



# How KLM approaches service recovery and customer care by using digital tools when things go wrong?

*CASE STUDY*

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Royal Dutch Airlines





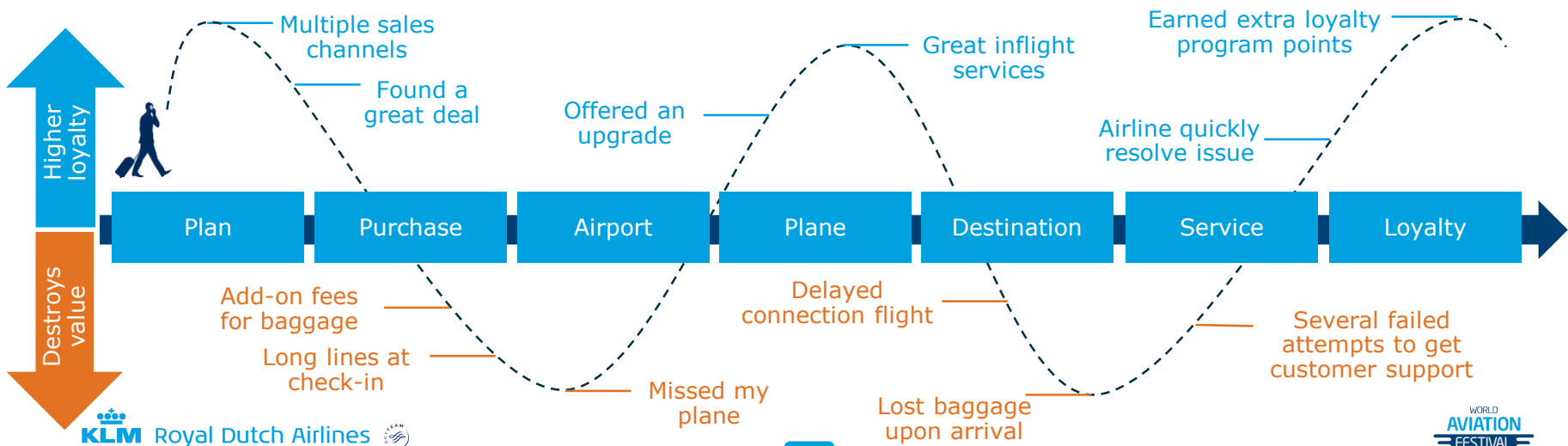
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# 1. Introduction

# My KLM journey





## 2. Impact last 2,5 years on our care

# Disruptions have become the new normal

## Largest disruptions

- Covid-19
- Cancellations and network changes,
- Massively changing entry/return conditions
- Massive refund and voucher requests
- Operational start-up problems
- Multiple strikes
- Multiple baggage disruptions
- Staff shortage
- Security staffing problems airport

## REASONS OF CONTACT

Calls Sales & Services, source WOCAS, August 2022





# Customers still reach out

They want to be **re-assured**

Simple calls are disappearing (to online)

vs 2019:

- Call volumes +20%
- AHT +30%
- Contact to book ratio: +12%

# Further impact on our care

## Care Centers

- Working from home is accepted, teething problems solved (in some countries staff ordered to the office by government)
- Staff engagement: lots of staff training and face to face again
- Claim rates higher: claim agency's more industrialized, widening scope to refunds and baggage, customers more aware of their legal rights



## Customers

- Customers want to travel again !!!
- Connecting with customers through our Care Centers: CSAT scores continuously high
- Overall NPS in 2020 on the journey unprecedently high, 2022 unprecedently low
- Customers getting used to higher occupancy rates again, as well as to all 'normal' conditions in their journey

# 2022 characterized by



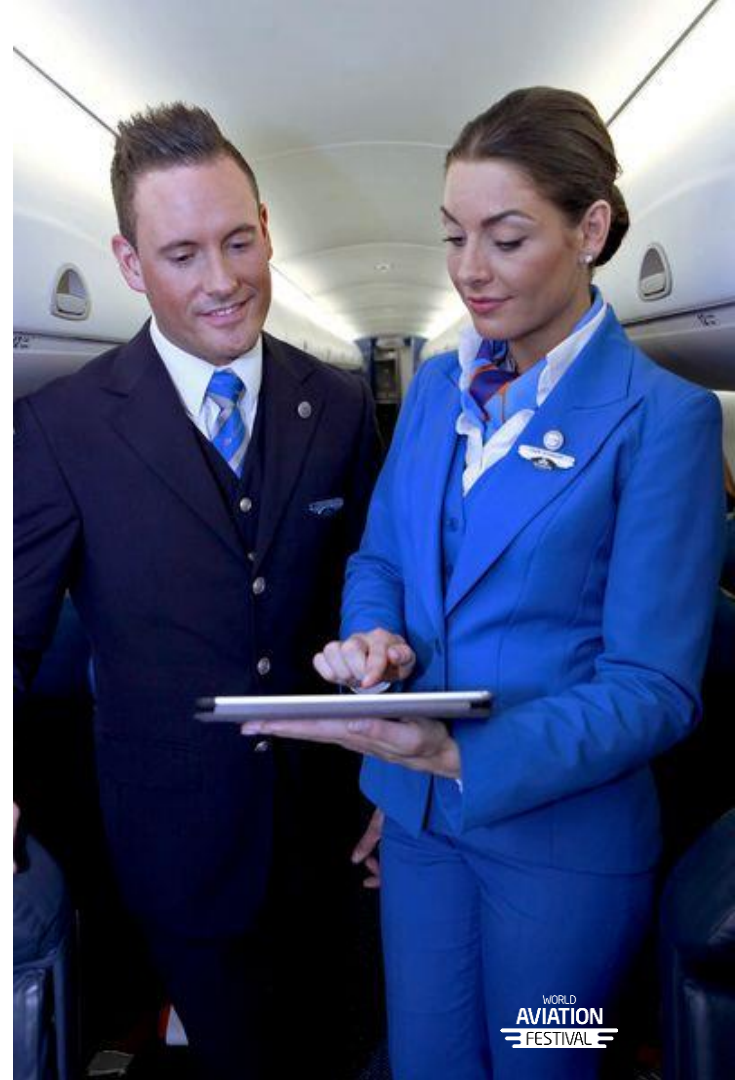
but also good things:

- Service recovery (back) on the map
- Self service for customers boosted
- Quality of re-booking improved
- Auto refund process greatly improved
- Customer communication more proactive and higher volumes handled
- Pro-active health checks, doc checks and Ready2fly further developed
- And **Premium Comfort** was introduced !!

Baggage  
ravage

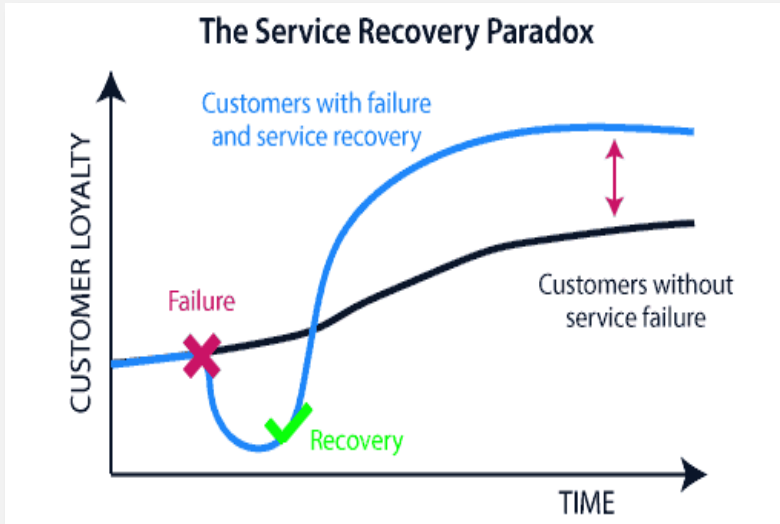
security staffing  
shortages

### 3. KLM approach in service recovery and customer care



# Customer Insights Drivers

NPS service failures, customer feedback, voice of the employee, customer research, customer panels and our customer community's



Customers who experience a service failure that has been recovered excellently, are more loyal customers than customers who don't experience a service failure at all.

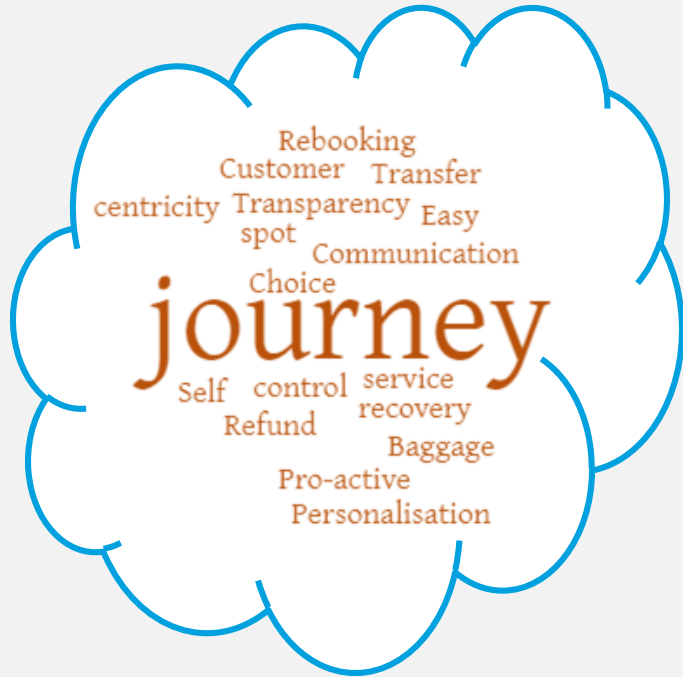
## NPS service failure drivers - YTD

1. Perceived delay | *NPS impact: 5.6*
2. Missing baggage | *NPS impact: 5.1*
3. Staff behavior | *NPS impact: 2.5*
4. Cancellation | *NPS impact: 2.4*
5. Missed connection | *NPS impact 1.4*

NPS scores on service failures and total share of customers dealing with this service failure determine the impact.

# KLM approach in service recovery and customer care

## Themes in recovery



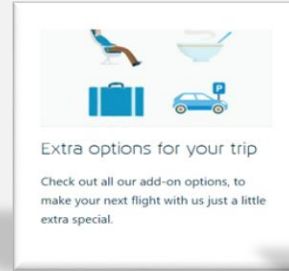
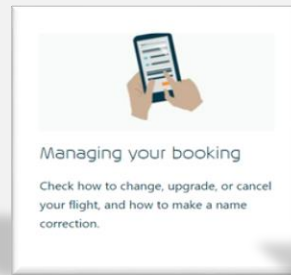
## Running initiatives

- Cross functional teams working on topics together:  
(continued) refunds, re-bookings, baggage, digital vouchers, communication etc.
- Redesign transfer process and service
- E-recovery & further empowerment staff
- Recovery training customer facing staff
- Automation, robotizing, and further digitizing several processes in Care
- Case Management
- Feedback platforms for performance monitoring and quick improvement loops



4. What (digital) tools do we use across the channels when things go wrong?

# Digital tools



## Self service and digitization

To keep up with volumes and pace

Re-booking, vouchers, refunds, Ready2Fly, Travel.Doc, Health Declaration, Case Management etc.

@ web/mobile

## Bots and artificial intelligence

Recognize, prioritize and process quickly

@ Care Centre's and Social Media

## Push messaging

Scaled up campaigns through existing platforms

Communication on next step of journey and getting passengers prepared @ the airport

## IVR technology

In combination with text messaging

Information on (self service) re-booking, restrictions, vouchers, refunds etc.

@ Care Centre's

klm.com - web information / mobile app

Easy accessible information, FAQ and self service functionality

# Challenge

Attracting more customers to the web and mobile app for information and self service:



## %TRIED ONLINE BEFORE CALLING

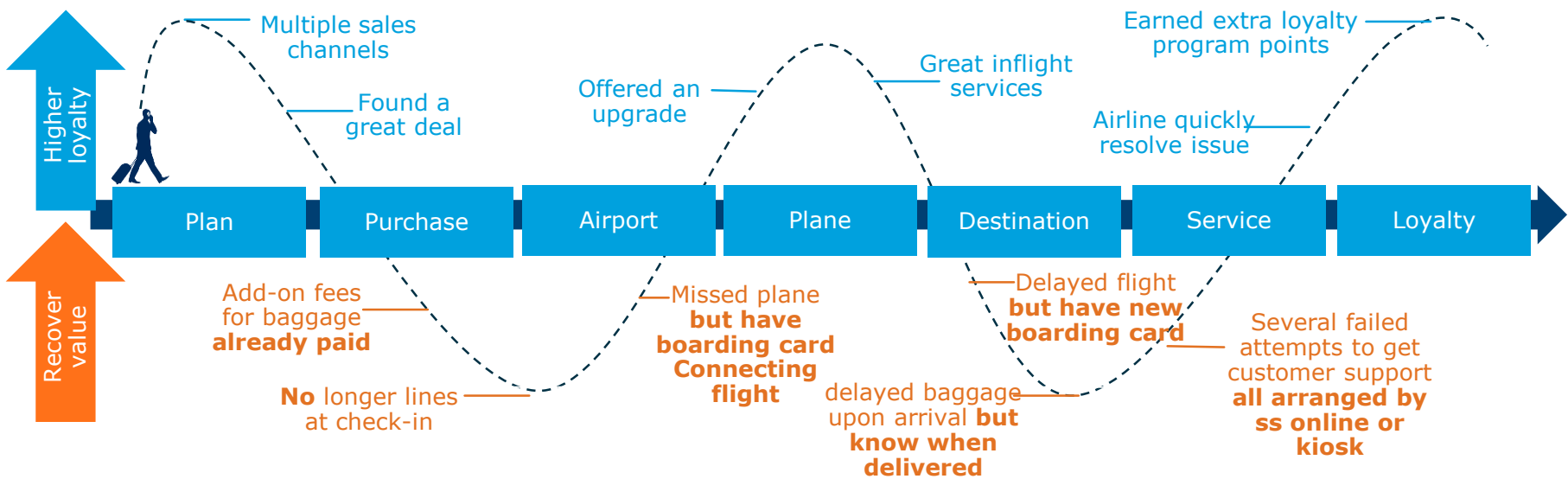
	August'22	July'22
%Tried Online before calling	58%	55%

## Few other challenges

- SSRCTC in communication
- Digital solutions for recovery *world wide*
- Baggage tracking
- Closing the loop
- More design capabilities in recovery (😊)

## 5. Outlook service recovery 2023 and onwards





## 2023 and onwards ..

- **Travel communications** - interactive, real time and highly personalized – customers use preferred channel
- **Biometrics** - confirm identity and walking pace customer processing and tracking
- **Re-bookings** of flights and ancillaries made throughout the journey and captured as **one order** – orders tracked (status), fulfilled and linked to digital identity
- Journeys can be **re-shaped in real-time** in case of a disruption
- **Baggage** is linked to digital ID of a customer, has a personalized journey and can be tracked throughout the journey



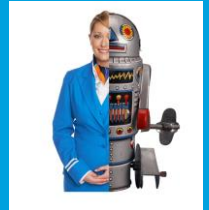
**I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.**



**Maya Angelou**  
1928-2014

*American author and civil rights activist*

Despite all great tooling, there will always be a need for personal interaction ... this will make the difference where systems fail or reach the end of their possibilities.



*If you experience a disruption we take care of you!*



Thank you!



Questions?