



# BRITISH AIRWAYS HOLIDAYS

## CASE STUDY

### CUSTOMER DETAILS

British Airways Holidays (BAH) is a wholly owned subsidiary of British Airways. The company provides holiday add-ons – hotel bookings, car hire, transfers and excursions – for British Airways customers.

[www.britishairways.com](http://www.britishairways.com)

### INDUSTRY

Tourism

### APTEAN SOLUTION

Respond

### BENEFITS

- Allows BAH to deliver enhanced customer service
- Enables 90% of complaints to be investigated and given a full response within an impressive 14 days
- Ensures a consistent approach to feedback handling across all customer service functions
- Provides efficient, streamlined and automated processes for fast and accurate handling of complaints and feedback
- Monitors supplier performance and identifies issues before they become problems

The British Airways brand is synonymous with quality, and the crucial link between understanding the customer experience and delivering improved customer service is appreciated at the highest levels within BAH. Customer excellence is one of the company's driving principles and BAH recognises that listening to customers through the capture and management of feedback and complaints is a critical factor in successfully delivering on this principle. To identify areas for improvement and to consistently provide the level of service demanded by its customers, BAH has expanded its complaint logging process into a feedback capture and management operation that includes all agents and suppliers.

Rather than only managing customer complaints, BAH now logs the entire customer experience – from pre to post-travel – as well as feedback from thousands of agents and suppliers around the world. BAH's previous system could not support feedback capture and handling on this scale.

After evaluating a number of options, BAH implemented Aptean Respond, the market-leading enterprise complaints and feedback management software. The main driver behind the decision to invest in Aptean Respond over other systems was its ability to streamline processes and improve access to management information, as Kate Downey, Quality Manager at BAH explains: "Before Aptean Respond we used a very basic system to log customer feedback which didn't allow us to generate reports or analyse the data. We needed a solution that would identify trends and track and report on suppliers' performance. We've recently grown our business which has had a dramatic impact on our workflow but Aptean Respond has meant that we've been able to improve our working practices to allow for the increased volume of feedback and to handle that data in a consistent way."

## LISTEN, ACT, DELIVER

Downey has extensive experience of direct customer contact having worked in sales, on the emergency duty desk and in operations. Commenting on the importance of listening to the customer, Downey says: "We recognise the strategic business benefits of gathering and understanding customer feedback. Using the data captured by Respond, the company can adapt and change in order to consistently provide the quality of service demanded by our customers."

The BAH Quality team deals with approximately 5,000 customer relations files and 1,000 errata files per annum. More than 2,500 complaints a year get fed into the Respond system and the company manages to turn around 90 percent of complaints from investigation to full response within an impressive 14 days. Repeat business is high so BAH also receives many messages of gratitude and feedback acknowledging staff performance. This also gets fed into the system, as does information from suppliers about any potential problems.

"We insist suppliers forewarn us of anything that changes from the printed brochures such as building works or the withdrawal of facilities at a hotel. That information is crucial and is added to the errata data within the Respond system, which then alerts us when we need to chase and review the severity of the issues," explains Downey. "The system is very easy to use and even though it is a packaged software application, it has been customised to accommodate our specific business needs and requirements. It is especially useful for auditing purposes when it comes to monitoring all our compensation payouts and performing ad-hoc checks to make sure money has been recovered. We have it set up with reminders and alerts that help us resolve issues very quickly because it prioritises the workload. This all goes towards making sure we streamline workflows and achieve our turnaround times."



**About Aptean:** Aptean helps businesses profit, innovate and grow where the work gets done—in the call center, on the floor of the factory, at the end of the assembly line. That's where Aptean's CRM, ERP and Supply Chain software applications enable nearly 5,000 customers to satisfy their customers, operate more efficiently and stay at the forefront of their industry.

Aptean is where software WORKS. For more information, visit [www.aptean.com](http://www.aptean.com).

## LEARNING FROM EXPERIENCE

The data generated from the Respond system is used for all of Downey's reporting requirements from monthly market reports and staff performance evaluations to the quarterly quality reviews with senior management. This reporting structure plays an important role in the development of BAH's products and services, as Downey explains: "I hold quarterly quality reviews across the whole business and for those I use the Respond data to establish a ratio of complaints versus holidays booked. Those quality reviews have proved the best way to develop new products and services."

From a supplier point of view, Respond is a critical tool. Supplier performance impacts on the BAH brand so the Respond data is vital when it comes to enforcing service levels and ensuring that the company meets the high standards set by British Airways. "I use it to generate formal quality reports and complaint ratios for all of our suppliers, who are then able to take actions to reduce complaint levels," says Downey. "It puts me in a strong position when it comes to negotiating with suppliers and I use past complaints to back-up our compensation claims."

The benefits derived from the Respond software are numerous and all go towards improving BAH's products and services and ensuring that the company works leaner and smarter. "The real strength of the system is that it gives us a clear overview of the entire complaint and feedback management process and allows us to track and act upon the information," concludes Downey. "The consistent management of feedback and the ability to monitor the performance of suppliers and staff, the quality of customer communications and how much compensation we are paying out makes Respond a vital tool in the ongoing process of business improvement and best practice."

Through the capture and management of customer feedback and complaints, BAH has succeeded in streamlining processes and improving access to management information. Its ability to track and improve communications between third-party suppliers has enabled the company to adapt and change in order to consistently provide the quality of service demanded by its customers. In such a competitive market, this approach will only engender loyalty and success.