



CUSTOMER EXPERIENCE Transformation Travel & Leisure

Insight into Copenhagen Airport's Customer Experience Strategy

CPH



CXNetwork





Stine Ringvig Marsal, Service Excellence Director at Copenhagen Airports, is an experienced Service Design and Customer Experience advocate. She has worked with sales and service for three of the strongest and most sought after Danish brands within experience economics: Copenhagen Zoo, Tivoli Gardens and Copenhagen Airports.

In Copenhagen Airports, Stine is responsible for driving the organisation's work with customer experience and service design for the Airport's five different customer groups, both B2B and B2C: Airlines, Concessionaires, Tenants, Parking and Passengers.

Stine shares her experiences with Customer Journey mapping and design and describes the challenges faced when a large, fairly old and very complex organisation is on a journey from "good to great". In this exclusive CX Network interview, Marsal shares what it takes to be the Service Excellent Director of the world's leading airport in customer experience wishing to improve and systematise the customer experience in a way that sets a sharp focus on a customer centric culture where employees feel valued and included.

Maya Fowell: You have five customer groups at Copenhagen Airport (CPH), how do you know which area of your customer experience initiative to prioritise first?

Stine Marsal: If we focus on passengers, we have a very exact analysis to find out how we're doing. We do about 80,000 interviews per year, and we measure almost every step of the journey that the passenger's on with us. We are very much aware of how we perform towards passengers and we perform quite well as we are above average compared to a lot of other airports.

You could say that my strategy towards passengers is to aim to improve little things. For instance, choosing one touch point to enhance and tackling it from a service side perspective to really enhance the customer experience. We are really trying to work on our business-to-business experiences in a way that is a bit more strategic and efficient than it previously has been.

"We take the responsibility to think about how we can orchestrate these processes and how we can enhance the customer experience. We are very involved in the whole process"

MF: Tell me about your customer journey mapping process is, what are the benefits and what obstacles have you had to overcome?

SM: One benefit of mapping out the customer journey is how visual you can make it for your employees. You can show exactly how you are performing at each touch point and what each person's exact role is in the entire delivery. This makes it a lot easier to make conscious choices about service delivery.

If I relate this to the passenger experience, one of the most important touch points on the journey is the security checkpoint. Obviously, there aren't any passengers that are sitting at home thinking "it's been so long since I went through security, I better book a flight," they are

not in the airport to get the experience from security.

Basically, all passengers would like for the security not to be there and that's where we see an opportunity. If we create a peak experience in security we have an excellent opportunity to over perform because the customer expectation in this area is low. There are so many different types of anxieties that a passenger can have going through security, so we are trying to train our employees to be more sensitive and have a more personal relationship with our regular travellers.

"We engage our employees by listening to them, getting their input every step of the way and working on new initiatives with them"

MF: When I think about the customer experience of a passenger at the airport, there are so many things that are actually out of the airport's control, like cancelled flights and bad weather. How much responsibility do you take when something like that happens?

SM: We take a lot of the responsibility upon ourselves; we have an information obligation to relay bad weather conditions to our passengers. We also take responsibility for a lot of things you would not even know were part of a passenger experience, like lost bags for instance. It is not our baggage; it is the baggage of the airline but we work with airlines and ground handlers where we analyse the processes that they have on our infrastructure. We take the responsibility to think about how we can orchestrate these processes and how we can make it a better to enhance the customer experience. We are very involved in the whole process.

In terms of customer experience, the passenger experience is only a fraction of what we are working on. We are working more intensely with airlines, and ground handlers, and tenants and focusing on our business-to-business relationship.



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MF: How do you ensure every one on the team is bought into your customer experience initiatives?

SM: First of all, I think for any organisation to be successful with customer experience, top-level engagement is necessary; you can't do it without it. Some departments are working independently with initiatives that have been directly derived from the customer journey mapping and design phase. We've done workshops with the employees, having them be engaged and come with their input. We are also

starting to work on the standard service operating procedures, standard service management procedures.

But its part of the strategy, so in that sense, they have to opt in. But it's been very much a process where the directors, the CEO, CFO, and all of those people have bought into these initiatives that we have launched and are reported on. We engage our employees by listening to them, getting their input every step of the way and working on new initiatives with them.

Stine Marsal will be leading a session at Customer Experience Transformation: Travel & Leisure on Wednesday 24th February at 9:00 AM on the topic of: [How to do customer journey mapping and orchestrate cultural change in CPH Europe's most efficient airport](#)

- Looking at the science of mapping vs. the art of orchestrating cultural change to understand where you are now and where you would like to get to
- Prioritisation vs. Holistic Approach: Making conscious and strategic choices regarding your customer experience focus
- Understanding methods for effectively mapping out various touch points to examine where employees come in touch with your customer
- Listening to your employees and taking their initiatives on board as part of your innovation process
- Strategising the channels you are going to use and building the customer journey around each channel





CUSTOMER EXPERIENCE Transformation Travel & Leisure

Are you working in the Travel and Leisure space and dealing with Customer Experience on a day-to-day basis? If you found this whitepaper interesting and want to learn the best strategies to engage with your customer through personalisation and how to define a stronger brand that wins loyalty and reduces abandonment, why not attend Customer Experience Transformation: Travel & Leisure 2016?

The only conference that provides the opportunity to benchmark against your competitors and build B2B connections. If you want to stay ahead of the curve by being the first to follow through on the latest customer needs and desires, then Customer Experience Transformation: Travel & Leisure is the event for you! The only meeting designed to address the challenges that Heads of Customer Experience face. Join the 50+ top companies and take your customer experience management to the next level, learn about upcoming trends and take away the key lessons to promote back in your own company.

Speakers include:



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