

Digital strategy E1 - AIRLINE

Improving the Digital Employee Experience

1. Organisational Goals

Our airline strives to be the best in terms of service, ensuring passengers and cargo are transported safely, efficiently, and with a warm, hospitable experience. We aim to stand out in the market by delivering excellent service, rather than competing on price or luxury. Our focus is on understanding our customers better, providing targeted information quickly, and maintaining a user-friendly, active, and clear communication process. We want to create a positive, engaging environment for both passengers and crew, ensuring everyone feels valued and informed.

Why is this goal the most important?

Being the best in service differentiates us from both budget and luxury competitors. It allows us to build loyalty, retain passengers, and grow sustainably by focusing on what we do best: delivering exceptional, personalised experiences.

2. Organisational Problem

Our current operations face several bottlenecks:

- There is no single source of truth for information, leading to confusion and inefficiency.
- Work processes lack transparency, and ownership of content is unclear.
- Knowledge management is inadequate, making it difficult for staff to find and use the right information.
- We rely on a fragmented collection of software systems, causing double entry and errors.
- Approval chains are overly complex and slow down decision-making.

These issues result in vulnerable business processes, limited ability to learn from past choices, and reduced capacity for personalisation and growth.

For service staff, the problems are even more acute:

- They receive an overwhelming amount of generic, poorly timed updates, often not clearly marked or easy to consume.
- Safety and compliance information sometimes fails to reach the right people at the right time.
- Information is scattered across multiple systems, outdated, or irrelevant, leading to inconsistent

service and passenger complaints.

- Hardware and support are outdated, and training is insufficient, leaving staff ill-equipped to meet customer needs.

Why is this the most important problem for our digital strategy?

These challenges directly impact our ability to deliver excellent service. When crew cannot access or understand critical information, passengers notice the inconsistency, and our reputation suffers. Addressing these issues is essential to achieving our goal of being the best in service.

3. Success Factors

To set our brand apart and improve cost efficiency, we need to create structure and transparency in our processes. Success depends on:

- Standardising processes and tools across the organisation.
- Providing clear insight into the status, ownership, and links between information.
- Ensuring information is complete, accessible, and user-friendly.
- Publishing from a single source to avoid duplication and errors.
- Balancing digitalisation with personal contact, making information appealing and easy to consume.
- Tailoring information to individual roles and needs, so staff can act confidently and passengers receive consistent, accurate service.

Most important success factor:

Providing concise, tailored, and timely information to all staff, especially cabin crew.

This ensures everyone has the knowledge and tools to deliver excellent service, directly supporting our goal of being the best in service.

4. Target Audience

Our strategy involves both internal and external stakeholders:

Pilots, pursers, senior pursers, cabin attendants, gate agents, service agents, lounge agents, managers, team leaders, customer service employees, baggage handlers, maintenance mechanics, dispatchers, ground workers, passengers, airport employees, legislative bodies, regulatory authorities, and auditors.

Most important target audience: Cabin crew (pilots, pursers, flight attendants).

They are the face of our airline and directly influence the passenger experience. Supporting them with the right information and tools is critical to our success.

5. Motivation

Cabin crew are motivated by:

- Providing excellent service and being in control of their tasks.
- Completing their work on time and receiving positive feedback from colleagues and management.
- Feeling professional and confident when interacting with passengers.
- Having access to clear, relevant information that helps them perform their roles effectively.

6. Information, product, service

Key information and services include:

- Passenger and luggage details, menus, sales information, and answers to common questions.
- Announcements, service instructions, route-specific and safety information, flight and schedule details, crew lists, and feedback mechanisms.
- Legislative and regulatory updates, compliance lists, and food labelling information.

7. Tactics

To address our organisational problems and achieve our goals, we will:

- Replace the 600-page food labelling PDF with a searchable digital system that links ingredients, dishes, and allergies, making it easy for crew to find and share accurate information with passengers.
- Personalise and proactively deliver service instructions via mobile apps, tailoring content to roles, tasks, and flights, and sending updates at relevant times.
- Centralise information in a user-friendly digital platform, ensuring all staff have access to the same up-to-date, easy-to-navigate resources.
- Implement a “read & understood” confirmation system for critical updates, with analytics to track engagement and comprehension.
- Introduce a feedback loop for crew to share insights and suggest improvements, fostering continuous learning and adaptation.

- Upgrade hardware and support systems to ensure reliable access to information, even during high-pressure situations.

8. Resources

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9. Performance Indicators (KPIs)

We will measure success by:

- Improved information accessibility: 90% of crew report they can find the information they need within 30 seconds.
- Higher compliance and safety awareness: 100% of critical updates are acknowledged as “read & understood” before each flight.
- Increased passenger satisfaction: A 20% reduction in complaints related to inconsistent or incorrect information.
- Greater staff confidence: 95% of crew feel well-informed and prepared to answer passenger questions.
- Efficient knowledge transfer: A 30% reduction in time spent searching for information, allowing more time for passenger interaction.

10. Measurement Tools

We will track progress using:

1. Digital analytics to monitor information access, search patterns, and engagement.
2. Employee satisfaction surveys to assess confidence, clarity, and ease of use.
3. Passenger feedback (NPS scores) to evaluate service consistency and quality.
4. Real-time dashboards for managers to identify and address knowledge gaps or system issues.

11. Collaboration

This strategy requires collaboration with:

- Information owners and editors to ensure content is accurate, up-to-date, and easy to understand.
- App developers and IT specialists to build and maintain user-friendly digital tools.
- Search experts and data analysts to optimise information retrieval and personalisation.
- Cabin crew and frontline staff for user testing, feedback, and continuous improvement.
- External partners (e.g., food suppliers, regulatory bodies) to integrate their data and requirements into our systems.

12. Next strategy?

Future strategies may include:

- Expanding personalisation to passengers, using digital tools to tailor in-flight experiences based on preferences and past interactions.
- Automating routine updates with AI chatbots, freeing staff to focus on high-value interactions.
- Predictive analytics to anticipate and address operational or service issues before they arise.
- Enhancing training programs with virtual reality or gamification to improve knowledge retention and engagement.

Digital Strategy statement (general statement)

By transforming how information is managed and delivered, we empower our crew to provide the excellent, personalised service that sets us apart.

Our digital strategy ensures everyone has the right information, at the right time, in the right format - enabling us to be the best airline in terms of service.

We will succeed when crew are confident, passengers are satisfied, and our processes are efficient, transparent, and adaptable.

We measure this through analytics, feedback, and performance dashboards, collaborating across the organisation and with external partners to continuously improve.

Food labelling information easier to find

Our challenge is that cabin crew cannot easily navigate the 600-page PDF containing all the food labelling information.

This hinders the proactive provision of information to passengers with, for example, food allergies.

We ensure that everyone is well informed about all the information on the food on board by exchanging information about ingredients in relation to a dish or food allergy with the cabin crew when necessary.

We achieve this by offering information as separate elements and no longer as one long PDF, because the cabin crew does not have time to read through an entire PDF and quickly and accurately identify which ingredients belong to which dishes.

We do this using a search engine that itself establishes the relationships between ingredients, dishes and, among other things, food allergies.

We will be successful if the cabin crew is satisfied with this new information provision and consults it regularly. We measure this with analytics, employee satisfaction and feedback sessions.

To achieve this, we work together with the owners of the food labelling information, editors, app developers, information specialists and search experts.

Proactive and tailored service instructions

Our challenge is that cabin crew receive too much operational information in the form of monthly, weekly and daily bulletins, usually at times when it is not (yet) relevant.

As a result, they miss the information when they need it. This stands in the way of our excellent service.

We achieve better-informed, motivated and committed staff by exchanging service instructions with cabin crew at the right time and in relation to other relevant messages.

We achieve this by personalising service instructions according to, for example, role, task and flight, and proactively offering them at the moment they are relevant or when people have time to read the messages, because short messages are sufficient.

We do this using a separate messaging service offered via the app.

We are successful when people read, understand and follow the service instructions and are satisfied with this new information provision.

We measure this with analytics, “read & understood”, employee satisfaction and feedback sessions with the cabin crew.

To achieve this, we work together with the owners of the service instructions, the specific process owners, app developers and information specialists.
