DELIGHT DEEPDIVE

VISTARA

Leveraging **real-time customer feedback** to drive airline improvement initiatives

vistara
#NotJustAnotherNeo

CLOUDCHERRY

A TATA SIA JV
vistara®
Fly the new feeling

ABOUT VISTARA

Vistara (TATA SIA Airlines Ltd.) is a joint venture between Tata Group and Singapore Airlines. Since its inaugural flight in **January 2015,** Vistara has rapidly expanded its full-service offering to **21 airports in India,** with a fleet of 16 brand new **Airbus A320 aircrafts including neos**. In this short period, Vistara has **pioneered differentiated features** such as premium economy class, value-based Club Vistara frequent flyer program, additional in-flight baggage allowance, signature lounge access and much more.

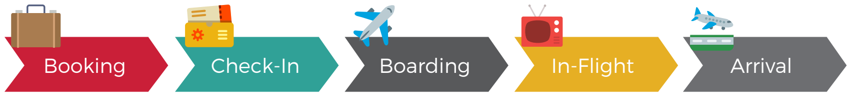
CHALLENGE OF FEEDBACK UTILIZATION

Full-service airline companies in India are proactive in capturing feedback across the customer's journey. However, there are **challenges in utilization of feedback to make improvements in customer experience.** One of them is **unavailability of real-time feedback in a summarized ready-to-use format.**

Secondly, given limited resources, identifying the most important improvement initiatives is critical. It allows the entire organization to focus efforts on a few critical areas, before moving on to the next set of improvements.

CLOUDCHERRY @ VISTARA

Vistara sends **feedback survey links over SMS and email** to its customers at the end of each travel experience. These two channels allow customers to give feedback at a time of their choice. The **questionnaire captures feedback on all aspects of the travel experience** with Vistara; booking of tickets, check-in, boarding, in-flight experience and arrival at destination.



Feedback Utilization for Improving Customer Experience at Vistara

Using the CloudCherry platform, Vistara collects feedback across the customer's entire journey; booking, check-in, boarding, in-flight and arrival. CloudCherry used regression analysis to enable Vistara to understand the relative importance of each stage of the customer's experience in driving overall satisfaction (Figure 1).

Using this analysis, the relative importance (weightage) of > 30 parameters across the customer's journey in driving NPS® (overall satisfaction) was deduced. Some interesting insights came to light. For instance, some sub-parameters within in-flight stage were found to be more important in driving satisfaction than other parameters. **Such an analysis enabled better prioritization of improvement initiatives at Vistara,** as described below.

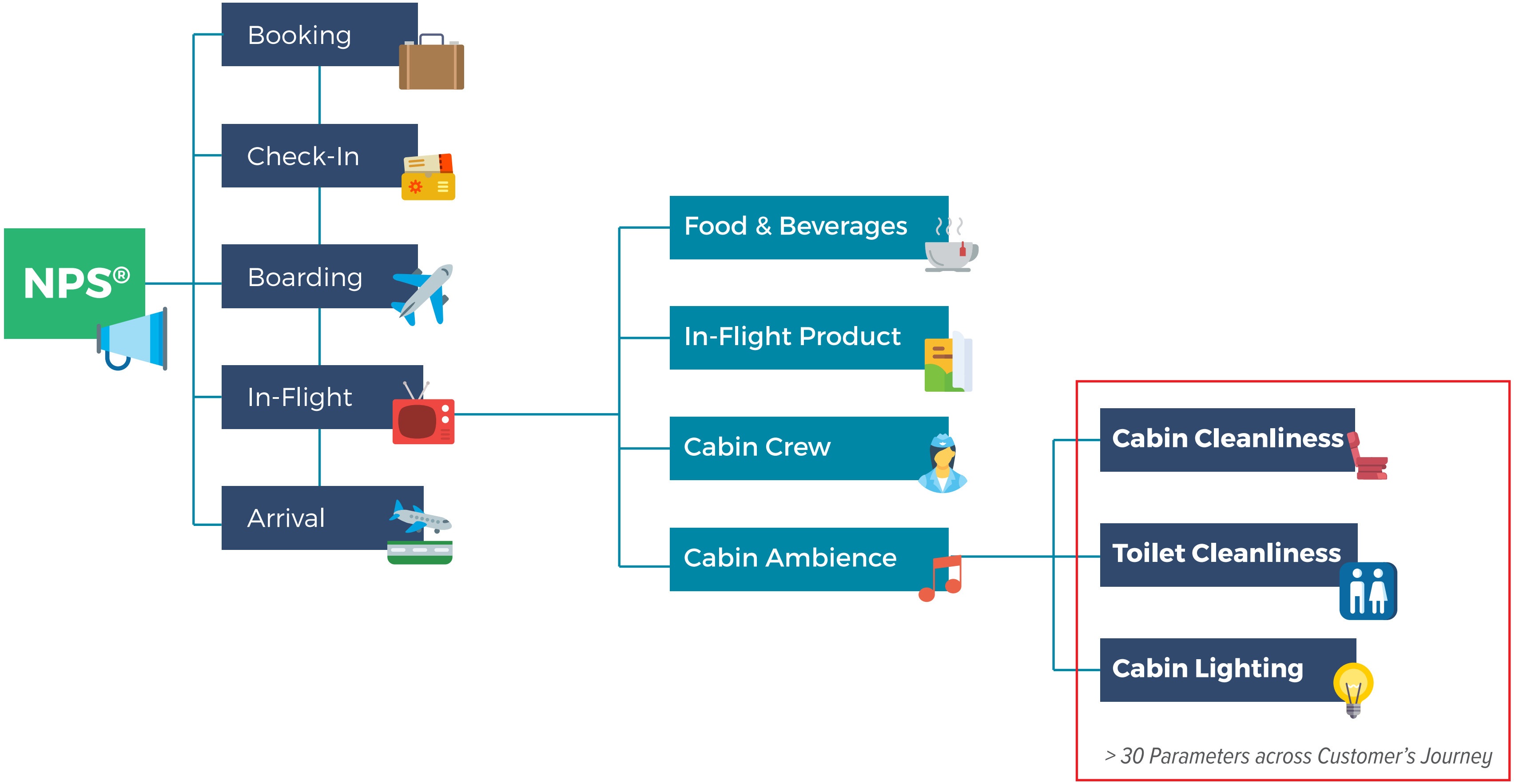
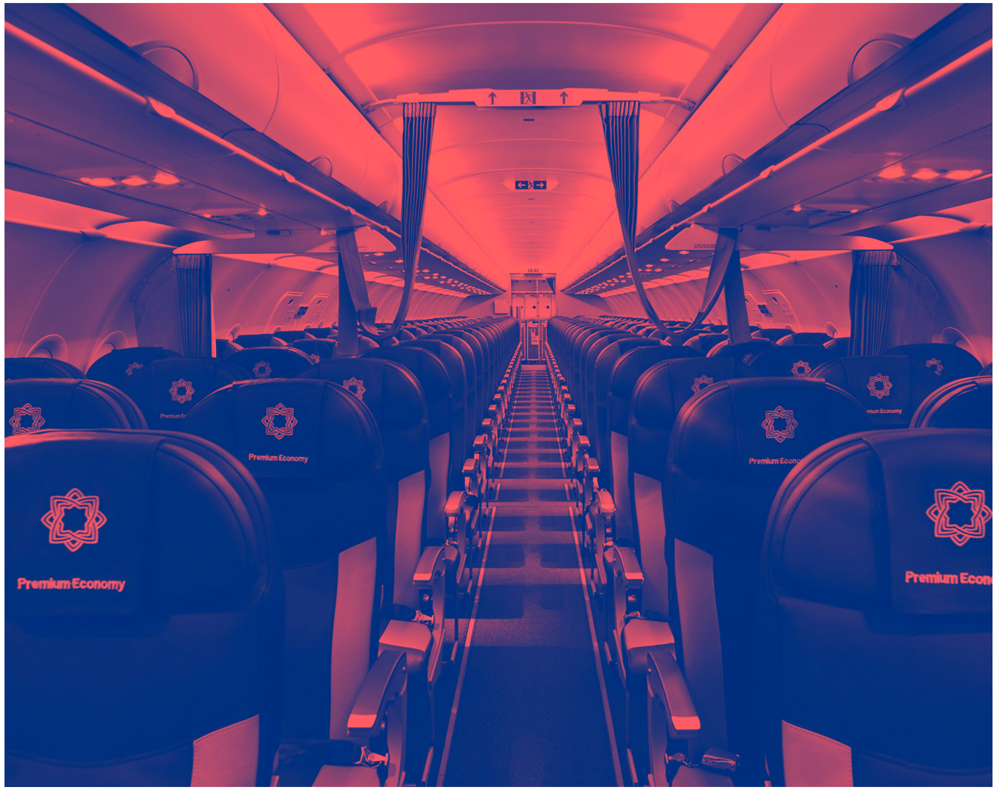

NPS®
Booking
Check-In
Boarding
In-Flight
Arrival
Food & Beverages
In-Flight Product
Cabin Crew
Cabin Ambience
Cabin Cleanliness
Toilet Cleanliness
Cabin Lighting
> 30 Parameters across Customer's Journey

Figure 1: Illustration of Experiential Parameters Driving Overall Satisfaction (NPS®)

RESULTS

In November 2016, Vistara learnt that **beverage variety is among the most important drivers of overall satisfaction. Further, there was dissatisfaction with the variety of beverages served in Economy Class;** average rating more than 20 % lower than Premium Economy Class. Given its importance and the potential scope for improvement in overall satisfaction, Vistara decided to focus on improving this parameter.

Until now, Economy Class passengers were served coffee or tea along with in-flight meals. Basis insights gained from feedback, Vistara added juices and soft drinks to the selection of beverages. The changes had the following impact among Economy Class passengers in 5 months.



15% increase in highest rating for beverage variety

25% increase in highest rating for overall F&B experience

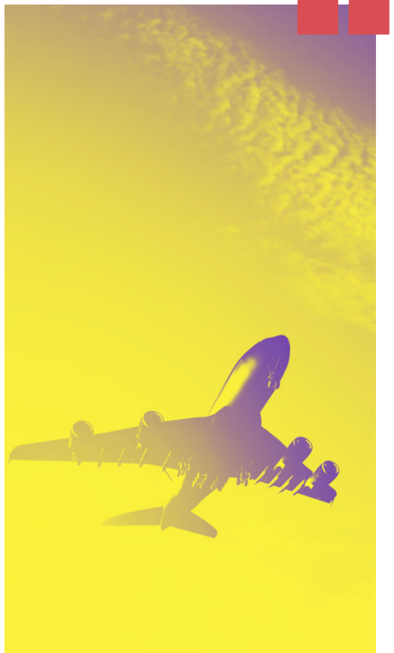
20% increase in overall Net Promoter Score®

NEXT STEPS FOR VISTARA

After F&B, **parameters related to 'in-flight product' like seat comfort, music and reading materials have been found to have an high impact on overall satisfaction.** Further, passengers in all classes of travel have indicated that **in-flight reading materials like in-house magazines and selection of newspapers and magazines need improvement.** The corporate communication team at Vistara has proactively implemented some of the feedback to improvise the content and quality of magazines.

FUTURE PLAN

Further, Vistara plans to **direct feedback to relevant stakeholders in the company.** This would allow each team or department to focus on improvement initiatives on their own for aspects under their control, accelerating the rate of improvement across the entire organization. For instance, feedback on baggage handling at arrival could be forwarded to ground handling team at each airport.



> “To operate as a premium airline in a highly competitive industry is no easy task, and from the day we started, we knew that a superior Customer Experience is the one thing what would truly set us apart. With CloudCherry's product and their team, we have been able to understand customer needs immediately, take proactive action, and continue to refine our products and services to better meet the needs of our target customers.
>
> Our team is dedicated towards improving every single aspect in the customer's journey with us. We already have the lowest customer complaint rate in the industry, and we are confident that with every enhancement we make and with the ones we have already put in place basis customer feedback, our satisfaction ratings will only continue to improve”

Mr. Sanjiv Kapoor
Chief Strategy and Commercial Officer,
Vistara (TATA-SIA Airlines)

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For more information, contact:

www.getcloudcherry.com
sales@getcloudcherry.com

CloudCherry is a leading Voice of Customer solution that empowers organizations globally to run complete Voice of Customer programs, map omni-channel customer journeys and engage with their customers across multiple physical and digital channels, deliver delightful experiences through real-time predictive insights, and integrate with leading systems of records to make CX a key driver of growth and profitability.

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