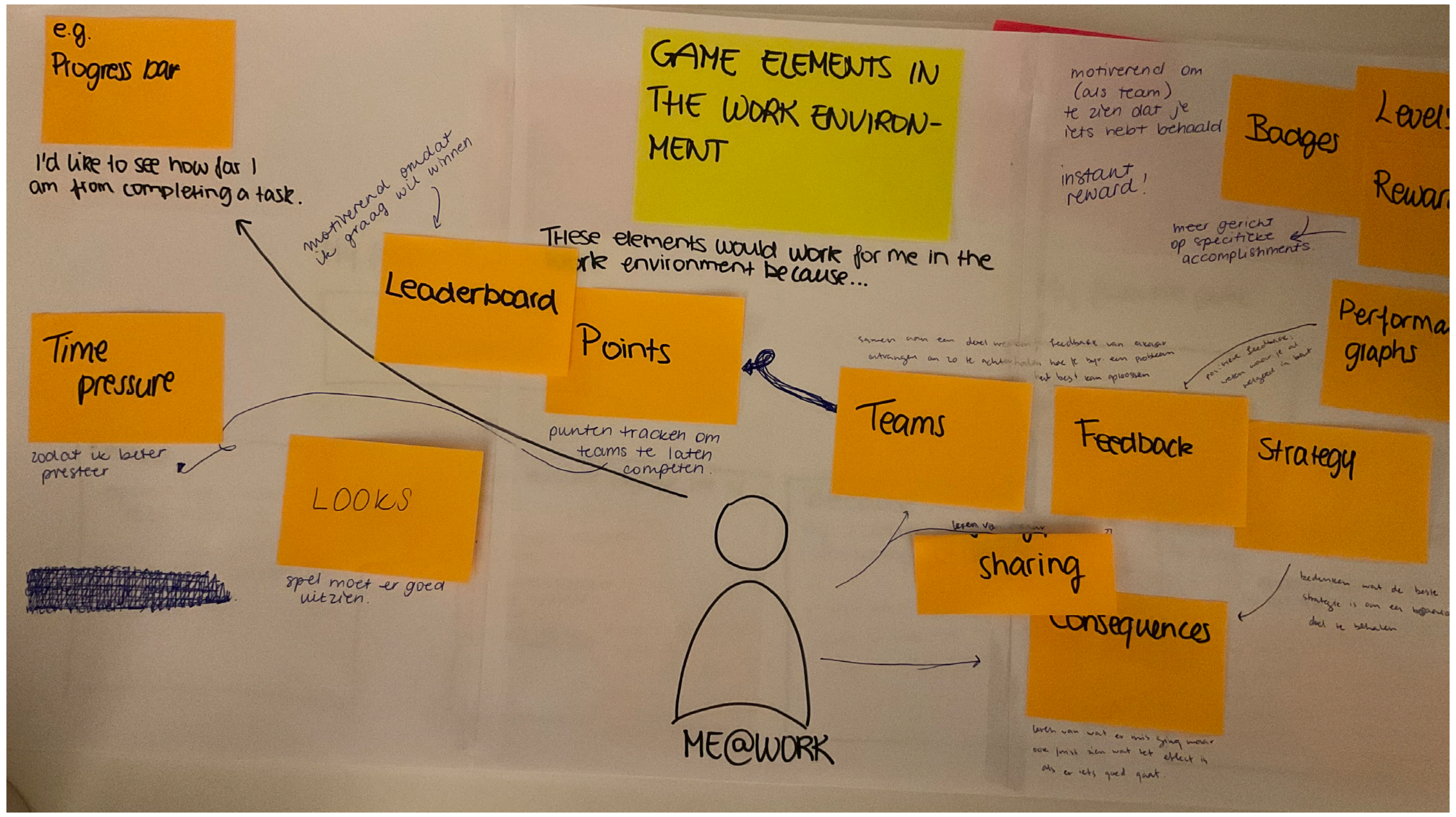
Engagement exercises part 1:

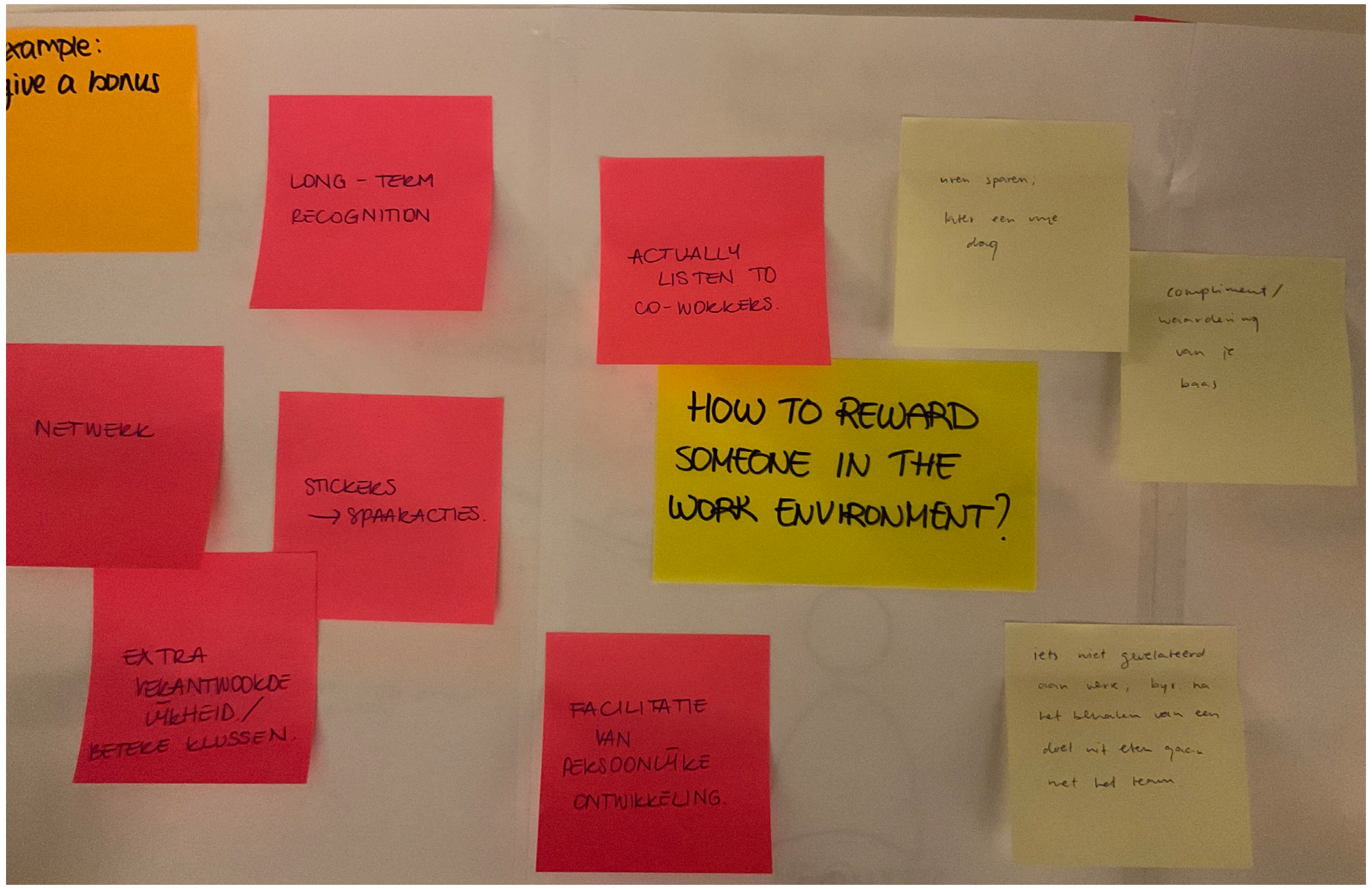




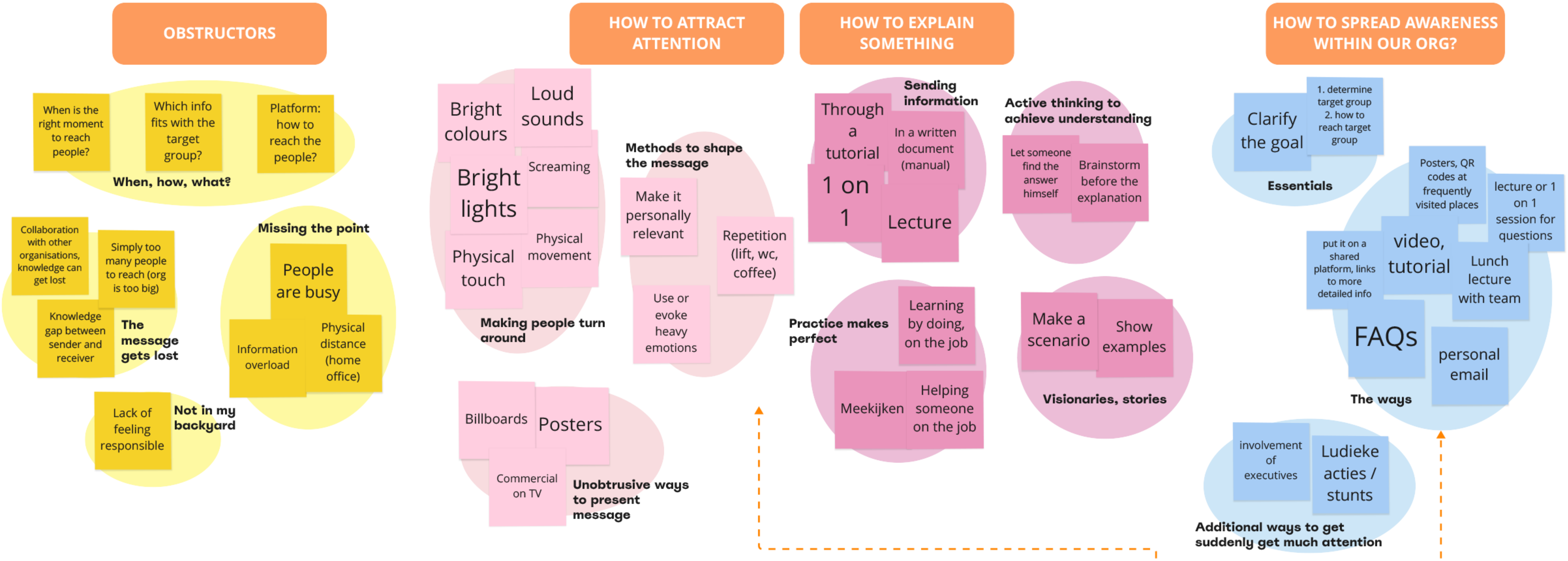


Engagement exercises part 2:





Output clusters for Awareness:



MAIN TAKE-AWAYS

The goal of the message should be clear to the receiver. i.e. why should this person bother to pay attention?

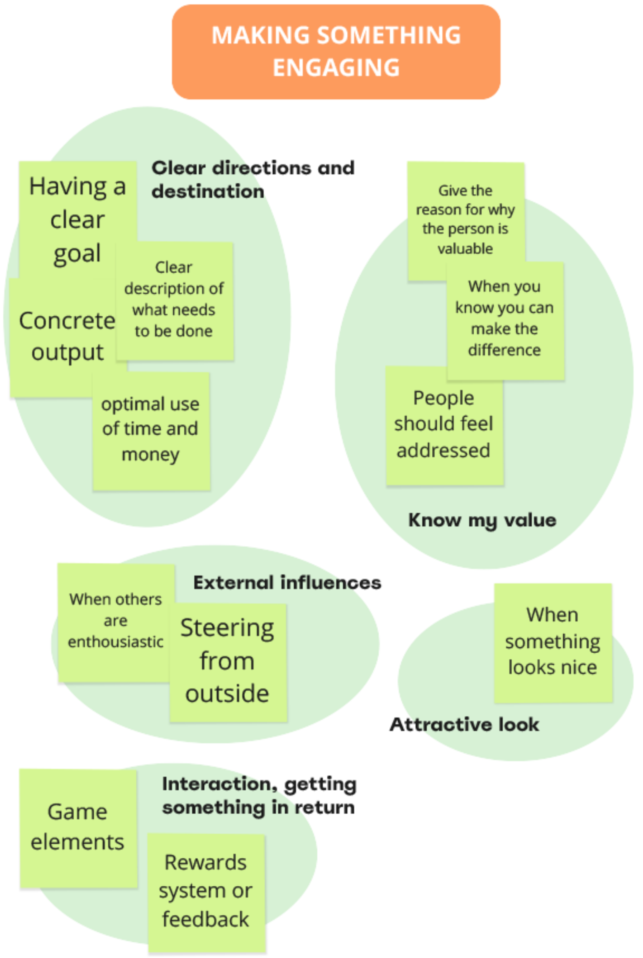
The moment of reaching out and the way to reach out depends on the target group. The target group should be defined first.

Many different ways are possible; poster, video, lecture, session, email, stunts. The message should trigger the receiver by e.g. making it personal, use or evoke emotions, and be repetitive.

For the awareness exercises, the participants were asked to just think about a big organisation. Since these were broad and abstract terms, the answers were also broad. ***For the real session, it should be very clear who the target group is and what the topic of awareness is about in order to come up with specific solutions.***

Output clusters for Engagement:

ENGAGEMENT/ GAME ELEMENTS



MAKING SOMETHING ENGAGING

Clear directions and destination

Having a clear goal

Clear description of what needs to be done

Concrete output

optimal use of time and money

Know my value

Give the reason for why the person is valuable

When you know you can make the difference

People should feel addressed

External influences

When others are enthusiastic

Steering from outside

Attractive look

When something looks nice

Interaction, getting something in return

Game elements

Rewards system or feedback

ELEMENTS OF MY FAVOURITE GAME

Earning points

Negotiation with others

Luck

Nice visualisations

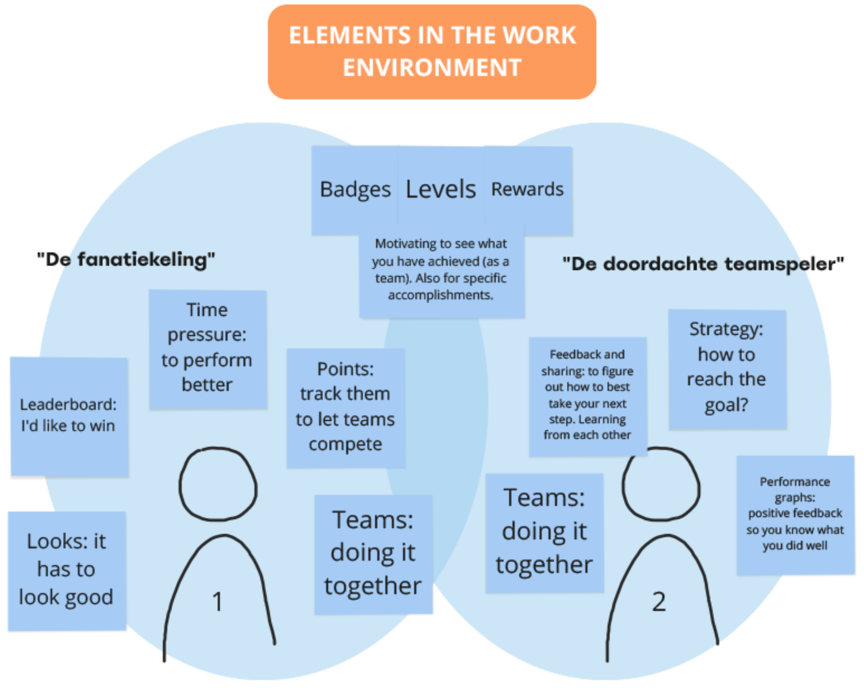
Variation

Playing together

Strategy

Consequences

Elements of favourite games



ELEMENTS IN THE WORK ENVIRONMENT

Badges

Levels

Rewards

Motivating to see what you have achieved (as a team). Also for specific accomplishments.

"De fanatiekeling"

Time pressure: to perform better

Leaderboard: I'd like to win

Points: track them to let teams compete

Looks: it has to look good

Teams: doing it together

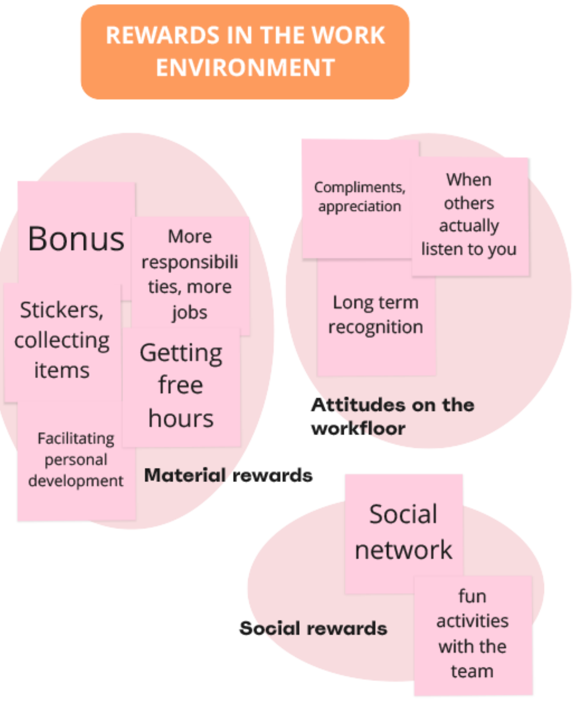
"De doordachte teamspeler"

Feedback and sharing: to figure out how to best take your next step. Learning from each other

Strategy: how to reach the goal?

Performance graphs: positive feedback so you know what you did well

Teams: doing it together



REWARDS IN THE WORK ENVIRONMENT

Bonus

More responsibilities, more jobs

Stickers, collecting items

Getting free hours

Facilitating personal development

Material rewards

Compliments, appreciation

When others actually listen to you

Long term recognition

Attitudes on the workfloor

Social network

fun activities with the team

Social rewards

MAIN TAKE-AWAYS

For something to be engaging, it should have a clear goal, input and output. As soon as something is fuzzy or people are not sure what they could add, you lose the engagement.

Making something visually appealing helps to lure people in.

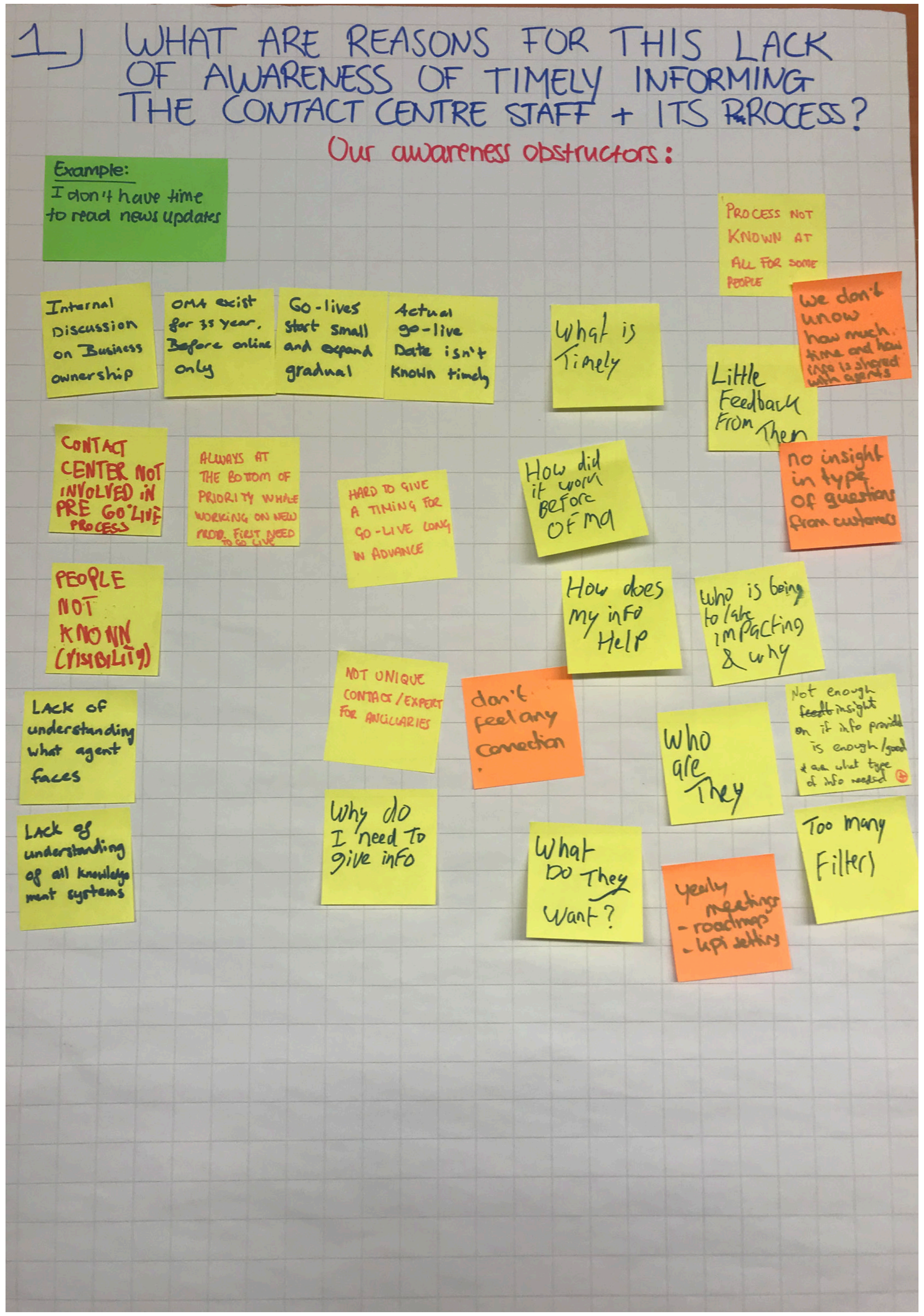
For both individuals, teams and rewards were preferred game elements for the work environment. i.e. doing it together and seeing what you already have achieved so far.

Besides material awards (e.g. money or hours), rewards can be social (e.g. an activity or becoming friends) or verbal (as simple as a compliment).

10. IDEATION ANCILLARY STAKEHOLDERS SESSION 1

This appendix contains the materials used during the first brainstorm session with the ancillary stakeholders. Furthermore, it contains the clusters that were derived from the session output.

Sheets used during the session:



1) WHAT ARE REASONS FOR THIS LACK OF AWARENESS OF TIMELY INFORMING THE CONTACT CENTRE STAFF + ITS ~~R~~PROCESS?

Our awareness obstructors:

Example: I don't have time to read news updates

Internal Discussion on Business ownership

OMA exist for 35 year, Before online only

Go-lives Start small and expand gradual

Actual go-live Date isn't Known timely

What is Timely

PROCESS NOT KNOWN AT ALL FOR SOME PEOPLE

We don't know how much time and how info is shared with agents

Little Feedback From Them

CONTACT CENTER NOT INVOLVED IN PRE GO LIVE PROCESS

ALWAYS AT THE BOTTOM OF PRIORITY WHILE WORKING ON NEW PROD. FIRST NEED TO GO LIVE

HARD TO GIVE A TIMING FOR GO-LIVE LONG IN ADVANCE

How did it work Before OFMA

no insight in type of questions from customers

PEOPLE NOT KNOWN (VISIBILITY)

How does my info Help

Who is being to/ate impacting & why

NOT UNIQUE CONTACT/EXPERT FOR ANCILLARIES

don't feel any connection

Not enough ~~feedb~~ insight on if info provided is enough/good + on what type of info needed

Lack of understanding what agent faces

Who are They

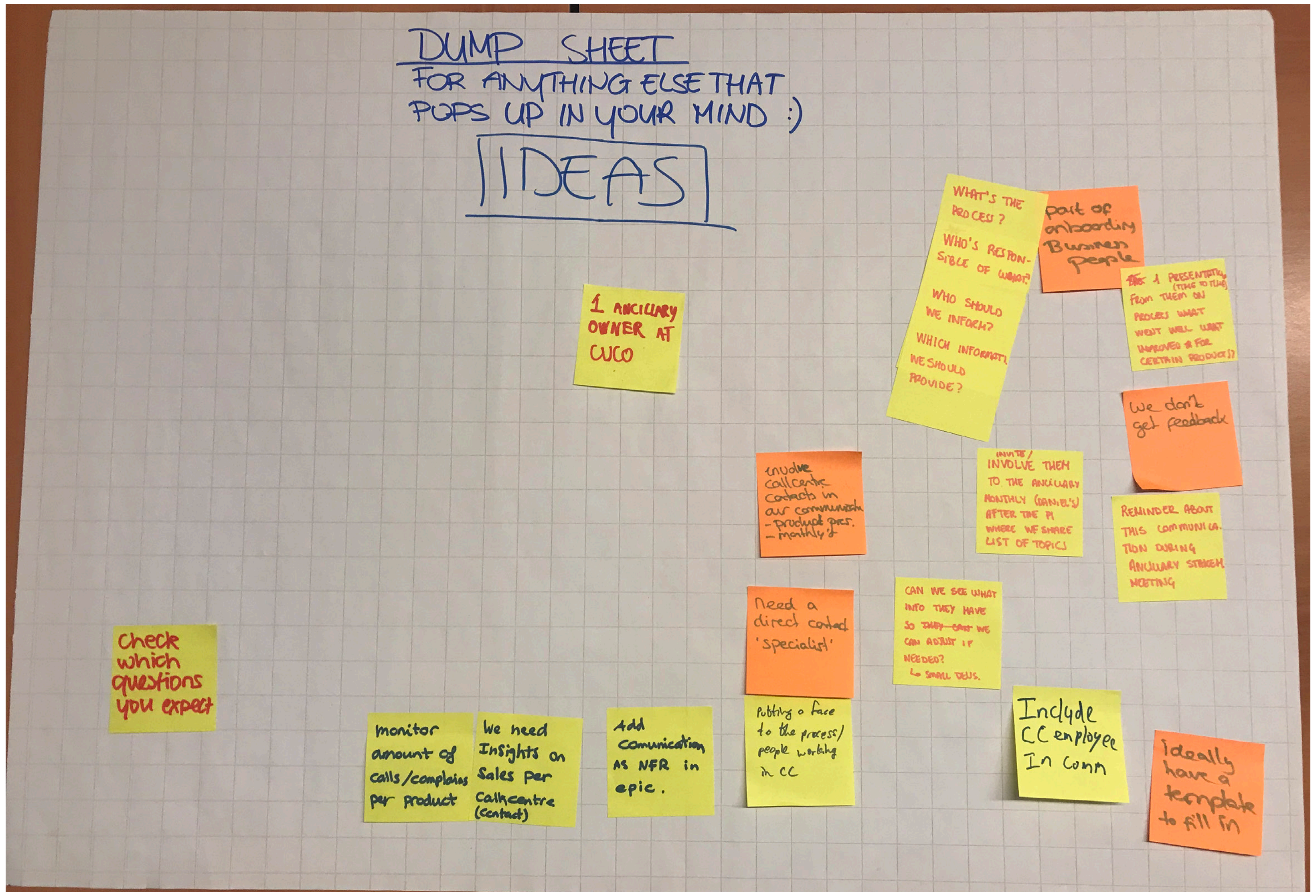
Lack of understanding of all knowledge ment systems

Why do I need To give info

What Do They Want?

Yearly meetings
- roadmap
- kpi setting

Too many Filters



DUMP SHEET
FOR ANYTHING ELSE THAT POPS UP IN YOUR MIND :)

IDEAS

1 ANCILLARY OWNER AT CUCO

WHAT'S THE PROCESS? WHO'S RESPONSIBLE OF WHAT? WHO SHOULD WE INFORM? WHICH INFORMATI WE SHOULD PROVIDE?

part of onboarding Business people

~~The~~ 1 PRESENTATION (TIME TO TIME) FROM THEM ON PROCESS WHAT WENT WELL WHAT IMPROVED FOR CERTAIN PRODUCTS?

We don't get feedback

involve callcentre contacts in our communicatn
- product pres.
- monthly's

INVITE/ INVOLVE THEM TO THE ANCILLARY MONTHLY (DANIEL'S) AFTER THE PI WHERE WE SHARE LIST OF TOPICS

REMINDER ABOUT THIS COMMUNICATION DURING ANCILLARY STAKEH. MEETING

Need a direct contact 'specialist'

CAN WE SEE WHAT INFO THEY HAVE SO ~~THEY CAN~~ WE CAN ADJUST IF NEEDED? ↳ SMALL DEVS.

Check which questions you expect

monitor amount of calls/complains per product

We need Insights on Sales per Callcentre (contact)

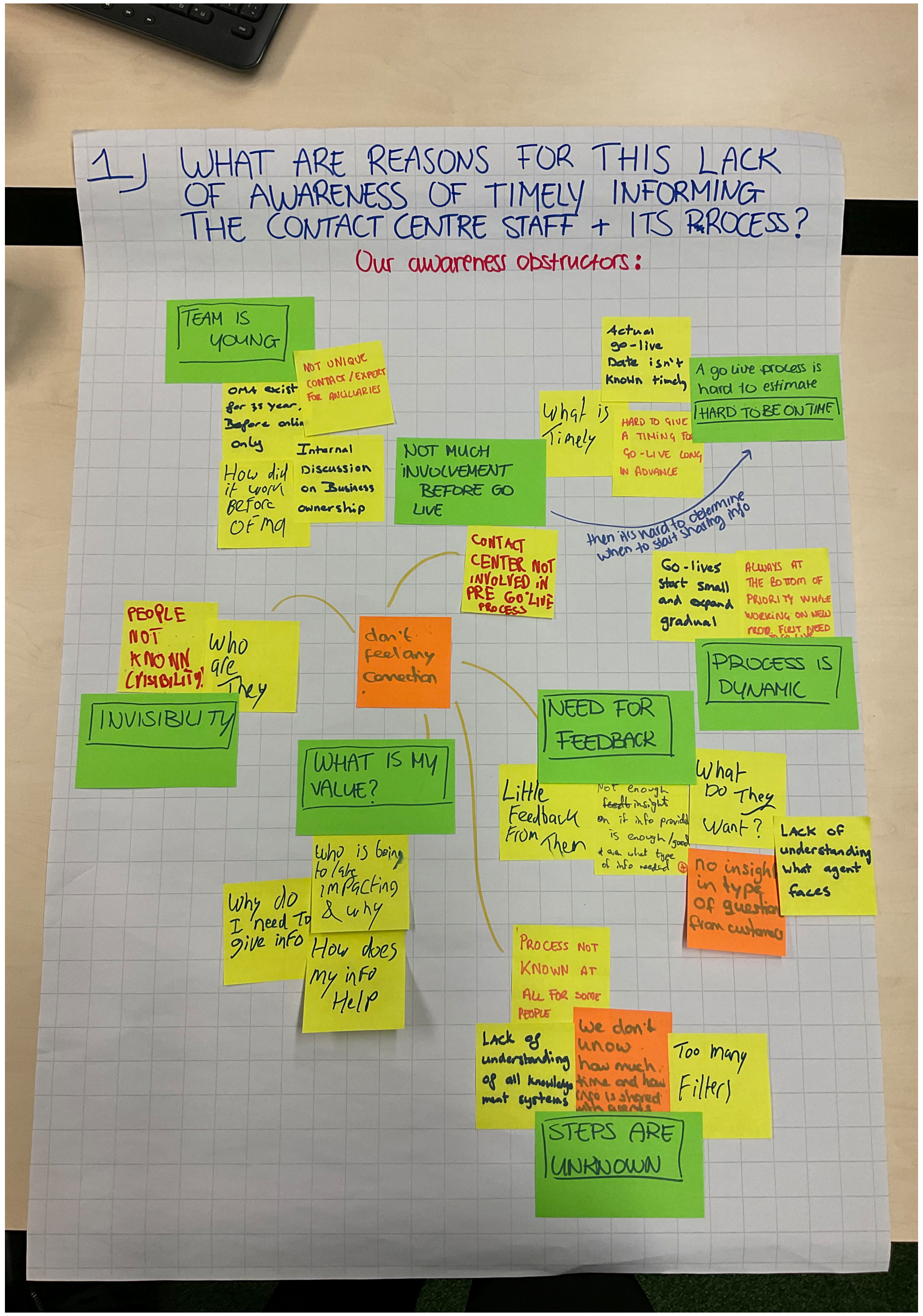
Add Comunication AS NFR in epic.

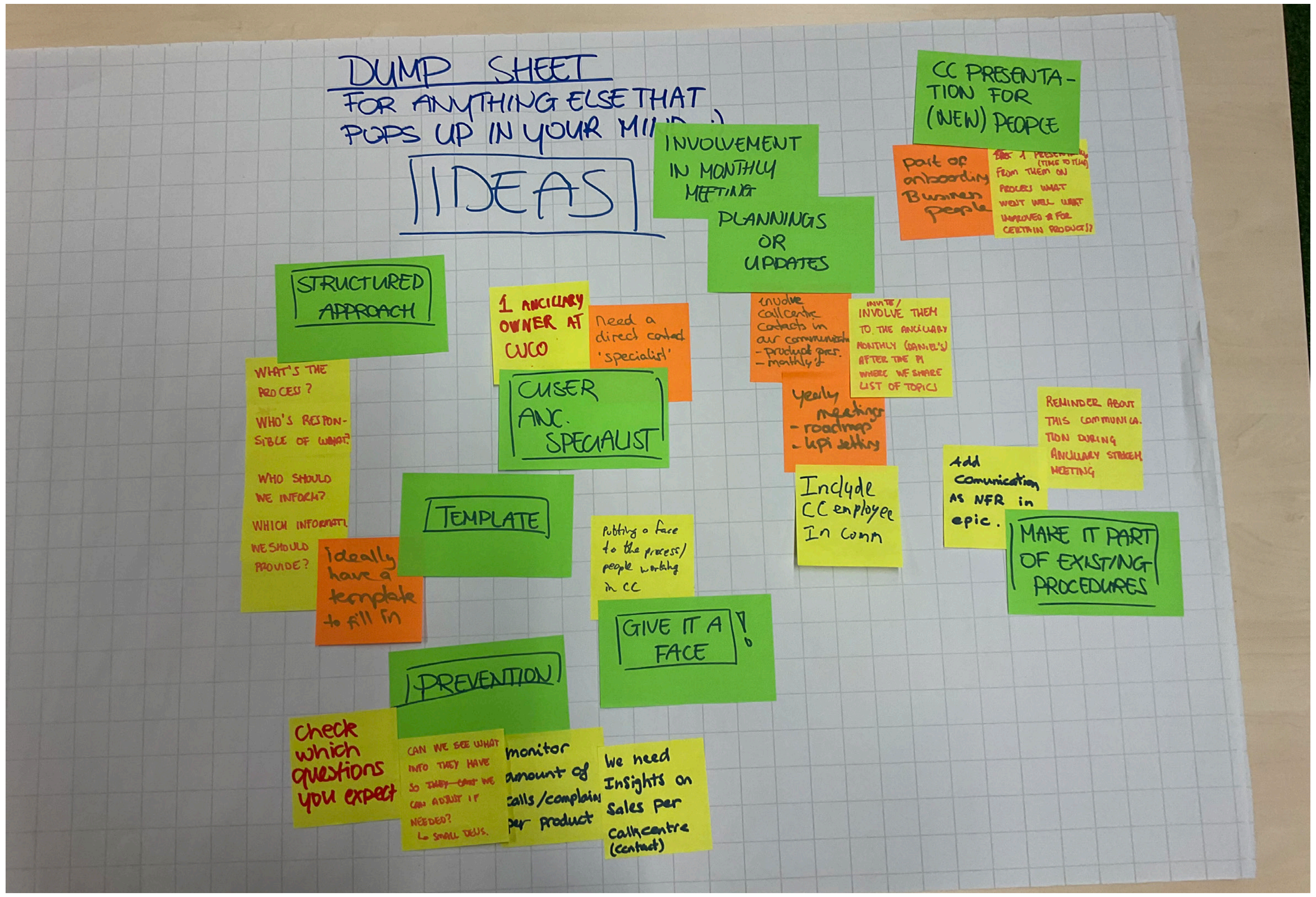
Putting a face to the process/ people working in CC

Include CC employee In Comm

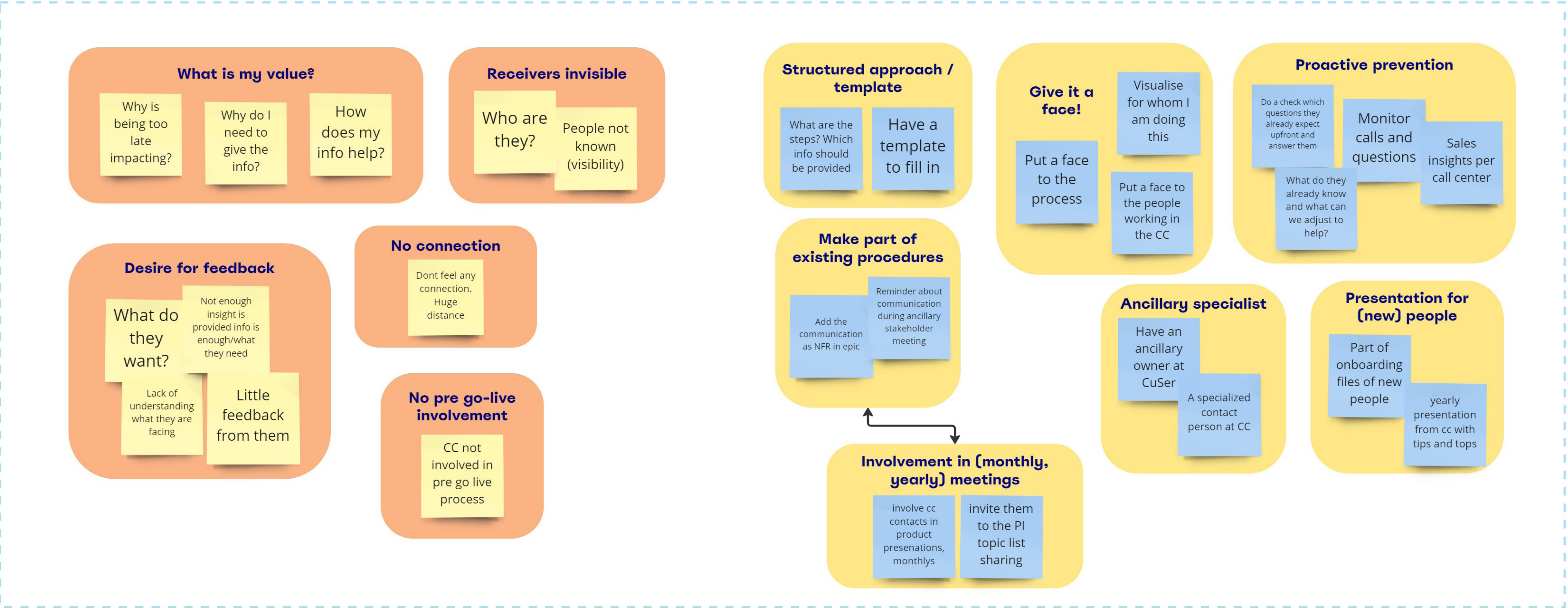
Ideally have a template to fill in

Clustering on sheets directly after session:





Abstraction of clusters:



What is my value?
- Why is being too late impacting?
- Why do I need to give the info?
- How does my info help?

Receivers invisible
- Who are they?
- People not known (visibility)

Desire for feedback
- What do they want?
- Not enough insight is provided info is enough/what they need
- Lack of understanding what they are facing
- Little feedback from them

No connection
- Dont feel any connection. Huge distance

No pre go-live involvement
- CC not involved in pre go live process

Structured approach / template
- What are the steps? Which info should be provided
- Have a template to fill in

Give it a face!
- Visualise for whom I am doing this
- Put a face to the process
- Put a face to the people working in the CC

Proactive prevention
- Do a check which questions they already expect upfront and answer them
- Monitor calls and questions
- Sales insights per call center
- What do they already know and what can we adjust to help?

Make part of existing procedures
- Add the communication as NFR in epic
- Reminder about communication during ancillary stakeholder meeting

Involvement in (monthly, yearly) meetings
- involve cc contacts in product presenations, monthlys
- invite them to the PI topic list sharing

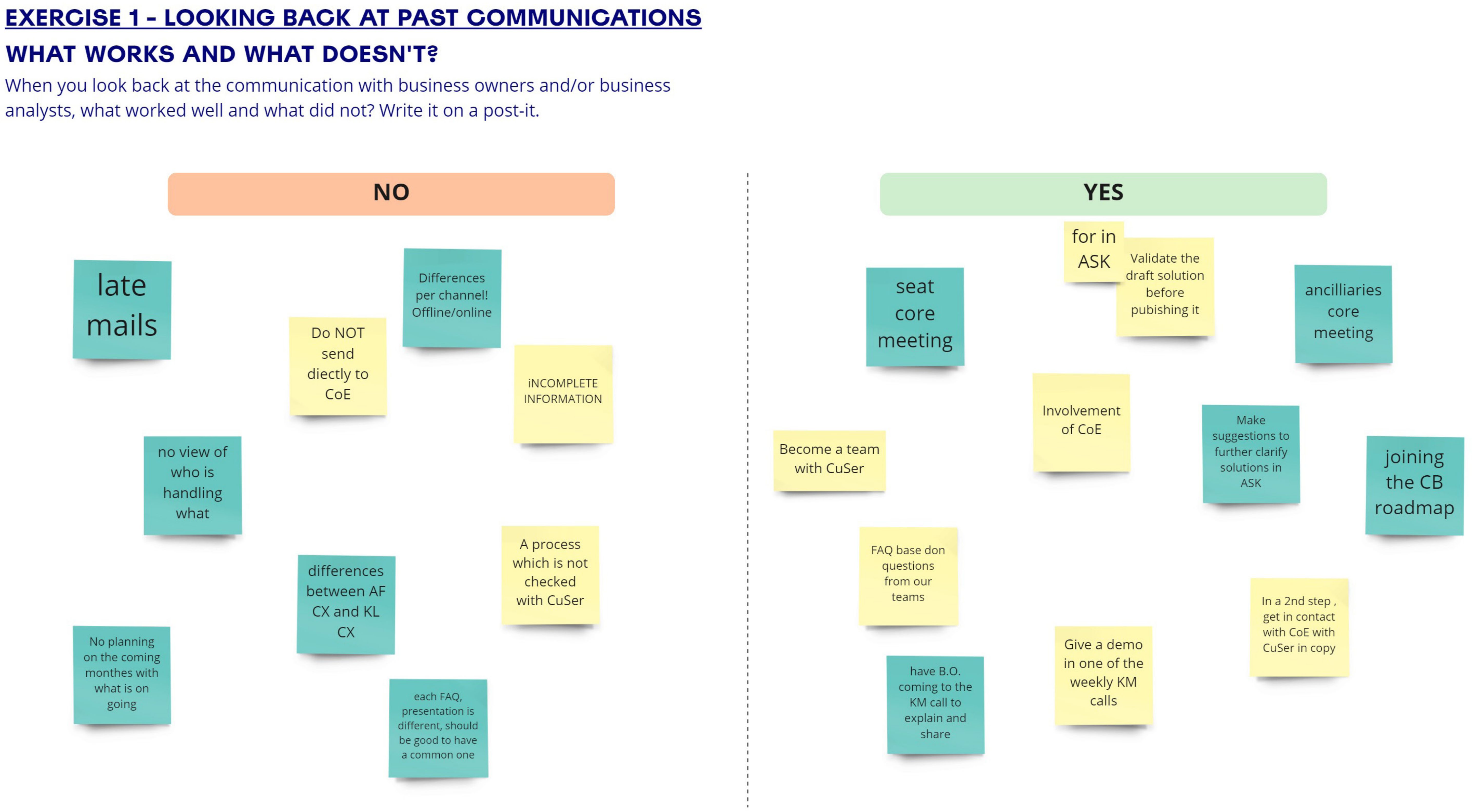
Ancillary specialist
- Have an ancillary owner at CuSer
- A specialized contact person at CC

Presentation for (new) people
- Part of onboarding files of new people
- yearly presentation from cc with tips and tops

11. IDEATION CUSTOMER SERVICES SESSION 1

This appendix contains the materials used during the first brainstorm session with Customer Services. Furthermore, it contains the clusters that were derived from the session output.

Session materials:



EXERCISE 1 - LOOKING BACK AT PAST COMMUNICATIONS

WHAT WORKS AND WHAT DOESN'T?

When you look back at the communication with business owners and/or business analysts, what worked well and what did not? Write it on a post-it.

NO

late mails

Do NOT send diectly to CoE

Differences per channel! Offline/online

iNCOMPLETE INFORMATION

no view of who is handling what

differences between AF CX and KL CX

A process which is not checked with CuSer

No planning on the coming monthes with what is on going

each FAQ, presentation is different, should be good to have a common one

YES

seat core meeting

for in ASK

Validate the draft solution before pubishing it

ancilliaries core meeting

Become a team with CuSer

Involvement of CoE

Make suggestions to further clarify solutions in ASK

joining the CB roadmap

FAQ base don questions from our teams

In a 2nd step , get in contact with CoE with CuSer in copy

have B.O. coming to the KM call to explain and share

Give a demo in one of the weekly KM calls

EXERCISE 2 - LOOKING AT AN ANCILLARY

IMAGINE THAT A NEW ANCILLARY IS ABOUT TO BE LAUNCHED. WHAT DO YOU PAY ATTENTION TO?

Write one thing per post-it.

NEW ANCILLARY GO LIVE
THIS IS WHAT I PAY ATTENTION TO / WHAT I WANT TO KNOW

Can it be booked in Guided Mode or is it only available in cryptic

If it is the same for online and offline

is the products only for online sales?

If there is impact on other products/services

Communcationplan

bundles

If the proces is aligned for AF and KL

Impact for travel agencies

IDEA: Create template for launch of new ancillaries

Is a training required

do we need any training

Are there country speciifics?

What is the after sales process ? Customer Care and Refund

Which LoB it concerned

Are new email templates required and if yes for what markets ?

Is web support needed

what process do we have to follow if online is not working

go live date

impact on tools used

EXERCISE 3 - BRAINSTORM

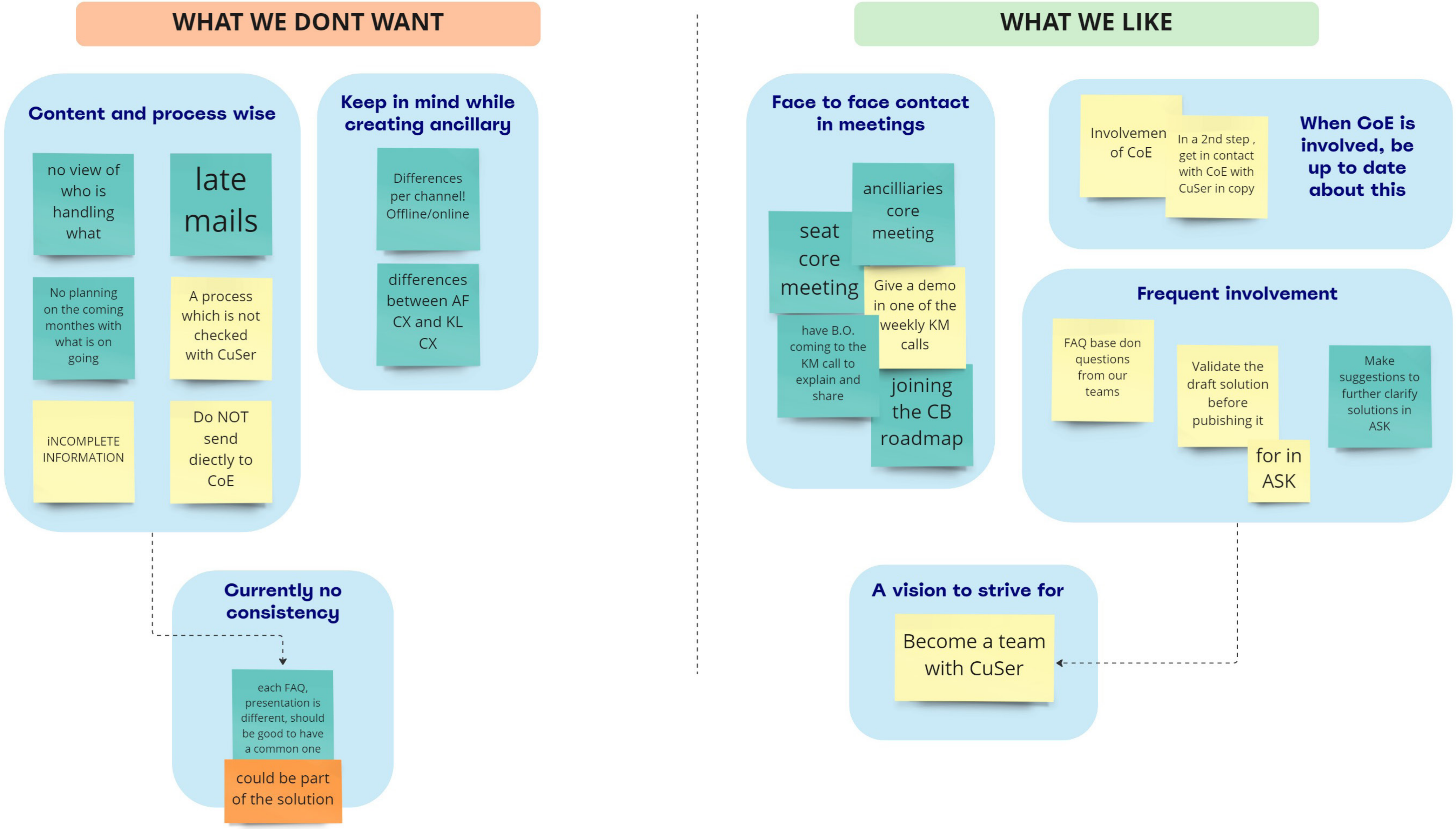
LET'S BRAINSTORM TOGETHER ABOUT IDEAS TO IMPROVE THE COMMUNICATION FROM THE BUSINESS OWNERS OR ANALYSTS TO CUSTOMER SERVICES

Think about:
What do we need from them?
Which form of communication is preferred?
How can we improve the exchange of information between our teams?

Grab a post it to write down your idea(s)

meeting to kick off the process → FAQ check with CuSer → BO solution check → follow the solution

Clustered output part 1:



WHAT WE DONT WANT

Content and process wise
- no view of who is handling what
- late mails
- No planning on the coming monthes with what is on going
- A process which is not checked with CuSer
- iNCOMPLETE INFORMATION
- Do NOT send diectly to CoE

Keep in mind while creating ancillary
- Differences per channel! Offline/online
- differences between AF CX and KL CX

Currently no consistency
- each FAQ, presentation is different, should be good to have a common one
- could be part of the solution

WHAT WE LIKE

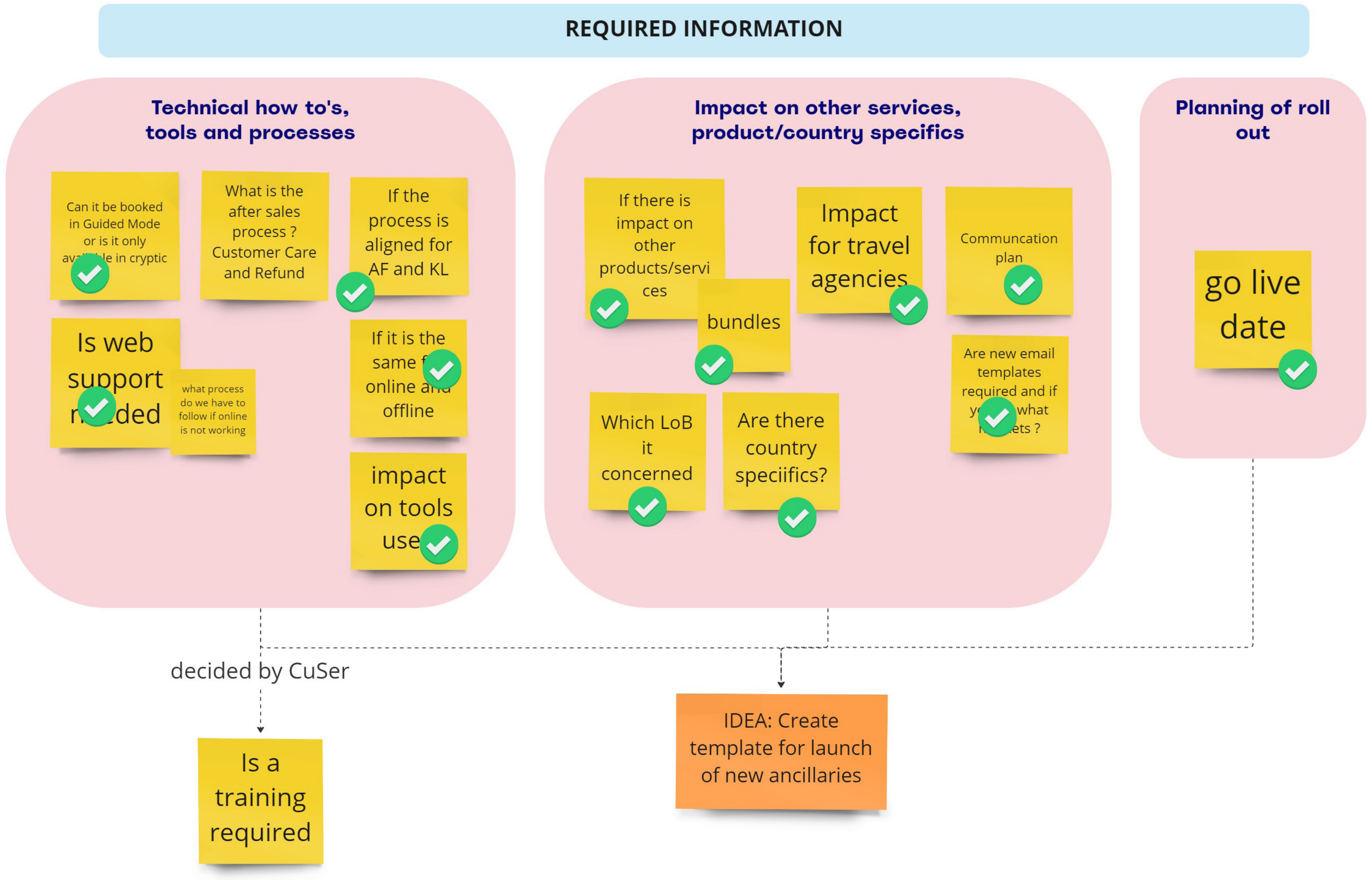
Face to face contact in meetings
- ancilliaries core meeting
- seat core meeting
- Give a demo in one of the weekly KM calls
- have B.O. coming to the KM call to explain and share
- joining the CB roadmap

When CoE is involved, be up to date about this
- Involvemen of CoE
- In a 2nd step , get in contact with CoE with CuSer in copy

Frequent involvement
- FAQ base don questions from our teams
- Validate the draft solution before pubishing it
- for in ASK
- Make suggestions to further clarify solutions in ASK

A vision to strive for
- Become a team with CuSer

Clustered output part 2:



REQUIRED INFORMATION

Technical how to's, tools and processes

- Can it be booked in Guided Mode or is it only available in cryptic ✓
- What is the after sales process ? Customer Care and Refund
- If the process is aligned for AF and KL ✓
- Is web support needed ✓
- what process do we have to follow if online is not working
- If it is the same for online and offline ✓
- impact on tools use ✓

Impact on other services, product/country specifics

- If there is impact on other products/services ✓
- bundles ✓
- Impact for travel agencies ✓
- Communcation plan ✓
- Are new email templates required and if yes what markets ? ✓
- Which LoB it concerned ✓
- Are there country speciifics? ✓

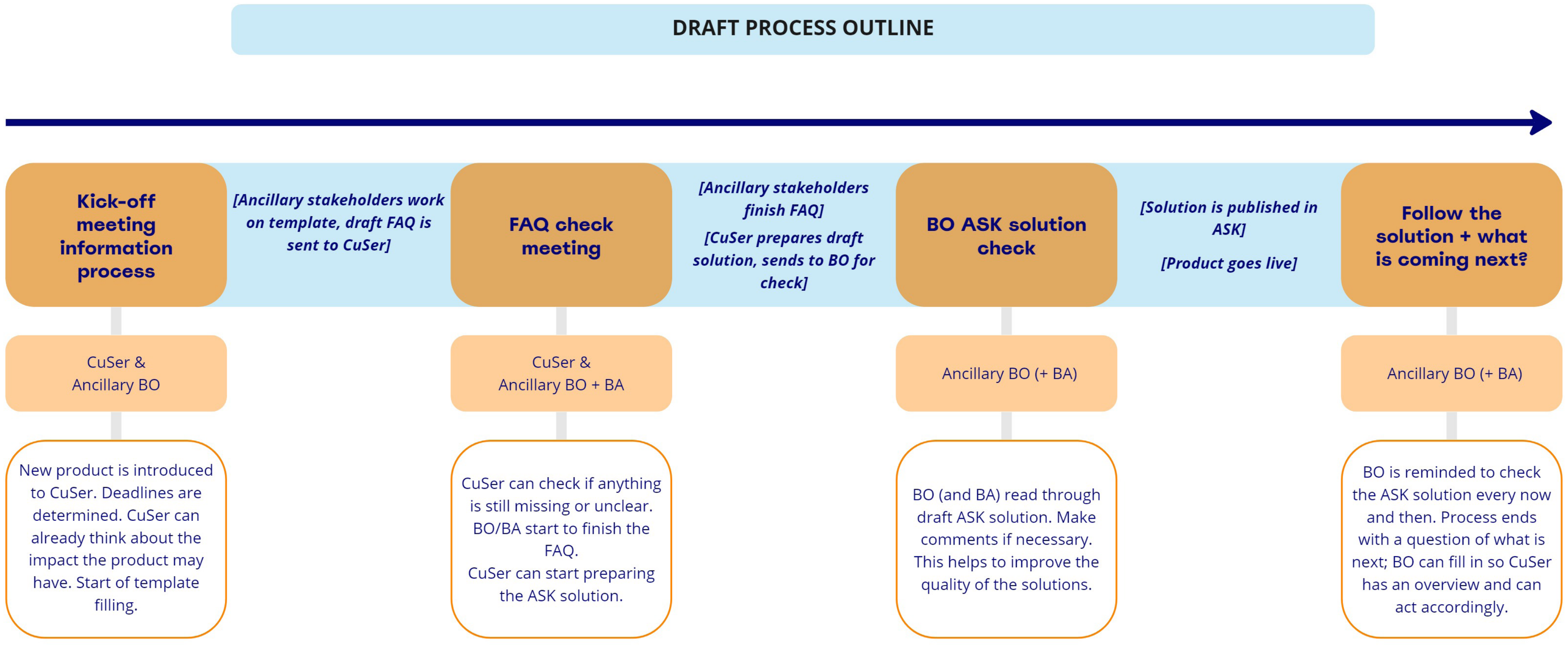
Planning of roll out

- go live date ✓

decided by CuSer

Is a training required

IDEA: Create template for launch of new ancillaries



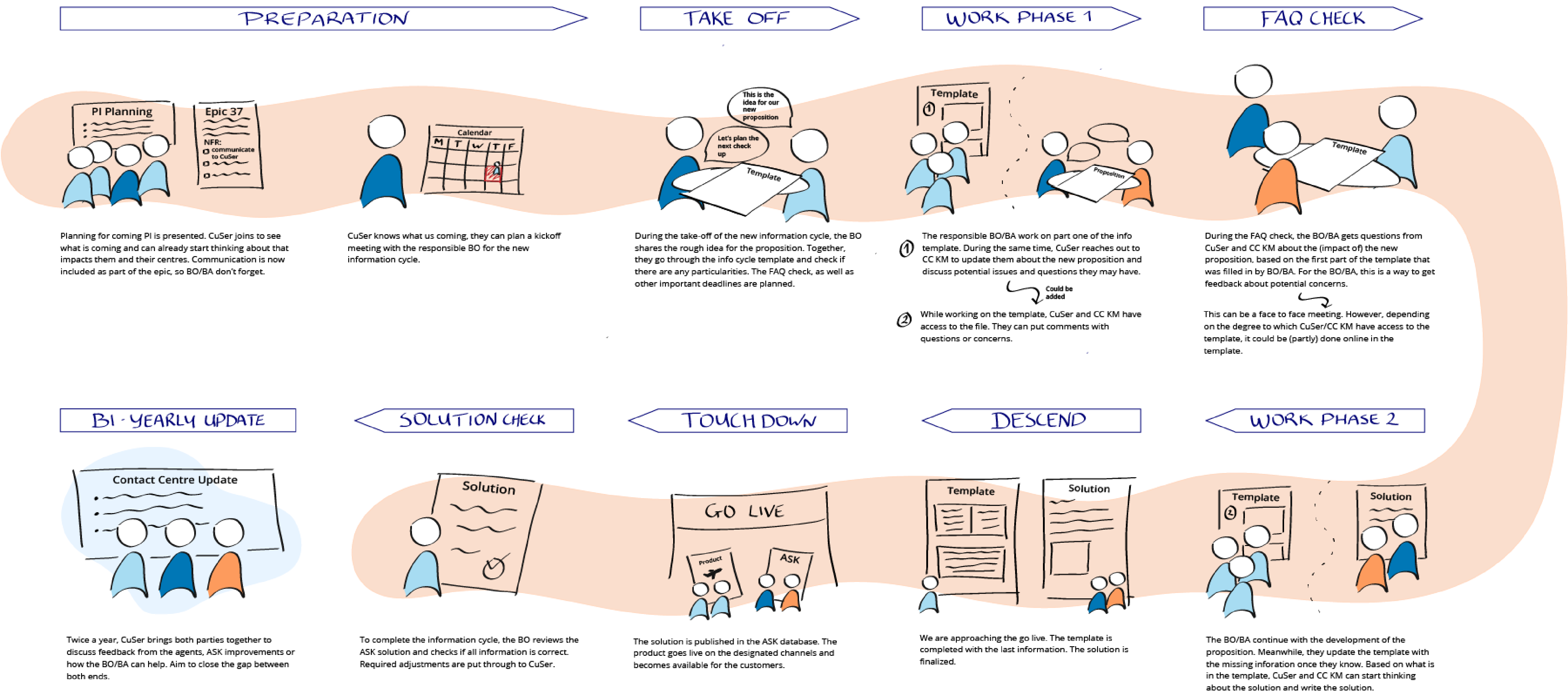
DRAFT PROCESS OUTLINE

Kick-off meeting information process	[Ancillary stakeholders work on template, draft FAQ is sent to CuSer]	FAQ check meeting	[Ancillary stakeholders finish FAQ] [CuSer prepares draft solution, sends to BO for check]	BO ASK solution check	[Solution is published in ASK] [Product goes live]	Follow the solution + what is coming next?
CuSer & Ancillary BO		CuSer & Ancillary BO + BA		Ancillary BO (+ BA)		Ancillary BO (+ BA)
New product is introduced to CuSer. Deadlines are determined. CuSer can already think about the impact the product may have. Start of template filling.		CuSer can check if anything is still missing or unclear. BO/BA start to finish the FAQ. CuSer can start preparing the ASK solution.		BO (and BA) read through draft ASK solution. Make comments if necessary. This helps to improve the quality of the solutions.		BO is reminded to check the ASK solution every now and then. Process ends with a question of what is next; BO can fill in so CuSer has an overview and can act accordingly.

12. IDEATION ANCILLARY STAKEHOLDERS SESSION 2

This appendix contains the materials used during the second brainstorm session with the ancillary stakeholders. Furthermore, it contains the clusters that were derived from the session output.

Process proposal used for discussion & gamification elements used in session exercises:



Planning for coming PI is presented. CuSer joins to see what is coming and can already start thinking about that impacts them and their centres. Communication is now included as part of the epic, so BO/BA don't forget.

CuSer knows what us coming, they can plan a kickoff meeting with the responsible BO for the new information cycle.

During the take-off of the new information cycle, the BO shares the rough idea for the proposition. Together, they go through the info cycle template and check if there are any particularities. The FAQ check, as well as other important deadlines are planned.

① The responsible BO/BA work on part one of the info template. During the same time, CuSer reaches out to CC KM to update them about the new proposition and discuss potential issues and questions they may have.

Could be added

② While working on the template, CuSer and CC KM have access to the file. They can put comments with questions or concerns.

During the FAQ check, the BO/BA gets questions from CuSer and CC KM about the (impact of) the new proposition, based on the first part of the template that was filled in by BO/BA. For the BO/BA, this is a way to get feedback about potential concerns.

This can be a face to face meeting. However, depending on the degree to which CuSer/CC KM have access to the template, it could be (partly) done online in the template.

The BO/BA continue with the development of the proposition. Meanwhile, they update the template with the missing inforation once they know. Based on what is in the template, CuSer and CC KM can start thinking about the solution and write the solution.

We are approaching the go live. The template is completed with the last information. The solution is finalized.

The solution is published in the ASK database. The product goes live on the designated channels and becomes available for the customers.

To complete the information cycle, the BO reviews the ASK solution and checks if all information is correct. Required adjustments are put through to CuSer.

Twice a year, CuSer brings both parties together to discuss feedback from the agents, ASK improvements or how the BO/BA can help. Aim to close the gap between both ends.

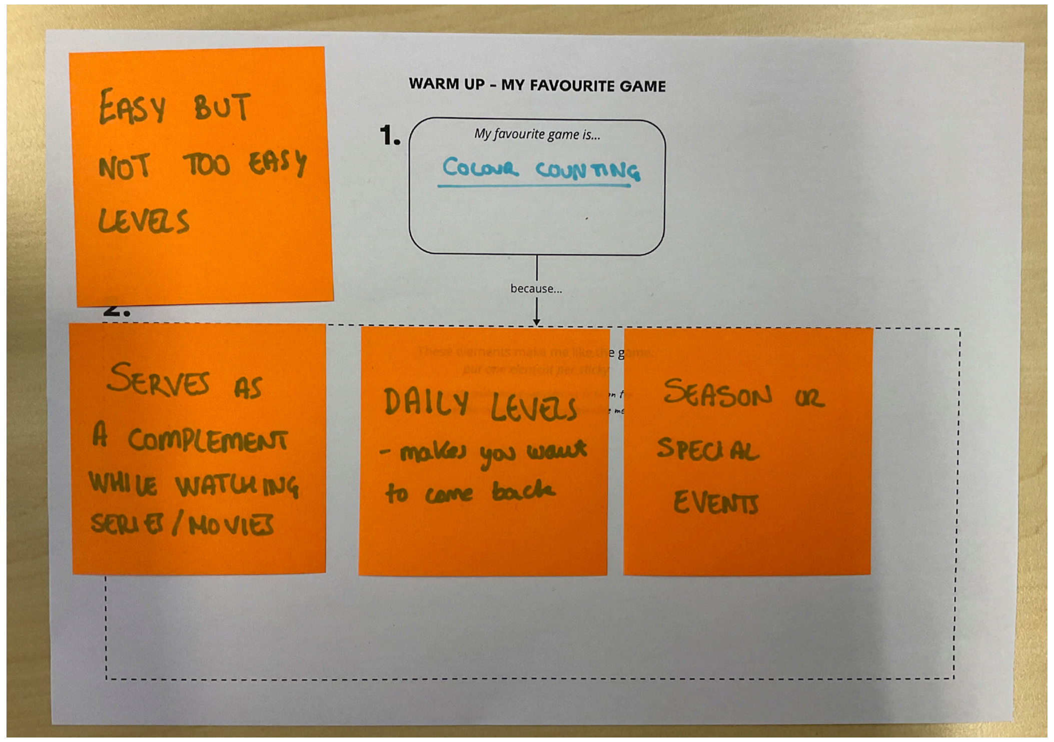
Leaderboard
Progress bar
Points
Avatars
Stories
Teams

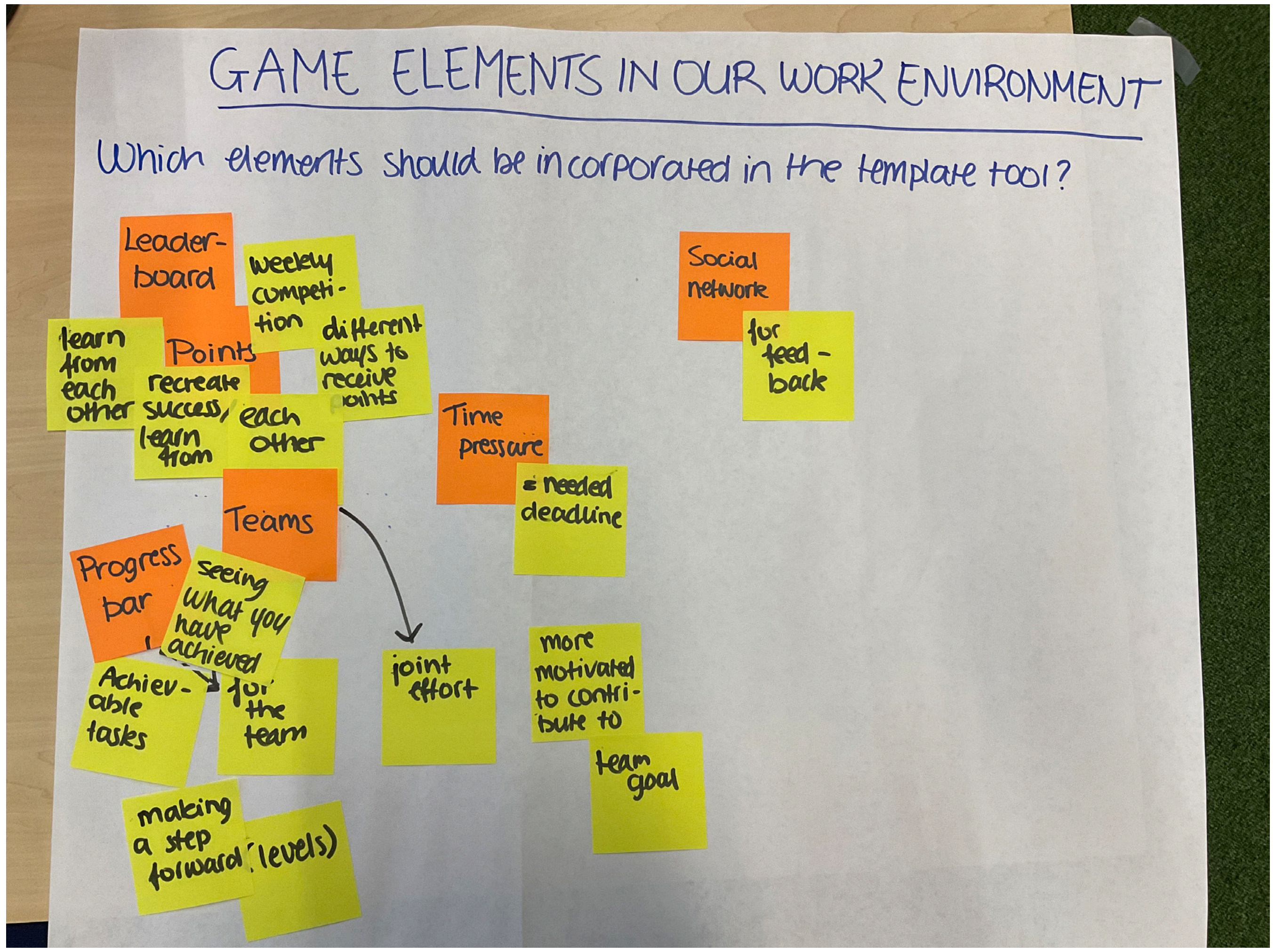
Badges
Performance graphs
Rewards
Strategy
Time pressure
Theme

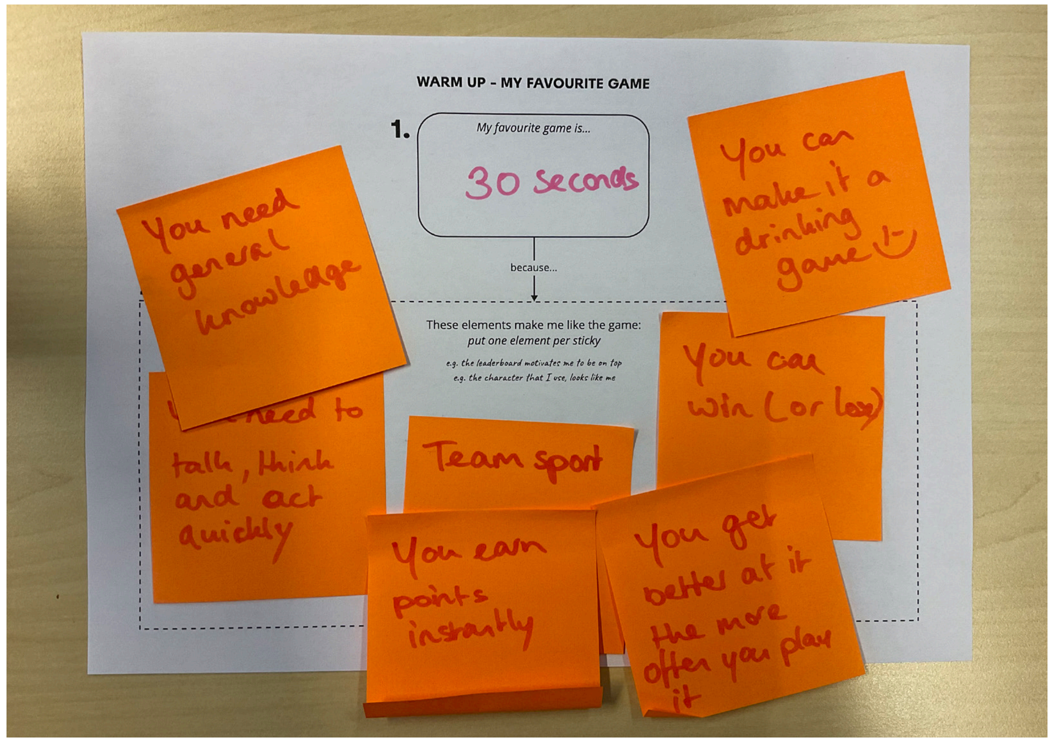
Voting
Consequences
Gifting / sharing
Social network
Challenges
Quests

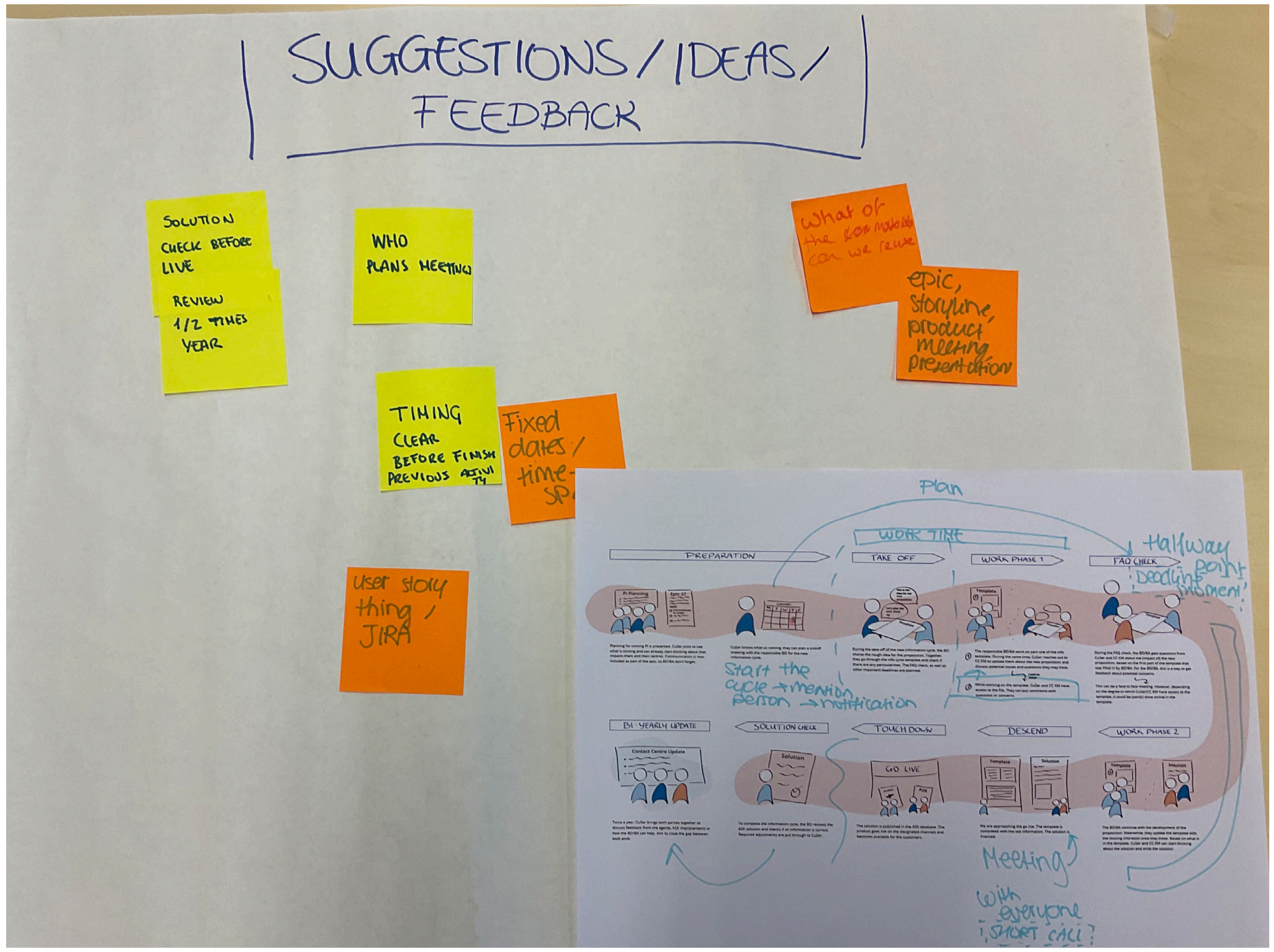
Levels
Collect & trade
Lottery
Exploration
Imaginary worlds
Feedback

Session exercises:









Clustered output:

POTENTIAL SUITABLE GAME ELEMENTS TO INCORPORATE IN PROCESS OR TOOL:

leader board

points

recreate success / learn from each other

learn from each other

weekly competition

different ways to earn points e.g. for planning a meeting

progress bar (for team)

teams

seeing what you have achieved

making a step forward (levels)

joint effort

more motivated to contribute to team goal

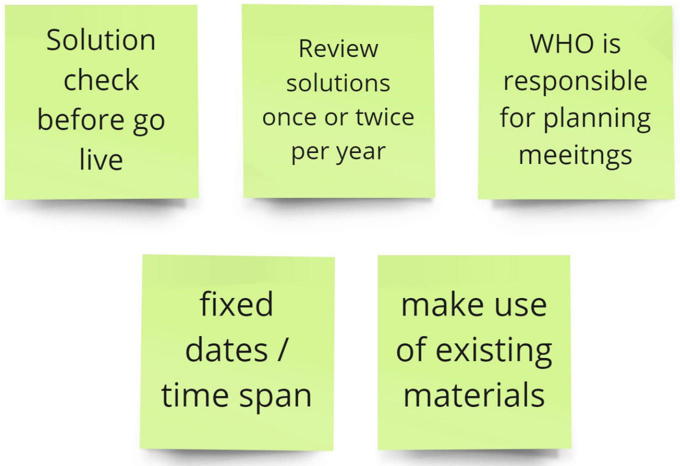
time pressure

deadline is needed to do the task

social network

for feedback

IDEAS FOR PROCESS ITERATIONS:



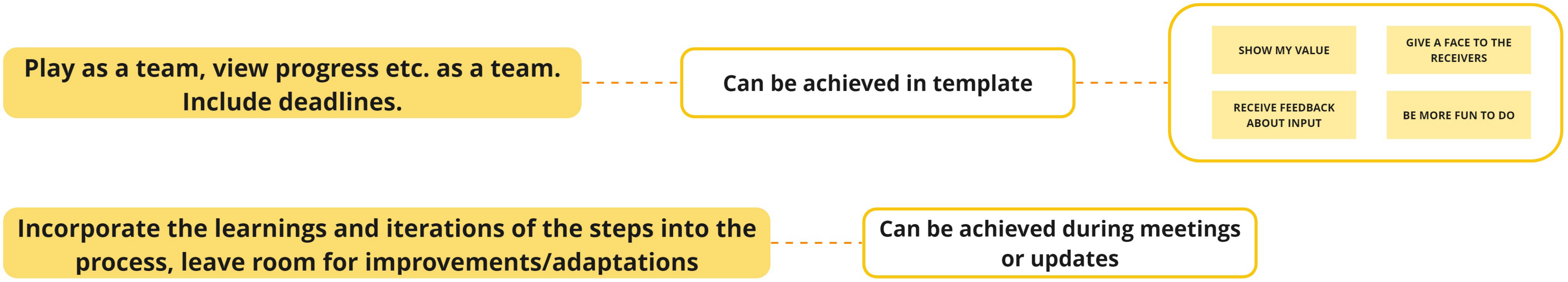
Solution check before go live

Review solutions once or twice per year

WHO is responsible for planning meeitngs

fixed dates / time span

make use of existing materials



Play as a team, view progress etc. as a team. Include deadlines.

Can be achieved in template

SHOW MY VALUE

GIVE A FACE TO THE RECEIVERS

RECEIVE FEEDBACK ABOUT INPUT

BE MORE FUN TO DO

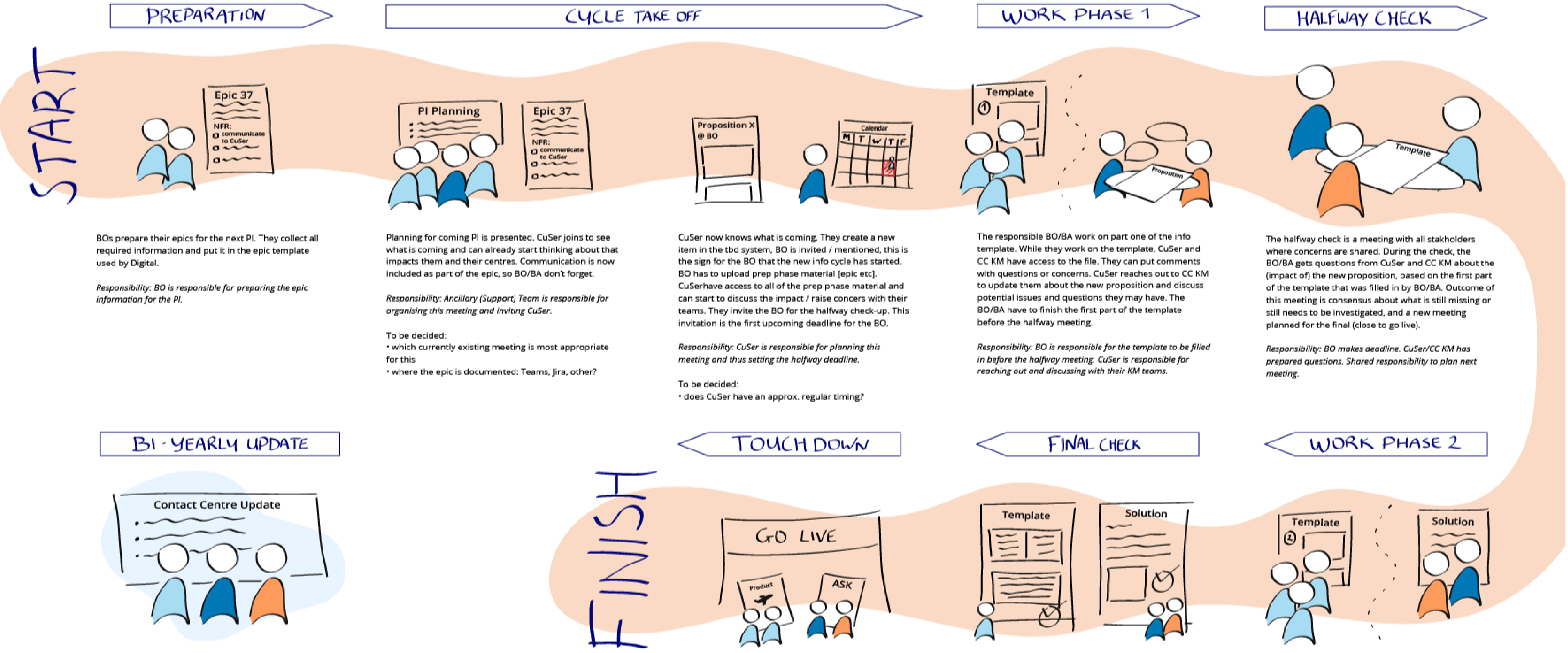
Incorporate the learnings and iterations of the steps into the process, leave room for improvements/adaptations

Can be achieved during meetings or updates

13. IDEATION CUSTOMER SERVICES SESSION 2

This appendix contains the materials used during the second brainstorm session with Customer Services. Furthermore, it contains the session results.

The new version of the process (based on ancillary stakeholder session 2) used for the discussion during this session:



PREPARATION

BOs prepare their epics for the next PI. They collect all required information and put it in the epic template used by Digital.

Responsibility: BO is responsible for preparing the epic information for the PI.

CYCLE TAKE OFF

Planning for coming PI is presented. CuSer joins to see what is coming and can already start thinking about that impacts them and their centres. Communication is now included as part of the epic, so BO/BA don't forget.

Responsibility: Ancillary (Support) Team is responsible for organising this meeting and inviting CuSer.

To be decided:
- which currently existing meeting is most appropriate for this
- where the epic is documented: Teams, Jira, other?

CuSer now knows what is coming. They create a new item in the tbd system, BO is invited / mentioned, this is the sign for the BO that the new info cycle has started. BO has to upload prep phase material [epic etc]. CuSerhave access to all of the prep phase material and can start to discuss the impact / raise concers with their teams. They invite the BO for the halfway check-up. This invitation is the first upcoming deadline for the BO.

Responsibility: CuSer is responsible for planning this meeting and thus setting the halfway deadline.

To be decided:
- does CuSer have an approx. regular timing?

WORK PHASE 1

The responsible BO/BA work on part one of the info template. While they work on the template, CuSer and CC KM have access to the file. They can put comments with questions or concerns. CuSer reaches out to CC KM to update them about the new proposition and discuss potential issues and questions they may have. The BO/BA have to finish the first part of the template before the halfway meeting.

Responsibility: BO is responsible for the template to be filled in before the halfway meeting. CuSer is responsible for reaching out and discussing with their KM teams.

HALFWAY CHECK

The halfway check is a meeting with all stakholders where concerns are shared. During the check, the BO/BA gets questions from CuSer and CC KM about the (impact of) the new proposition, based on the first part of the template that was filled in by BO/BA. Outcome of this meeting is consensus about what is still missing or still needs to be investigated, and a new meeting planned for the final (close to go live).

Responsibility: BO makes deadline. CuSer/CC KM has prepared questions. Shared responsibility to plan next meeting.

WORK PHASE 2

The BO/BA continue with the development of the proposition. Meanwhile, they update the template with the missing information once they know. Based on what is in the template, CuSer and CC KM can start thinking about the solution and write a draft solution.

Responsibility: BO finishes template ith missing information. CuSer/CC KM draft an ASK solution. To be ready before final check.

FINAL CHECK

We are approaching the go live. This meeting moment is the final dealine to go through all of the information and have the BO check the ASK solution. Last things can be clarified and adjusted before the go live.

Responsibility: all stakeholders responsible for having materials ready.

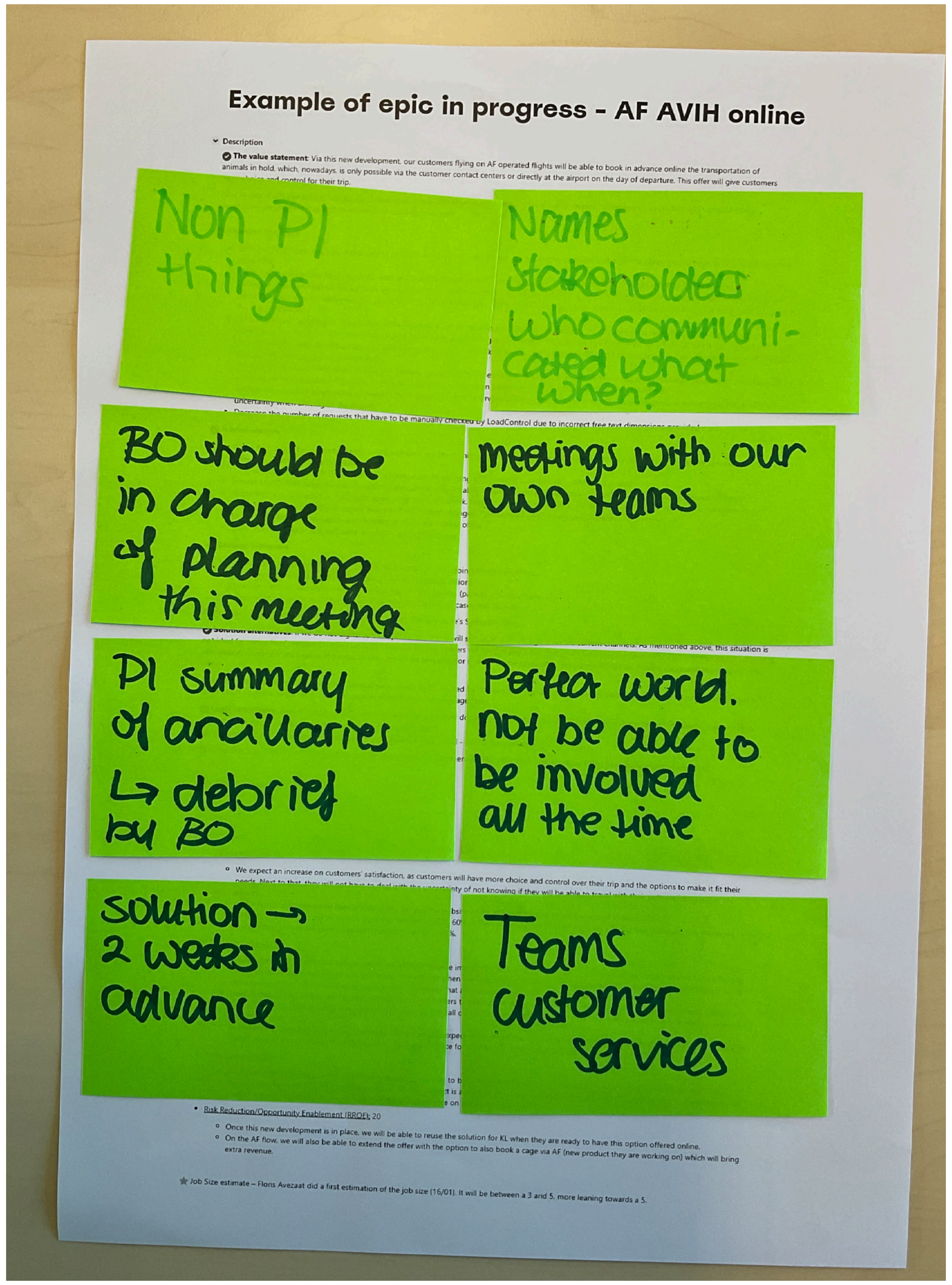
TOUCH DOWN

The solution is published in the ASK database. The product goes live on the designated channels and becomes available for the customers.

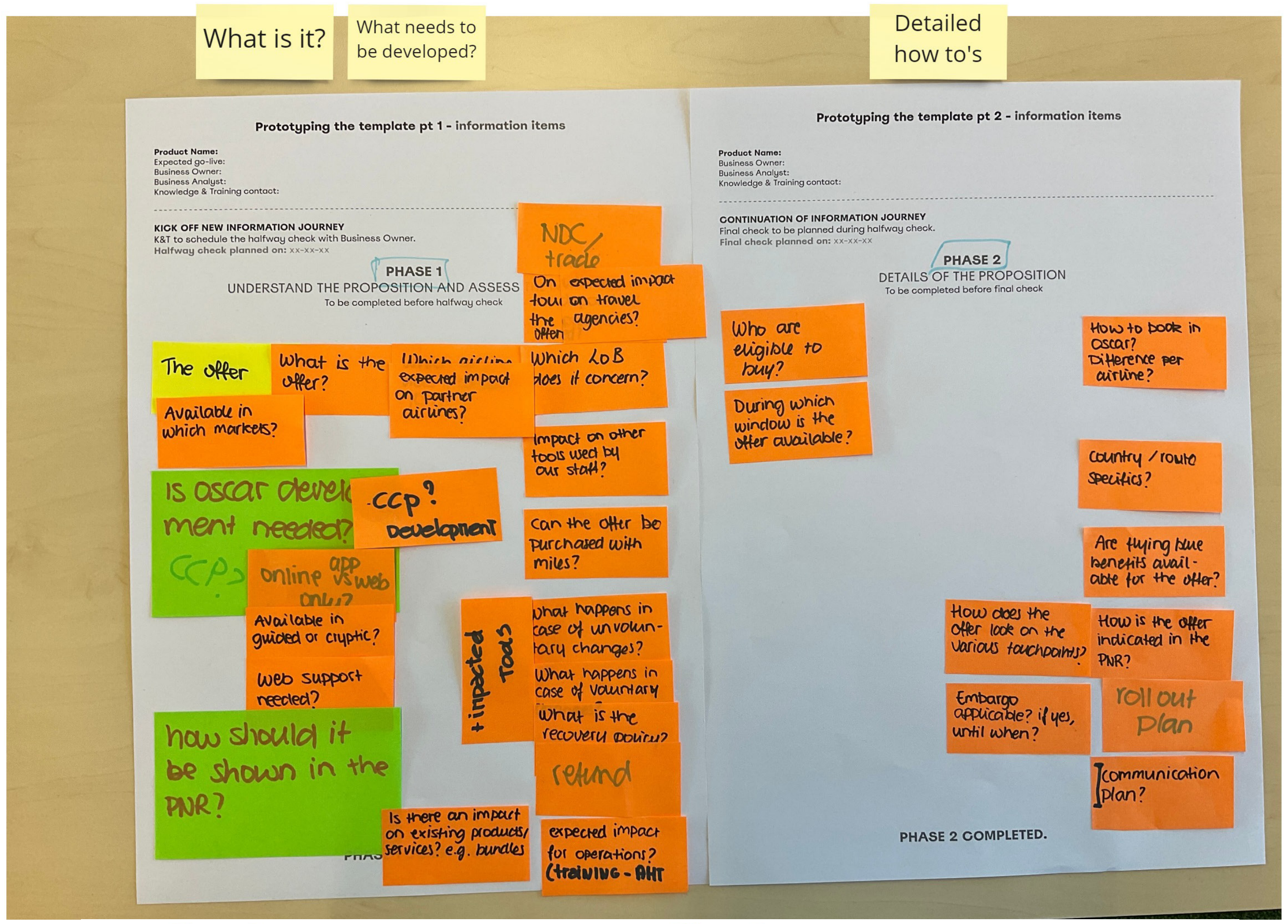
BI - YEARLY UPDATE

Twice a year, CuSer brings both parties together to discuss feedback from the agents, ASK improvements or how the BO/BA can help. Aim to close the gap between both ends.

Outcomes of process discussion with CuSer:



Results of template prototyping:



Phase 1:

- **The offer**
  - What is the offer?
  - Which airline does it concern?
  - Which Line of Business does it concern?
  - On which touchpoints will the offer be available?
    - tick boxes
  - Will the offer be available to pay in miles?
- **The after sales**
  - What will the refund policy be like?
  - What happens in case of unvoluntary changes?
  - What happens in case of voluntary changes?
  - Which tools are impacted for the after sales policies?
- **Technical development**
  - Is OSCAR development required?
    - CCP?
  - How should the offer be shown in the PNR?
  - In case of online sales: app and or web?
  - Available in cryptic or guided?
  - Web support needed?
  - Are other tools used by our staff impacted?
- **Expected impact**
  - Do you expect an impact on existing products?
  - Do you expect an impact for operations?

Phase 2:

- **Buying the offer**
  - Who are eligible to buy?
  - During which window is the offer available?
- **Flying Blue**
  - Benefits available?
- **Technical instructions**
  - How to book in OSCAR?
  - Any differences per airline?
- **Roll out**
  - How is the offer indicated in the PNR?
  - Any country/route/market specifics?
  - Embargo applicable?
  - How does the roll-out plan (pilots, tests) look?
  - What is the communication plan?
  - How does the offer look for the customer?

14. INDIVIDUAL TEST SESSIONS ANCILLARY STAKEHOLDERS

This appendix contains the minutes that were taken during each individual test session. The yellow boxes include the main take-aways of each test.

Test 1 with Dis BA1:

1) How do you currently write your instructions?
  - which programs do you use?
2) Explain process + template
  - how to make distribution fit in here?
    - how to let you keep doing what you are doing while fitting in the greater picture of the solution

1 = new BA, has little experience and has not build up a solid routine. What is his opinion about this process and template, would he like to adopt it in his current way of working and why?

2= experienced BA. How would her role and what she is doing fit within the proposed process?

NOTES INTERVIEW:

CURRENT WAY OF WORKING:
Did not face writing for CuSer yet, has updated ASK. Then he sends his content to Knowledge Management. He uses something like a word file, no special programs are required for this.
He has no solid way of working yet, while e.g. Roxana and Anno do have this.
Next PI his first project to write ASK instructions is coming up, something for international lounges with BO 2

COMMENTS PROCESS / TEMPLATE:
Feedback moment is nice to know if what you have provided is even useful for them and for ASK.
He agrees with the check moments and the roles for the BO and BA. He sees it as their responsibility to find the other required people/information.
If CuSer wants to get the information in a certain way or in a certain location, he is okay with that if that makes it easier for them. He is not tied (yet) to any other habits. He thinks that from the business analyst distribution perspective it should not be a problem to use the template. It also makes it easier for him to understand what needs to be communicated. Now CuSer often comes back with all sorts of questions after receiving a document from them. Things will be easier if there is an expectation of what should already be provided etc.
He doesnt see why the process would not fit in their way of working and the other processes they currently follow. Or for him personally at least. Also the expected window of communication would be useful.
He likes that it is clear that the technical instructions are required, and it is fine to leave it a blank space because they know what the instructions should include.
From the perspective of a new person, he really likes the guiding questions. When he was starting back in september, there were so many things that are new and you hear you should communicate but then you are like "what should i communicate then?". So for new people in the roles or in the team this would be super useful. No matter who is working on it, you still have the same results.

Uses just a word file for his instructions, no special programs

For him, the process would fit in his way of working.

Feedback moments are good to check if your stuff is useful

Fine to leave the instruction parts blank in the template; they know what to do

He would not mind using the template and putting his information in the CuSer folder, if that makes it easier for them

Guiding questions and explanations are really nice for him as a new person

Test 2 with Dis BA2:

product kenmerken

kleine instructie in document

grote implementatie in apart document

uitzonderingen

miles earning

NOTES INTERVIEW:

CURRENT WAYS:
Een technische instructie of wijziging doen we in een word document op de mail. Als het echt een nieuw product is doen we ook wel eens een presentatie met voorbeelden om alles duidelijk te maken. Geen speciale programma's of iets dergelijks.

PROCESS & TEMPLATE:
Process lijkt een beetje op wat zij nu al doen. Al is het wel goed om wat meer structuur te hebben in het hele proces voor iedereen. Template ziet er goed uit, motiverend.

Grote technische instructies zijn makkelijker in een los document. Dat kan dan worden vermeld in het template. Een kleine instructie zou wel gewoon in het template kunnen. Ze zouden ook product kenmerken alvast ergens kunnen noemen.
Bij Flying Blue ook belangrijk om exemptions te noemen.
Het ziet er goed uit. Misschien dat we er gaandeweg achterkomen dat bepaalde dingen vaak terugkomen, maar dan kunnen we dat natuurlijk aanpassen oid.
Staat dus wel open om deel te nemen aan dit proces :)

Doesn't currently use any special programs for instructions

Big technical instructions are easier in separate document. This can be mentioned in the template then.

Process shows similarities with what they currently (try to) do. Good to have more structure for everyone

Also mention exemptions at Flying Blue item + earning Miles?

Template looks motivating with the text and the bars.

Open to take part in the process. Good that it is still flexible for adaptations when necessary.

Test 3 with BO1:

NOTES INTERVIEW:
INTRODUCTION PAGE:
It's complete, I get everything. Though it is quite a lot of text. Maybe put something in bold, show some hierarchy. To make it easier to find the most important things. You can use bullets to make the steps clear; this also makes it easier to find it. The contact information above can also be bolder.

PHASE 1:
1) What is meant with Line of Business? Definition? It is not in my vocabulary.
2) Something that i should learn, but Distribution would know.
3) I can do it, but i would always check with Maxime. The follow up questions could already be part of the first question. That depends on the complexity of the product maybe. Also put cancellation; what should happen then? Are things part of the automatic refund policy or manual?
4) What do they exactly want to know with the question about products and services? If something is part of a bundle that it is not offered anymore later in the flow? Is that what they mean?
For the operations: is this about operations at the airport or specifically the call centres?

PHASE 2:
1) Clear
2) Clear. Maybe add if customers can earn Miles or XPs?
3) This is for Distribution
4) The embargo question might not trigger the right response; what do they exactly want to know? Maybe scope limitation is better. An embargo is not necessarily part of the proposition.
Communication plan; do they want to know for internal and external? Lifecycle, email, commercial bulletin, more?
5) Do they expect screenshots for every touchpoint? BW is quite easy but e.g. mobile might be harder to get.

POSITIVE REINFORCEMENT / LANGUAGE:
Questions are concise, so that is very good. Explanation at the beginning is quite long, but good for embarking new people. See comments above.
I like the motivation senence (option 3) to understand what you have just contributed to. Maybe a combination between option 1 and 3. You can also think of earning stars, and then the meeting is the big star. Good to include that one also in the story. Or a plane moving to a next destination. Something with an analogy. An icon or illustration might pop out a bit more; get more attention.

MEETINGS:
Nice to have meeting plan as a recommendation. It needs to be flexible as it probably really depends on the project and the people involved. Maybe 60 min is a bit long for the first one. Maybe the first could be a bit shorter and the next a bit longer. Priority points are not necessary.

Usually, if she plans a meeting she also takes the lead in opening the meeting etc. However, sometimes it just depends on how the meeting goes. Though someone should be responsible for initiating the meetings.

PROCESS:
Debrief moment seems like a really good idea, We can't assess the impact for them, they are the experts. Maybe our manager can lead the debrief moment. Process steps are clear. Would like to try it.

Add boldness in text for most important things

Add something with bullets to make the steps clear

Check points about questions with CuSer

Combining progress with motivational sentence

Use some kind of icon for this

Good to have meeting plan as recommendation, though should remain flexible

specify who initiates the meeting

Test 4 with BO2:

NOTES INTERVIEW:

INTRODUCTION PAGE:
Understands the process from reading the introduction. Though struggles with the order of the paragraphs. Does it matter what you read first?
He is not a great reader, goes too quickly sometimes and then misses things. Good to provide some text hierarchy,

PHASE 1:
1) Questions are clear, except for Line of Business. What does this mean?
2) Likes the list of questions at item 2. Good to have an overview of what is needed for that. He likes the split between BO and BA questions, to imply who is responsible for what. Though pay attention if there is a difference between distribution and digital business analyst?
3) is clear, most of the time will refer to an existing process. Unless the proposition is really new and groundbreaking.
4) He understands the questions, good that bundle is mentioned as example otherwise he would have filled in no.

PHASE 2:
1) Clear
2) Clear.
3) This is for Distribution
4) The roll out question might be a BA question. He is not a fan of questions that go like "how does it look", because that is quite vague. Same for the communication plan. Communication plan for who? More specific question would be nice. Screenshots are also a digital BA thing maybe?

Maybe it should be specified that BOs can work together with ditigal BAs to fill in the form, but that it is their responsibility that it is done in the end.

POSITIVE REINFORCEMENT / LANGUAGE:
Language is nice. The bars and the motivational comments are nice. People may say it doesn't affect them, but it probably does. It looks like quite a big task. But the task is split up into subtasks that are actually quite small. Nice to see that you are already halfway for instance. Less of a burden to fill it in.

MEETINGS:
Good to have some meeting plan to make sure everything that is required is discussed. Also to create a space where everyone can share what they want because everyone can know what is coming. Especially with the french colleagues they are a bit hesitant to speak up sometimes. He thinks that the document should be owned by CuSer, they could also lead the meeting.

PROCESS
Seems logical and doable.
this whole thing is especially useful for "groentjes" like himself, the people that have least idea of what to do.

he doesn't "read well", often skips through text. Good to provide some hierarchy.

Most questions are clear. Nice to have a split between questions aimed at BO and BA.

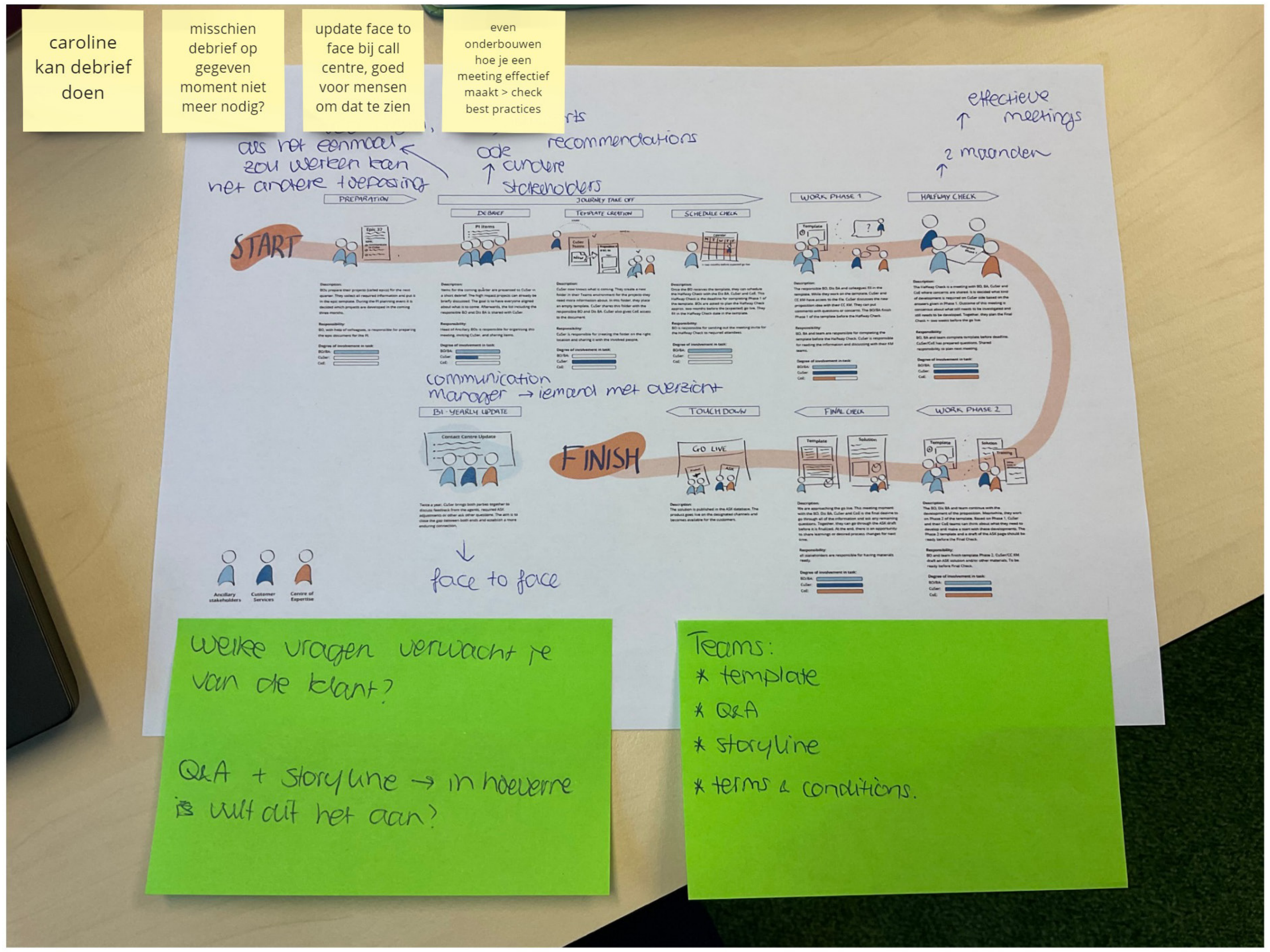
Avoid questions like "how does it look..." not clear what is the expected outcome of that.

specify who initiates the meeting

Motivational comments are nice. Works well to split up the big job into smaller achievable tasks.

Good to have some sort of meeting plan. Thinks CuSer should be owner.

Test 5 with BO3:



caroline kan debrief doen

misschien debrief op gegeven moment niet meer nodig?

update face to face bij call centre, goed voor mensen om dat te zien

even onderbouwen hoe je een meeting effectief maakt > check best practices

welke vragen verwacht je van de klant?

Q&A + storyline → in hoeverre is vult dit het aan?

Teams:
* template
* Q&A
* storyline
* terms & conditions.

Debrief is good, we try to do that already sometimes. Then CuSer can tell us; yes/no what they need more information about

I can lead this meeting

Ideally, we have this meeting also with airports etc. to hear from every channel what they need. for the future ;)

Face to face meeting for the update moment at call centre

How to make a meeting effective? Maybe this can be based on some literature also

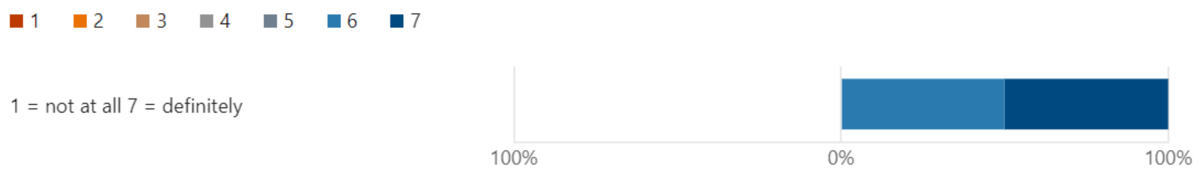
Ideally, we have a folder with all of the documents together. Q&A, storyline, T&C always up to date as well. Are these still needed besides the template?

Should we add something like; which questions could you expect from the customers?

Results of a quick survey after the interviews (two BOs responded):

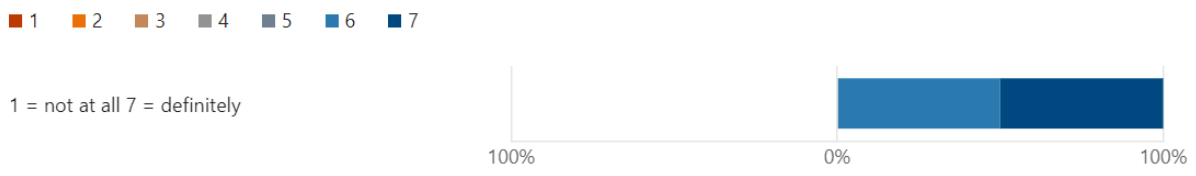
1. This template shows me clear goals:

More Details



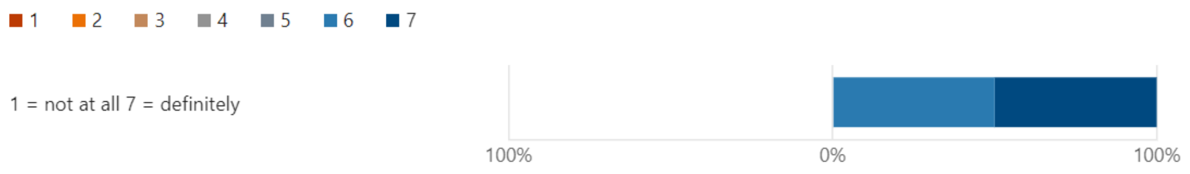
3. This template gives me clear guidance / directions:

More Details



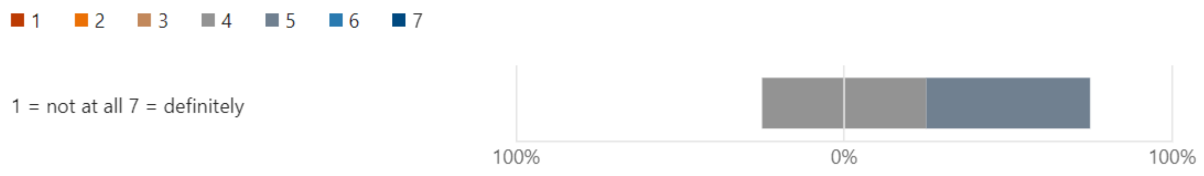
5. This template shows me what my value is:

More Details



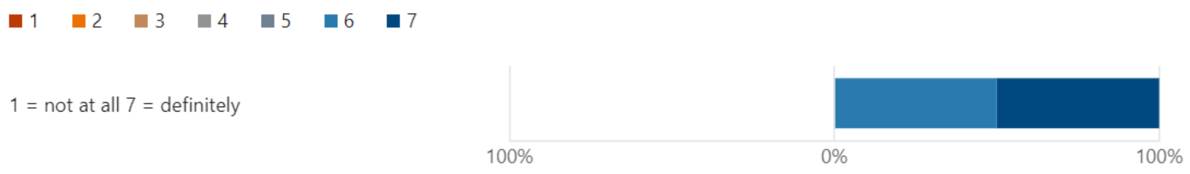
7. It is clear for me who is going to use my information:

More Details



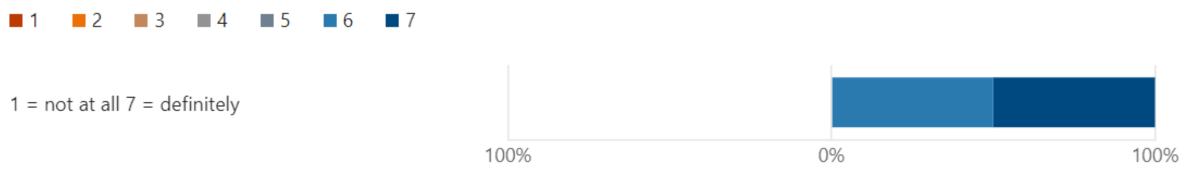
9. This template and/or meetings offer enough feedback opportunities:

More Details



11. This template positively reinforces me:

More Details



15. FOCUS GROUP CUSER AND COE

This appendix contains the minutes that were taken during the focus group with Customer Services and the CC CoE. The green boxes include the main take-aways of each test.

Focus group:

NOTES FOCUS GROUP:

PROCESS:

For a training to be developed and also planned, more than 8 weeks are needed. But the decision to go for the training could perhaps already be made during the debrief moment. only necessary when product is very new or impact is very big.

Teams is not handy because CoE has no access. They prefer to use email now. Only thing is that they can not read along with the answers. Then the thing needs to be emailed BEFORE the meeting, this would mean an extra deadline for the BOs.

TEMPLATE/QUESTIONS:

PHASE 1:

- For LoB: put something like "service line". We can give examples like B2C, Trade, Flying Blue.
- Add BW mytrip to touchpoints
- For tech. development: also list other tools. Not only focus on OSCAR. Make a list of tools that could be impacted.
- Bundle question: is it a stand alone product or will it be part of a bundle?
- Impact: does it have an impact on check-in or transfer processes? Minimum connecting time?
- Impact: what is the effort to sell? will it impact the average handling time?
- After sales: consistency in the policy?
- ADD: fees! especially what happens in case of changes.

PHASE 2:

- eligibility --> move to phase 1.
- Flying Blue; add other FF programs + miles / XP earning.
- Tech instructions: web assistance as separate item. what to do in case of error as separate item.
- Roll out: start with pilot question.
- Roll out: scope limitation instead of embargo is okay.
- Communication plan: Internal + external (communication embargo?)
- Website screenshots.

They understand it is easiest + more motivating for the BOs to fill in one document. This might cover everything they need. Maybe they only understand after discussion if more specific information or a Q&A doc is required, then they can agree so during one of the meetings. However, add why question to phase 1 to cover a bit of the storyline.

Timings in process just need to be tested in real life. More than 8 weeks required to develop a training, however can perhaps already be decided during debrief

Clarify the questions + change some order based on their comments.

Add why question to Phase 1. This way, the Q&A documents become obsolete.

Teams is not really an option for now with CC KM not having access. They prefer to go for email for now. A separate website or tool as recommendation for the future. They are willing to send the template to the BO to fill it in.

Add fees, especially for changes.

16. MAIN TEST TAKE-AWAYS

This appendix describes the main take-aways from all test sessions combined.

Main take-aways from ancillary stakeholders (yellow) and CuSer (green)

Give Distribution the opportunity to upload their own document to the folder in case of large instructions. Add check box in the template.

Add hierarchy to the introduction text. Use bold letters and bullets to guide the reader to the most important things. Move some information to the manual. Try and give order to the paragraphs?

Combine motivational comments with progress illustration or icon. Make sure the motivational text does not look the same as other template text.

For the meeting structure/tips, base this on some effective meeting knowledge/literature/method

Clarify the questions concerning LoB, Impact, and Roll out according to answers CuSer + CoE

Create manual with background information and process tips

feedback moments are nice

how does the template compare to the existing storyline, q&a, t&c

Timing is hard to say. Needs to be tested. This is a good start.

Add why question to cover a bit of the product storyline. This way, the Q&As are no longer required, unless the situation calls for it.

Change process to emailing one another, Teams has limitations at the moment. This means another emailing deadline needs to be included?

Use their input to clarify certain questions or give more examples. Add fees. Change the order of some questions + move eligibility to phase 1.

LoB, BW mytrip to touchpoints, specify impact on all tools not just oscar, specify impact questions, extend FB to loyalty in general + add earnings, change order of roll out questions, add scope limitations and specify communication question

17. DETAILED ASSESSMENT OF THE DESIGN REQUIREMENTS

This appendix contains the detailed assessment of each design requirement. This assessment was based on the test output.

NR	THE DESIGN SHOULD...	ASSESSMENT
1	Clearly define tasks and roles for the involved stakeholders	The process provides clear steps for the stakeholders to take. Each step specifies what is expected of the different stakeholders. Also, the template specifies in detail what information needs to be filled in and who is responsible for which topics. However, some questions need further clarification or need rearrangement in the document.
2	Be reusable for each new go-live	The process and template are based on all general information that is required, and therefore can be applied to various projects. The concept is now connected to the PI planning since the ancillary team works this way. However, in the case of a project that is not part of the PI planning, a different approach to start the journey must be determined.
3	Provide an appropriate shared context, a 'ba', for knowledge conversion	The template provides a space for the ancillary stakeholders to document their knowledge about the new proposition. This way, the template creates a ba that facilitates the conversion into information. The meeting moments during the process bring the stakeholders together to process the information and gain knowledge to determine next steps.
4	Be accessible from everywhere for all stakeholders to be able to use it	Following the limitations of the Teams environment, it is not possible for the current concept to be in a shared location that all stakeholders have access to. Looking at the current available resources, this requirement is likely to not be met. Therefore, the next iteration needs to adapt to this limitation and figure a way to facilitate as much shared working between stakeholders as possible.
5	Exploit (existing) IT resources to facilitate easier knowledge processes	Following the preference to use email as the main tool to exchange the templates, the concept makes use of the organisation's email infrastructure to facilitate information transfer. Ideally, the template becomes a dynamic document that provides real time feedback and is accessible for everyone. Hence, research needs to be done into other suitable platforms to ensure this all-time access and storage. However, this would mean that a new service or platform needs to be adopted by all stakeholders.
6	Include timing or deadline moments for when the information is needed by CuSer	Deadlines are an essential aspect of the concept. The first deadline is planned as a trigger to start the Journey. The second deadline is jointly planned to finish Phase 1. The process needs to be tested in a real life situation to determine if the set timespan is truly feasible.
7	Be simple in use, it should not further complicate the process	All stakeholders understand the process. The template clearly states what needs to be done. Stakeholders are happy with the clear instructions and believe it severely helps them to smoothly go through the process.
8	Fit in the stakeholders' current way of working	The concept connects well to the current PI way of working. Furthermore, all stakeholders say the process fits within their current work activities. However, the concept needs to remain flexible to enable adaptations when the situation requires it.
9	Provide a guided path for the stakeholders to follow during use	The template guides the users through the process. It explains how the Information Journey works and what is expected of the ancillary stakeholders. The different items help to cut the big task up into smaller pieces and therefore make it appear easily achievable.
10	Show clear and relevant goals to the stakeholders	The template states a goal for each phase. The users consider these goals to be clear and they help them to understand why the information is needed at the designated time in the process.

NR	THE DESIGN SHOULD...	ASSESSMENT
11	Provide feedback and positive reinforcement while being used by the stakeholders	The users appreciate the positive reinforcement in the form of visualising achievements and getting motivational comments. The meetings offer enough opportunity to get feedback about the information in the template. The Final Check ensures the concept's flexibility by offering the opportunity to discuss learnings and adjust the concept accordingly. The bi-yearly update moment is a good starting point for increasing the feedback loop from the CC back to Bluebird. However, frequency of this update is still to be tested in real life.
12	Remind employees of the importance of taking part in the process	This relates to the awareness of the ancillary stakeholders. The introduction of the template states why they should embark on the Information Journey and what value they bring to the table. The tests have shown that these points are much clearer to them now. They always get reminded when they open the document. However, the ultimate goal is that the process becomes part of their routines so that the reminders become redundant.

18. MINUTES OF FINAL CONCEPT EVALUATION

This appendix contains the minutes of the concept evaluation that was done with a Bluebird representative. This evaluation was based on the principles of desirability, feasibility, and viability.

Desirability

I am looking forward to use it. I feel that people are excited to have a bigger connection, be in touch more often. People appreciate it. Things that make our lives easier are always nice. There is a need and willingness to use it. CuSer is happy that they get attention. Maybe they can be a bit more proactive during the Debrief meeting.

Feasibility

The concept seems pretty easy to implement. Process does not require a new program or special IT. It is quite cheap to implement. It also fits into the regular cycle we use, since there is a correlation between the PI etc and this concept. So it fits. Now you know when you have done the PI, you plan this meeting. It's easy to connect, that really helps for implementation. Tools are used by everyone already, so it is easy to adopt. I love how you can reuse and improve the concept. You provide not just the template but also the guidance to tweak it. That is really important. It is a good start for our current situation. Maybe later things become redundant but for now it's the best thing we can do, so we can tweak later.

Viability

Profit wise it is not directly about money, but rather about time. It may cost a bit more of our time in the beginning, however this time is not lost but well invested as it pays back in the end. Every small step at the beginning also impacts the end of the chain. In the end it has a positive result on the customer service and therefore saves money. Cost reduction and saving money is the main commercial goal. However the main goal is having two teams that are now in silos work together and collaborate to achieve the best results.