

OSL – Traveler’s Experience

Submission Report - Service Design Award

EGGS Design, Norway, July 2015

Overview

For several years running, Oslo Airport (OSL) has been awarded the most efficient and punctual airport in Europe. But OSL wants to be more than just a punctual airport. For the next strategy period, ending in 2017, the vision is to become the best airport in Europe. To achieve this, 150 companies with a total of 13000 employees must act together to understand and meet the expectations of their travelers. There are many players who must collaborate smoothly and it takes time for the airport’s employees to turn from system orientated to a passenger oriented mindset.

To address these challenges, OSL chose to initiate a service design project. After an extensive tender organized by the Norwegian Firm, EGGS Design, in partnership with Steria, was chosen in 2012 for the project “Traveler’s Experience” - improving the travel experience at Oslo Airport Gardermoen. The goals were:

- finding out why the travelers experience what they do
- inspiring new ways for OSL to improve with a passenger centric mindset
- initiating interventions that improve the traveler’s experience

We are applying for the Service Design Award with “Traveler’s Experience” because:

- The project is implemented on a large scale, with implications on numerous on-stage and back-stage services in the airport, on employee training and mindset.
- The project has positive effect, both in terms of passenger satisfaction (improvement on customer satisfaction surveys), in terms of organizational mindset and working processes (new employee training modules, and a common visual language for traveler’s experience), and on other airports (interventions are spreading to 46 state-owned airports in Norway).
- The project is service design driven, and shows the positive effect of a holistic and coordinated project involving many companies and organizational divisions of OSL, Communication Agency Geelmuyden Kiese, Management consultants Sopra-Steria, and service design agency EGGS Design.

- The project is still ongoing, with new interventions being launched regularly. We think an international award will give OSL and EGGS positive attention and help us propel service design into other OSL activities, and inspire other organisations.

Process

INSIGHT

Starting in the spring of 2012, the design team wanted to create a rich and comprehensive picture of the traveler's experience, behavior and needs at the airport. Designers and OSL employees, dressed in orange t-shirts, conducted research, such as:

- Shadowing: shadowing of travelers throughout the airport
- Interviews: with travelers and employees - both recruited and spontaneous
- Observation: observing patterns and experience in the airport
- Self-documentation: travelers documenting their own experiences

Findings were structured in various ways, including an illustration of the step-by-step travelers' experience. We showed this using video clips, pictures and illustrations related to the experience of each step. The insight was shared in many forums, from management meetings to social events, and helped create common understanding of the challenges.

Findings were also translated into principles for good traveler's experience at OSL. The principles were created by the service designers together with OSL, and were formally adopted as guiding principles by OSL top level management. One particularly influential principle was "Traveler's modes" – whereas OSL is used to categorize traveler's by segment (business, leisure, etc.), categorizing by "mode" (travelers in flow, searching, enjoying, or despairing) has turned out to be a great inspiration for creating new services in many cases.

The insight delivery was much more than just a step on the way in our project. To this day, posters, videos, and illustrations are still being used in strategy processes, in projects, and as part of employee training. Even more importantly, the act of getting out in the terminal to observe the travelers is adopted by many airport employees.

INTERVENTIONS

Based on the insight, the design team worked closely with cross-departmental OSL teams to come up with improvement measures. This way, ownership and responsibility was created in the organization. A large number of interventions has been implemented – both big and small, some new and some as additions to ongoing projects. These include:

- **Improvements on information and wayfinding**, such as new gate numbering, improved dynamic flight information, and numerous signage improvements
- **Improved traveler's facilities**, like drinking water fountains, electrical outlets, etc.
- **"Felix & Fiona"** – a comprehensive service offering for families with kids, including Family Track at the security check
- **"I am there for you"** – service program and training for OSL personnel
- **"Connecting Norway"** – simplified transfer for traveler's coming from abroad and continuing travel to another airport Norway (to be launched September 2015 – **we ask for this to be kept secret until then**).
- **A common visual language for traveler's experience**, enabling top-of-mind focus on travelers in internal processes in the airport

Felix & Fiona

"Felix & Fiona" is the airport's commitment to families with children. "Felix & Fiona" gives identity to and highlights the offers and services aimed at children and parents through elements that connect places, offers, and facilities at the airport. EGGG designed the elements with two purposes: 1) To highlight the airport's offerings for families, focusing on parents, and 2) to accompany children aged 2-8 years through the airport experience. A communication toolkit was created, building on the story of 2 year old Felix and his 6 year old sister, Fiona, who are going to fly. Felix & Fiona offers include:

- Family track at the security check, where Felix & Fiona guide children and parents through security using signs, illustrations, and footsteps on the floor.
- Nursing corner
- Kids playgrounds
- Facilities for preparing children's food in the restaurants
- Kids menus
- Information apparel for kids travelling alone
- Online information

I am there for you

Employees that meet the travelers, are the face of the airport. Travelers expect an answer, no matter who they are, and a simple smile can mean everything for the experience. The aim of "I'm there for you" was to make 13,000 employees at the airport into good ambassadors towards travelers. The design team developed a training course, based on service principles, On-site video clips, and exercises related to the travelers journey. The course was piloted

with security check personnel in 2013, and in 2014 it became an obligatory training module for all airport employees.

Common visual language for traveler's experience

Not a project in itself, the common visual language is rather a result of service design contributions to numerous internal processes at Oslo Airport. Starting with conveying insight in a visual way, the style of the "infographic" artwork representing travelers, employees and facilities has evolved and is today used for a number of purposes. As an example, the 5 main airport processes (Departure, Arrival, Transfer, Turn-Around, and Baggage) have been illustrated showing the traveler's experience. These processes are used as foundation for all other sub-processes at the airport - a constant reminder of the overall traveler's experience that all employees take part in creating.

Benefits

Benefits for the travelers:

The traveler's will enjoy the effects of all the above mentioned interventions. We think many of the service design contributions are taken "for granted" such as good signage, and available drinking water. Others are perceived as "positive additions" such as the Family Track at security, and the soon-to-be implemented "Connecting Norway" service.

Benefits in a wider context:

- Through Avinor (organization responsible for state-owned Norwegian airports) the measures implemented at OSL are being spread to other Norwegian airports.
- In a commercial setting, OSL generates income to run all other Norwegian Airports - increased traveler satisfaction contributes to this. Happy travelers are shopping travelers.

Effects

Overall effect

- **Reputation:** In the project period 2012 to 2015, according to the yearly "Omdømmerapport"/reputation report from TNS, the reputation of Oslo Airport remains relatively stable around 50points (average is 43points for Norwegian companies). There are too many variables to detect a direct relationship between the service design project and the overall reputation or traveler's satisfaction in the airport.

- **Organisational culture:** The service design project has become a point of reference at Oslo Airport. A project manager states: *“The service design project is referred to constantly. The airport is a big village, and the climate has changed a lot - the service design approach is moving the whole village culture”*.

Effects from “I am there for you”

- **Security check:** According to the yearly customer satisfaction survey of the security check published in November 2013, the travelers are increasingly satisfied – in particular they show reduced stress level, and satisfaction with the communication with security personnel. In the same period, waiting time at security has risen slightly – indicating that other factors such as “I am there for you” are contributing to passenger satisfaction.
- **A passenger statement:** «It is the only airport in the world that I was considered a passenger, not a potential threat. I went through a personal search, and even that officer was really polite and friendly. I was a person, a client. Not a terrorist carrying a tooth paste» - Luiz Fraxino, Brazilian Lawyer and Business Globetrotter.

Effects from “Felix & Fiona”:

- **Family track:** According to the yearly customer satisfaction survey of the security check published in November 2013, 84% of travelers using the family track at the security check point are very satisfied with the service. 95% of all travelers asked are positive to the family track, indicating that it’s a valuable addition both for families with kids, and other travelers who experience less queueing in the ordinary tracks.
- **Avinor adoption to 46 airports:** Avinor is the organization responsible for 46 state-owned airports in Norway. After the success of Felix & Fiona at Oslo Airport, the concept has been adopted by Avinor and will be implemented in all 46 Airports in Norway. The implementation is ongoing in June 2015.

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