



A Major Airport
CASE STUDY



THE PROJECT **Customer Experience**

THE NEED A major international airport struggled with a customer service image that was negatively defined by the past rather than positively influenced by the present.

Unsuccessful in its efforts to shake this negative perception, senior leadership knew it had to tap into the airport's collective employee base to establish a new customer service culture. However, of the 20,000 airport employees, only 900 were under the airport's direct control, while the remaining 19,100 worked for the various stakeholders, including the TSA, vendors, federal agencies, and the airlines themselves.

When an organization only employs 4% of the workforce but owns 100% responsibility for its image, how to establish and generate cross-agency cohesion is a significant challenge. Creating a continuity of experience throughout became the primary objective.

THE INTERVENTION

Shapiro Communications held several discovery meetings with the CEO, senior leadership, and stakeholder managers. It was determined that any establishment of customer service culture had to begin from the top and that employee empowerment was essential. Commitment from Senior Management was critical in the process.

Shapiro Communication worked diligently to identify value points and key performance indicators. In order to reach people from multiple agencies who rarely worked together, a communication skills-based "Professional Development" program was created for all who worked at the airport, from senior leadership to front-line personnel, with improved customer service being the ultimate goal. The idea was that by empowering employees with the tools they need to find more enjoyment and fulfillment in their work, this would ultimately translate into a better customer experience: It's the "put your oxygen mask on first before helping others" approach.

The program goal was to help employees discover their own communication strengths, blind spots, and challenges, so they could build upon their own unique communication practices. By aiming to empower rather than direct, the airport drew upon the collective talent employed under their roof to help generate an enhanced experience for the customer.

THE IMPACT

Trust between leadership and employees was established and a renewed enthusiasm followed. Employees were able to identify tangible skills to both draw upon and improve as they interacted with travelers. Specific skills were developed, such as listening and stress management, and a noticeable increase in customer satisfaction followed.

Employees across the spectrum were re-energized, empowered, and "being valued" in the process. The airport saw an uptick in positive reviews, morale increased, and a sense of being valued permeated throughout the facility.

ABOUT SHAPIRO COMMUNICATIONS

Shapiro Communications offers comprehensive organizational communication training and professional development services across multiple industries.