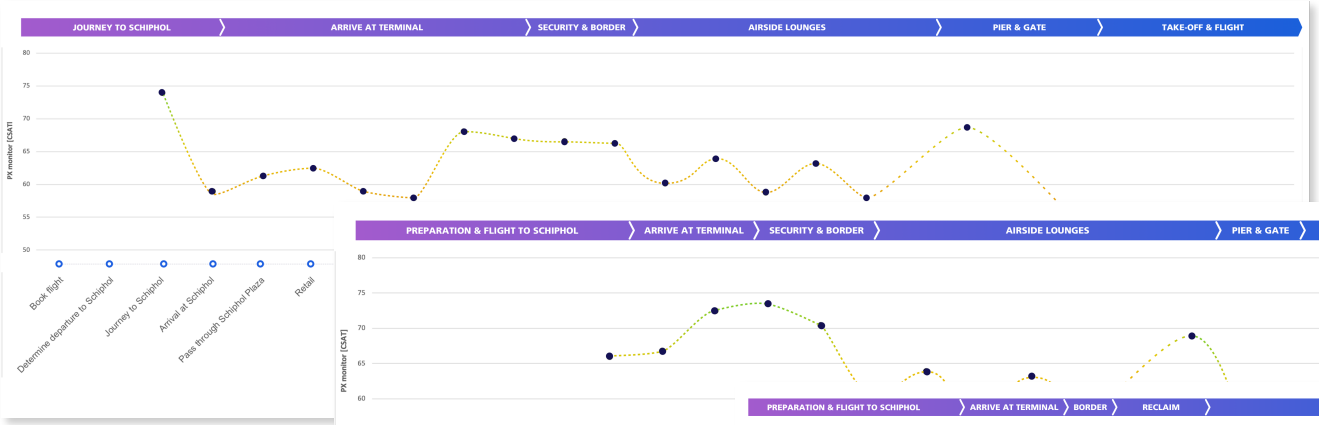
Berend-Jan Rietveld
8 december, 2020

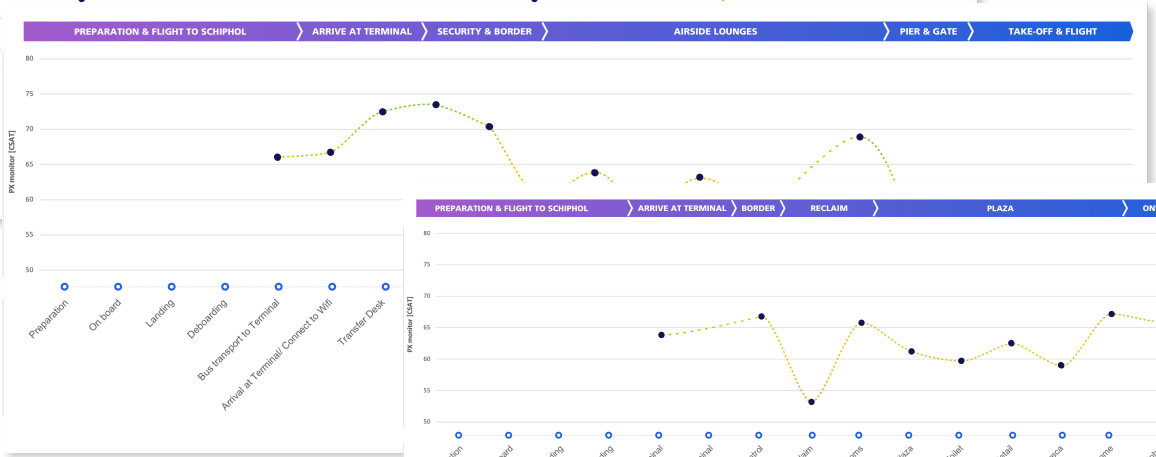
Waarde management, data-driven CX & operational excellence

Schiphol

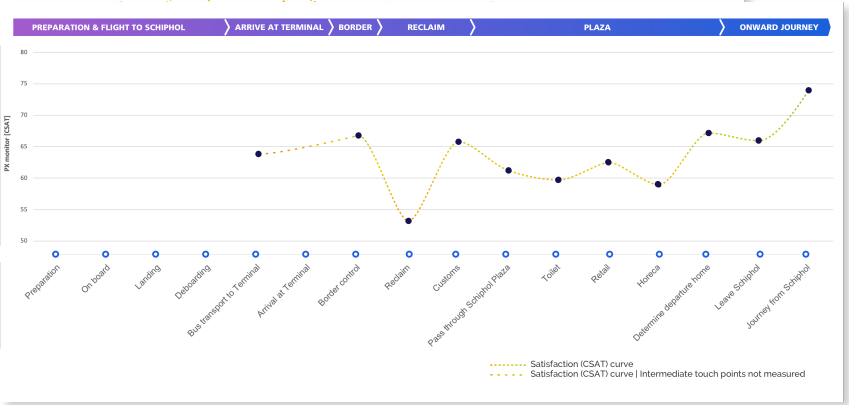
De passenger journey



Departure



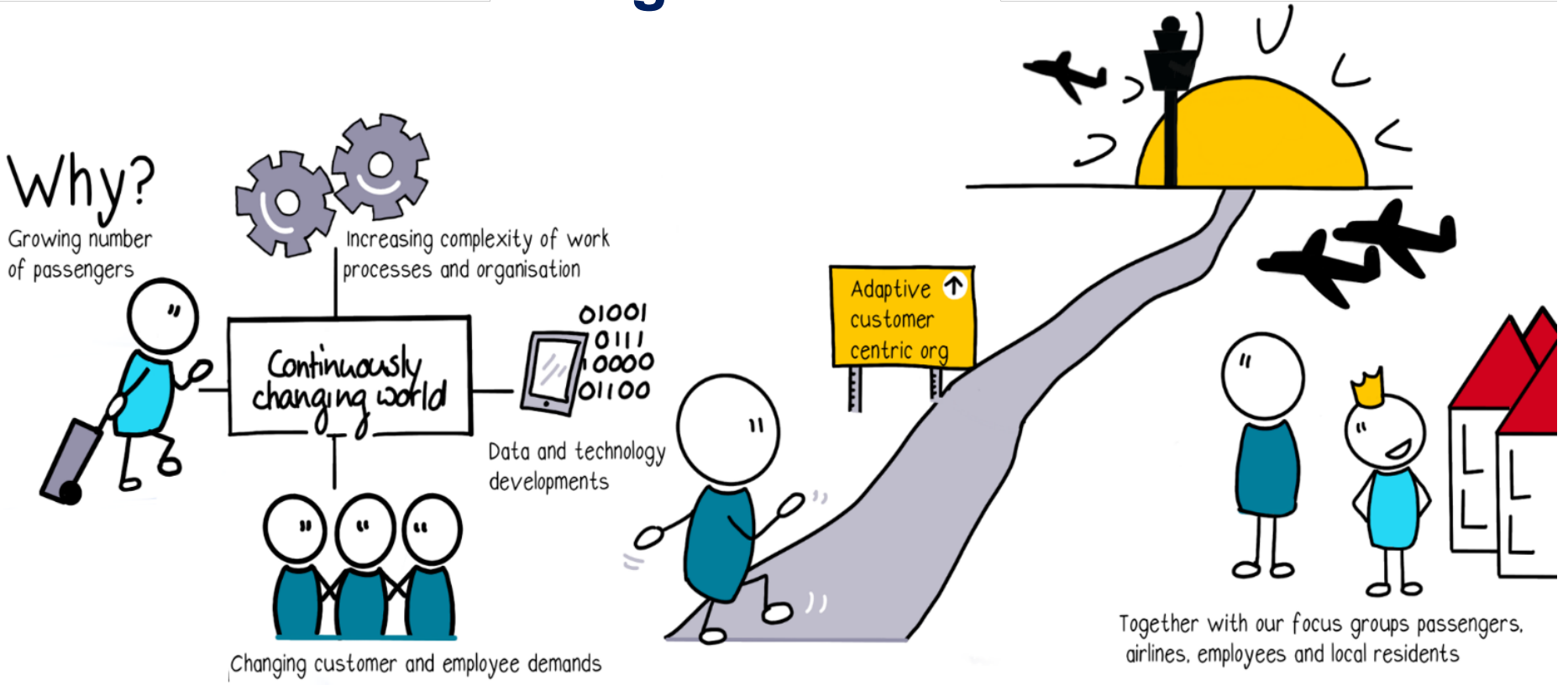
Transfer



Arrival

- Silo’s!
- Geen integrale passagiersstrategie
- Complex business model
- ‘Voice of the passenger’ ontbreekt
- Procesgericht in plaats van klantgericht
- Te weinig snelheid & impact PX verbeter initiatieven

Waardestroom Passagiers

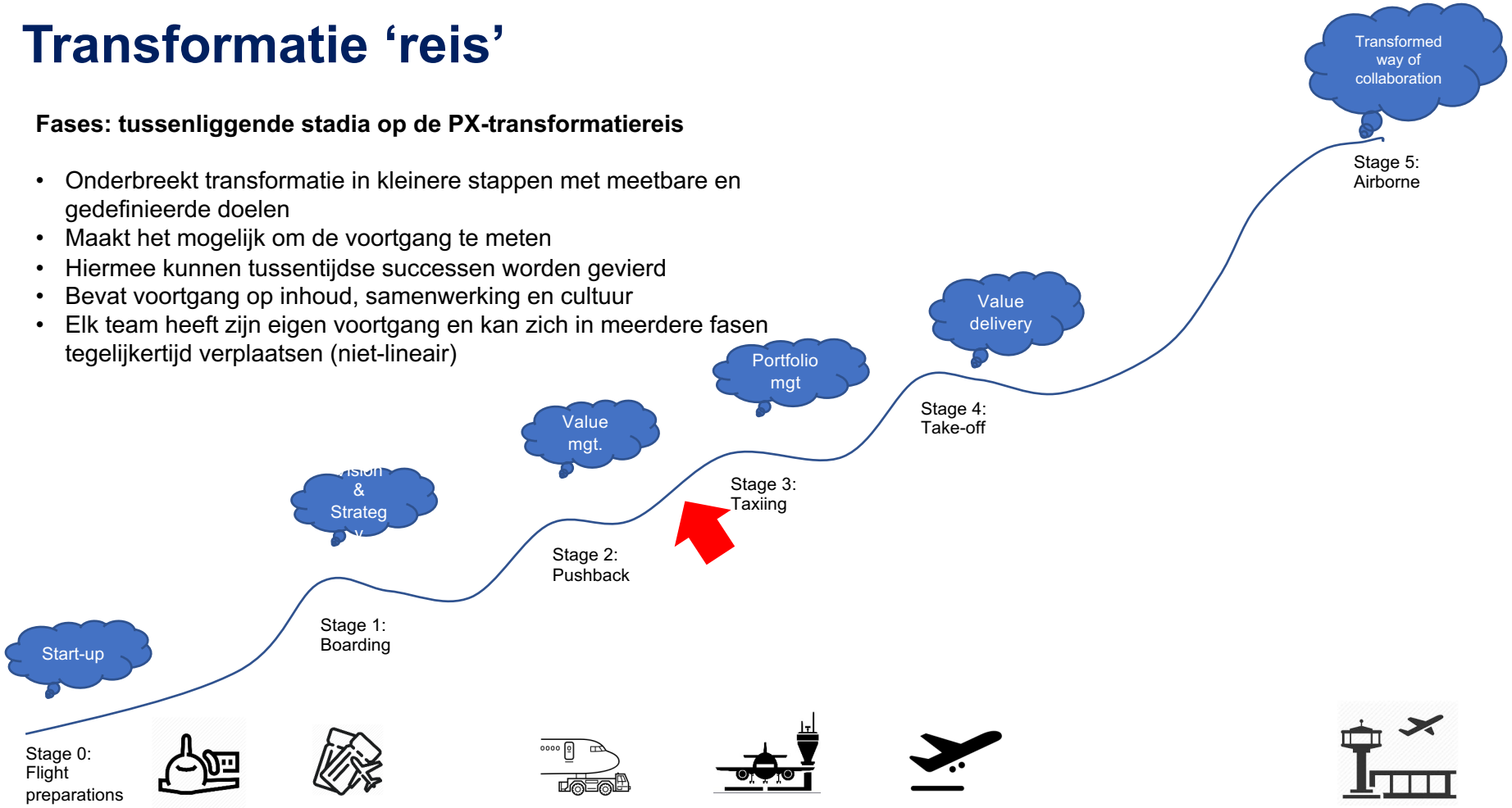


Horizontaal, waardegedreven & klantgericht samenwerken..

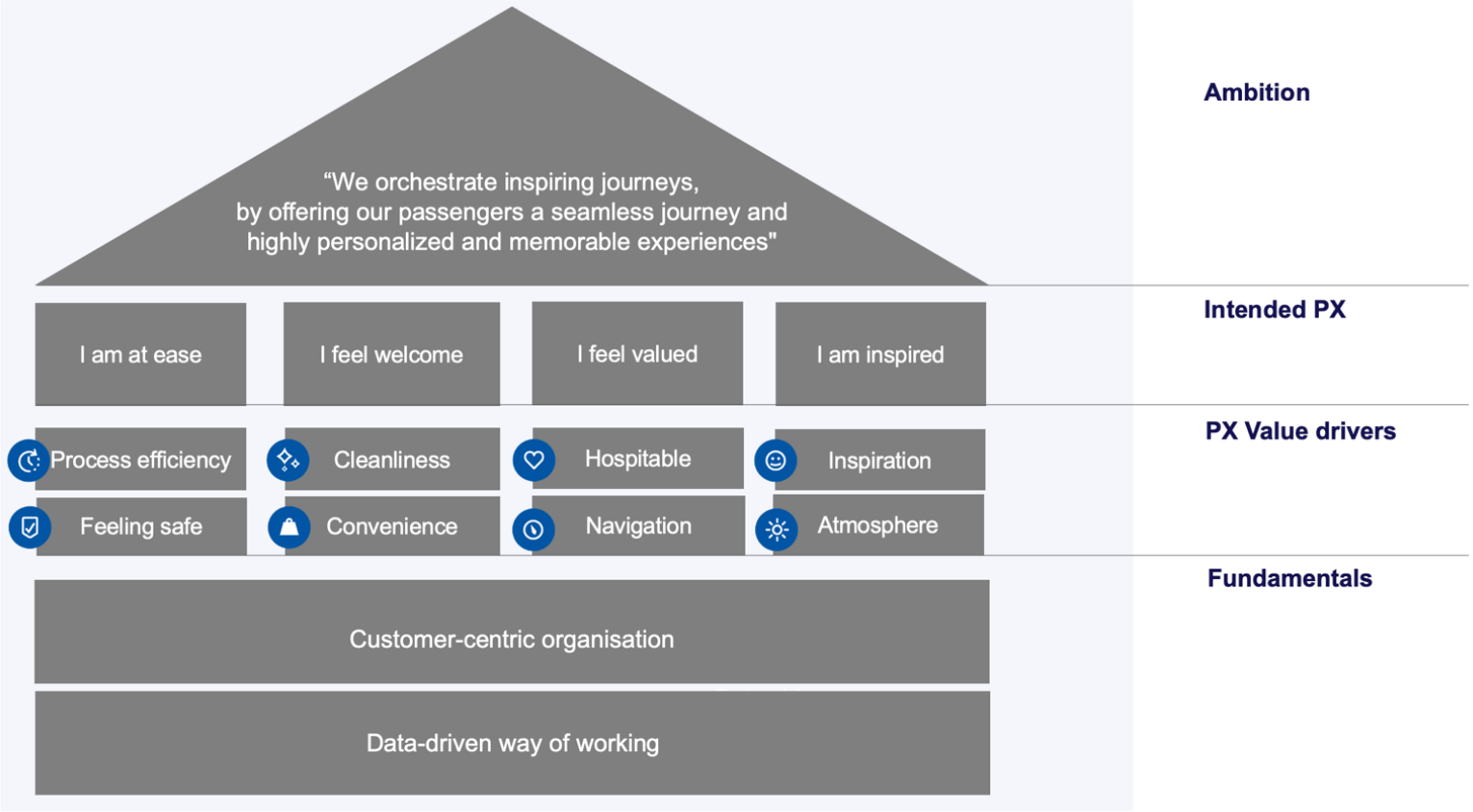
Transformatie ‘reis’

Fases: tussenliggende stadia op de PX-transformatiereis

- Onderbreekt transformatie in kleinere stappen met meetbare en gedefinieerde doelen
- Maakt het mogelijk om de voortgang te meten
- Hiermee kunnen tussentijdse successen worden gevierd
- Bevat voortgang op inhoud, samenwerking en cultuur
- Elk team heeft zijn eigen voortgang en kan zich in meerdere fasen tegelijkertijd verplaatsen (niet-lineair)



Integrale passagiersstrategie



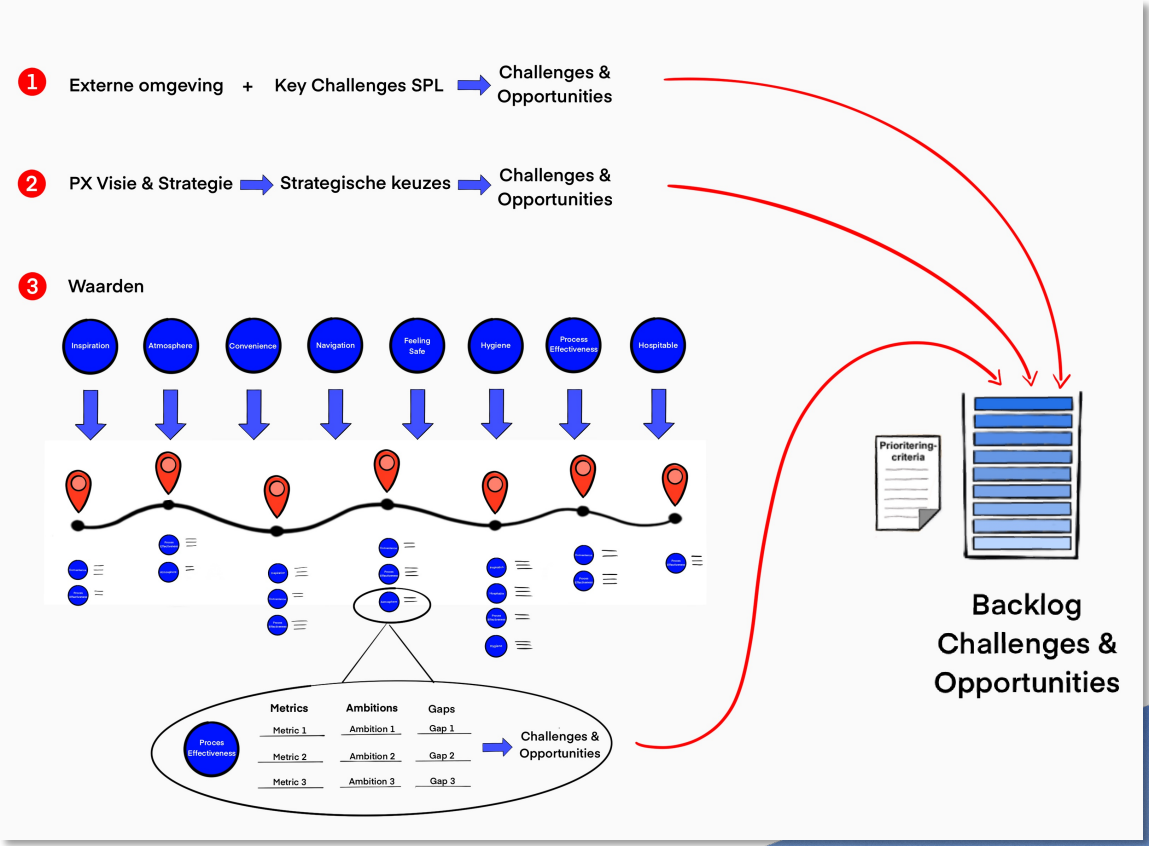
De Challenges & Opportunity backlog is het fundament voor value delivery

Challenges and Opportunities (C&O) komen voort uit:

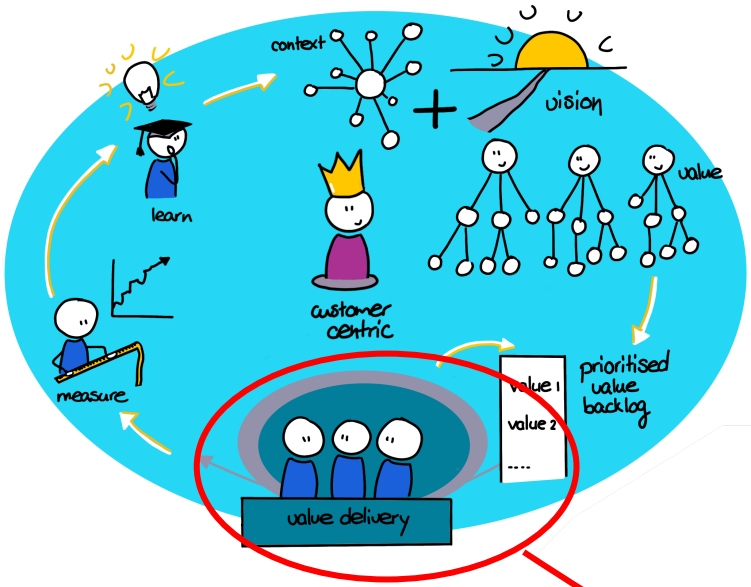
1. de externe omgeving (1) van de passagiersstrategie
2. de PX ambitie (2)
3. continue analyse van PX waarde drivers in de passenger journey(3)

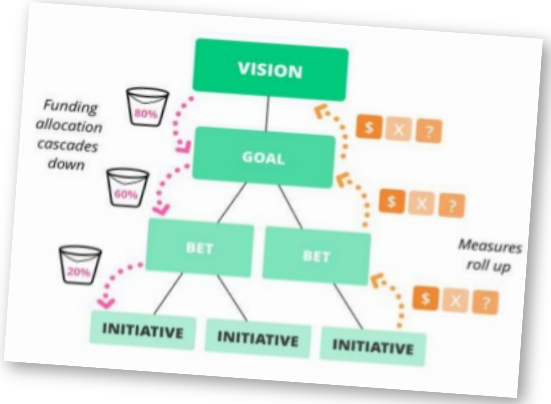
De C&O's worden verzameld op een backlog, en worden gezamenlijk aan de hand van bepaalde criteria geprioriteerd.

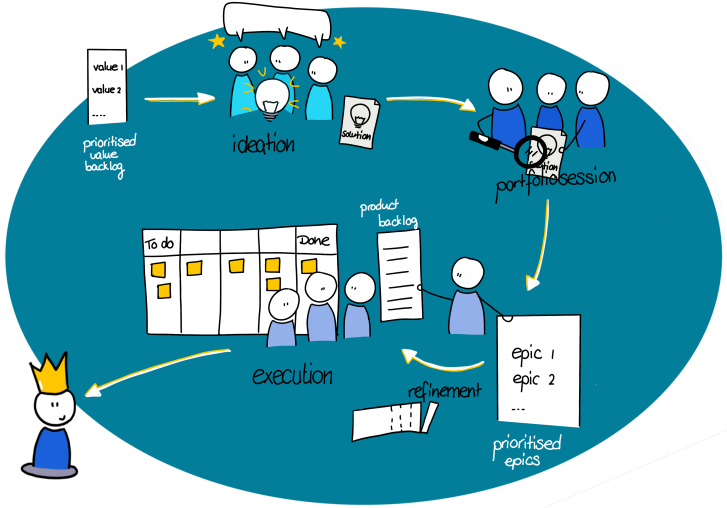
Het leveren van waarde begint met ideation t.b.v. oplossingen als input voor integraal portfolio.



Van waarde management..

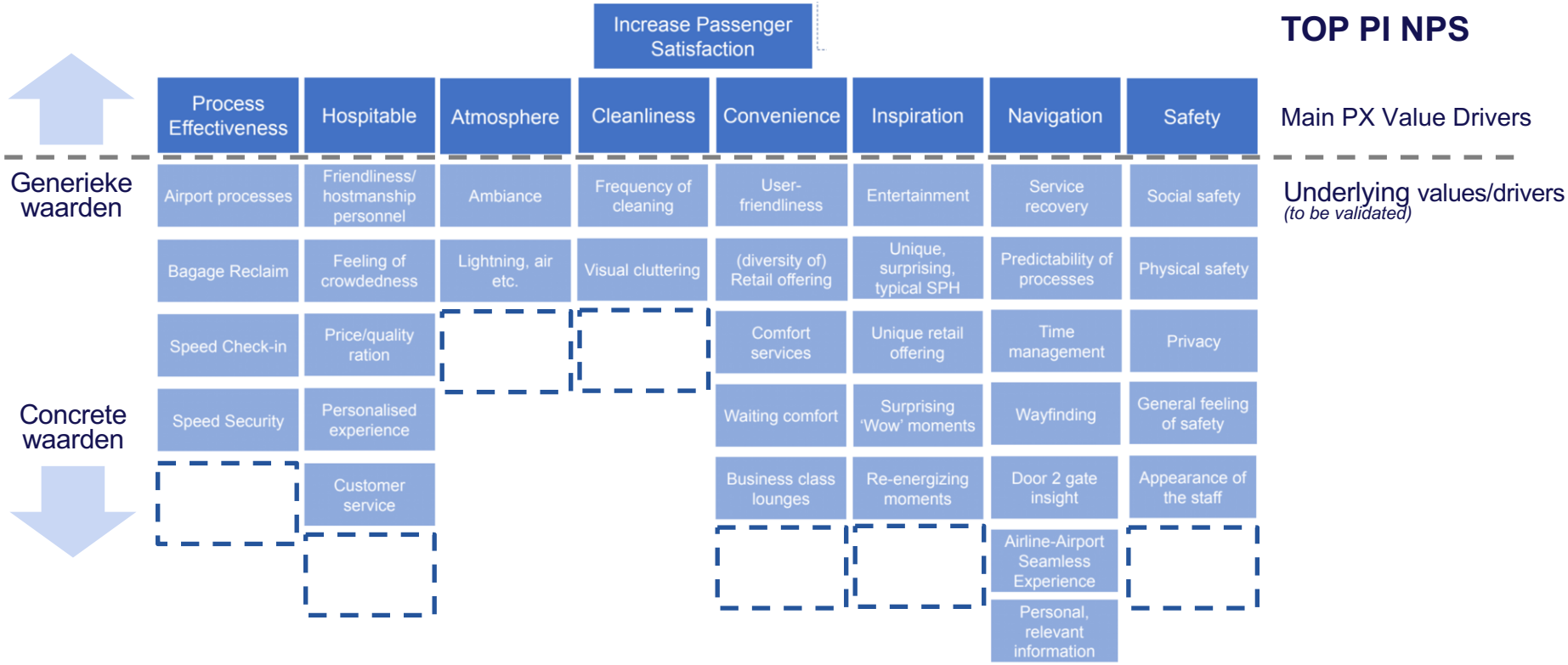




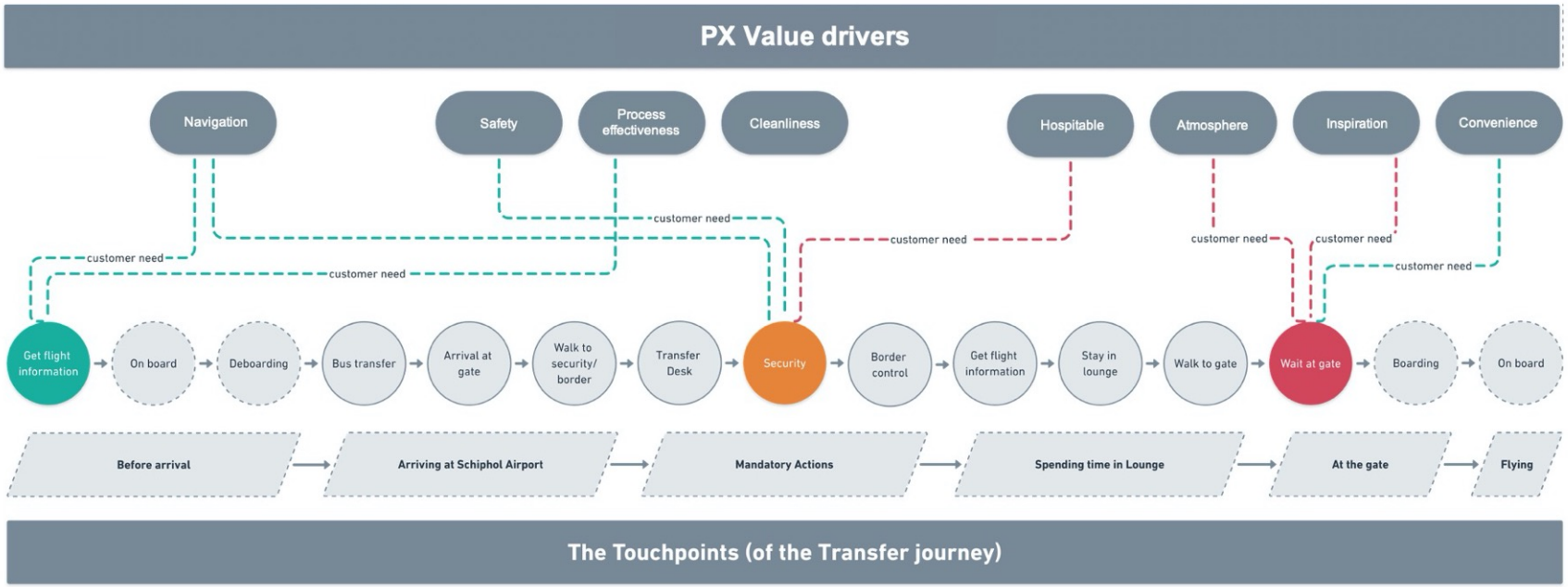


Schiphol Group

Waardeboom Passenger Experience



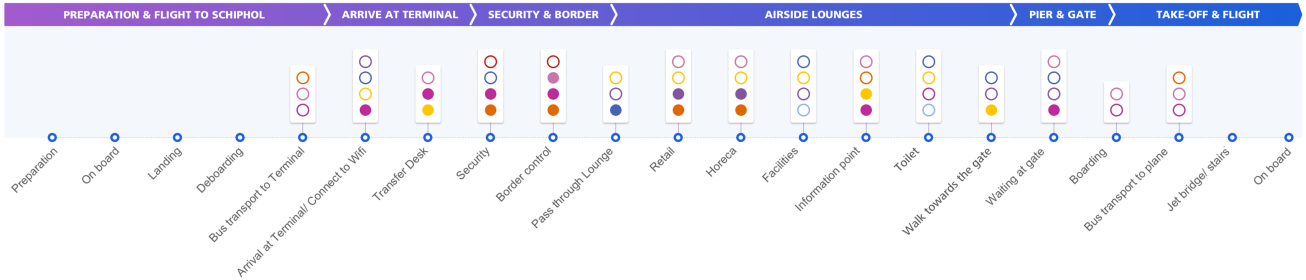
PX waardedrivers & touch points



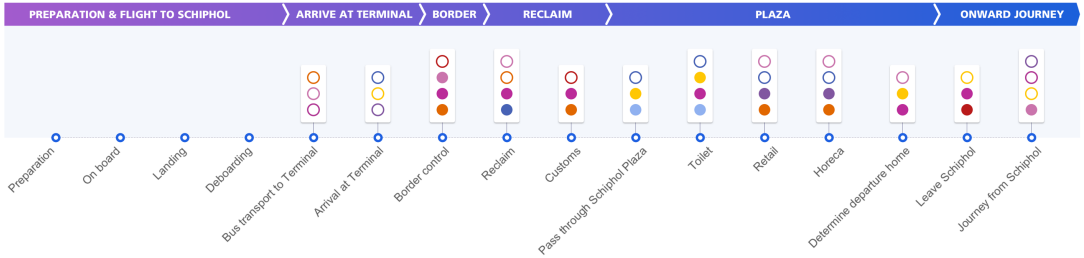
Meest relevante PX waardedrivers per touch point

Departures

Transfers



Arrivals

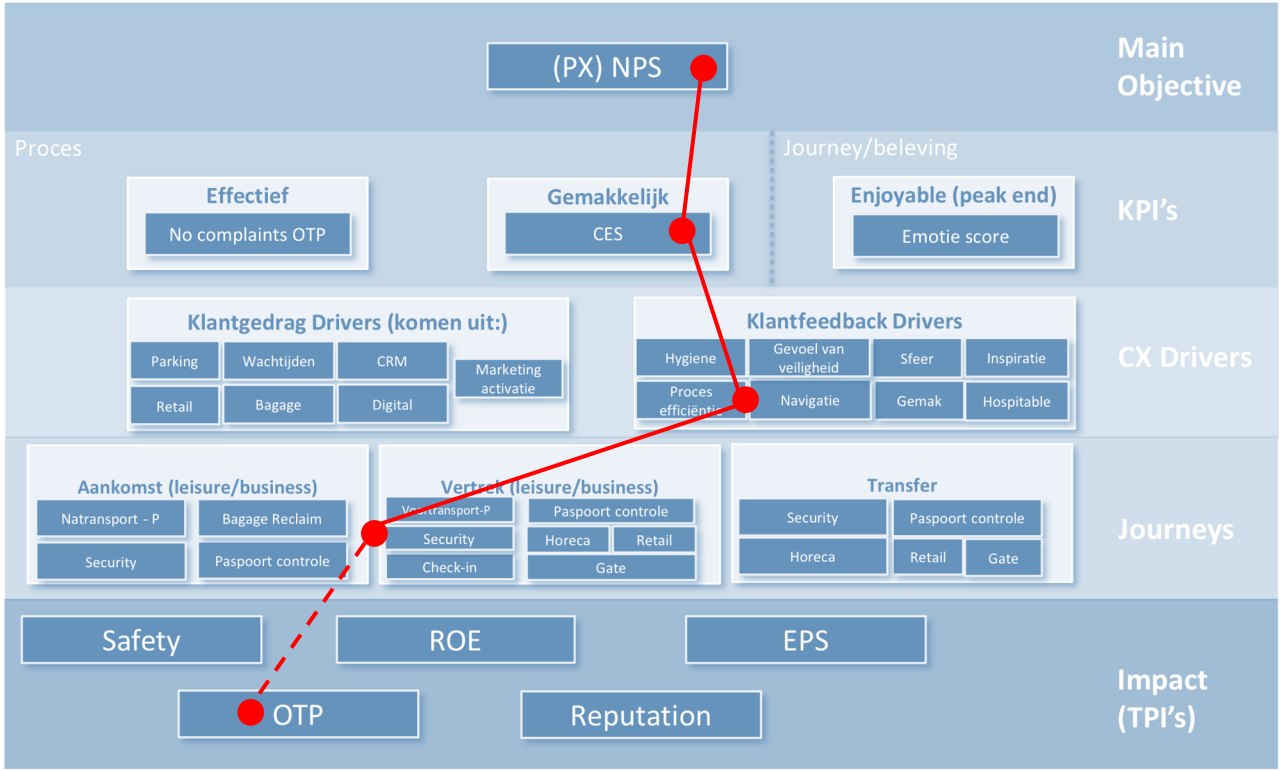


- Process effectiveness
- Hospitable
- Safety feeling
- Navigation
- Cleanliness
- Atmosphere
- Inspiration
- Convenience
- Not measured

Bepalen hoe PX waarde drivers te meten

Departures

PX insights framework – verbinden van metrics en databronnen



Proposed Schiphol Passenger Experience meethuis (Underlined)

Het doel van het PX Insights Framework is om Journey's, KPI's en drivers op verschillende niveau's te verbinden.

Door (operationele) databronnen te koppelen kunnen interessante correlaties worden ontdekt en gestuurd.

“Operational excellence is when each and every employee can see the flow of value to the customer, and fix that flow when it breaks down.. It’s that simple”