



Improving employee engagement and customer satisfaction

In an increasingly competitive marketplace where service performance is paramount, Qantas Ground Operations set the course for the Service Culture transformation journey in October 2011. Research had shown customer perception of the airport experience was behind other parts of their Qantas journey. Additionally, a survey of airport employees found that while most enjoyed their job and were proud to work in Qantas Airports, a significant portion of the workforce was disengaged.

The Qantas team recognised that Melbourne Playback could help them improve their ground staff engagement and by doing so their customer satisfaction.

Melbourne Playback consulted a core team of Qantas ground staff across all levels to design these very specific 'Service Culture' training days. Melbourne Playback's team of professional actors devised the day using:

- Interactive, experiential ways to learn
- Applied improvisation and actor training methodologies
- Role-play with professional actors
- No power-point presentations, desks, workbooks or lectures.



Melbourne Playback Theatre Company consulted Qantas frontline staff, managers and the senior leadership team to design two unique experiences; a Service Culture Induction day for all staff and a Leadership day for leaders. These experiences unlocked people's imagination, tapped into emotion and used story to build understanding and inspire change.

We wanted to have our people as strongly emotionally connected to our business as we possibly could and we recognised that you can do that through storytelling.

Nikki Thorn, Service Culture Manager, Airports, Qantas Airways

Melbourne Playback's particular experience with improvisation, communication and storytelling engaged, empowered and inspired participants to work together more collaboratively and serve customers to the highest standard.

Caring for our People - Delighting our Customers

To transform the culture in Airports the Qantas leadership team devised a holistic approach in collaboration with frontline staff. Along with performance management and operational improvements, training was identified as an essential element in driving the Service Culture movement.

Qantas recognised that a 'run of the mill' 'sheep dip' training program would not inspire their people to join the Service Culture movement, or change their mindset to one which is positive and intent on caring for each other and delighting their customers.

They recognised that Melbourne Playback could create a 'WOW!' experience that was interactive, energetic and inclusive.

Our customers are rating us at record highs for satisfaction. The advocacy scores are at record highs as well... a lot of things have contributed to that, but a key thing from our perspective has been the success of these days.

Matt Lee, Executive Manager, Qantas Airports

Our task was to design and deliver experiences for frontline staff, supervisors and managers that would:

- Build understanding of why culture change was necessary
- Build support for this change
- Inspire our people to join the movement
- Build a sense of ownership and empowerment
- Build capability required for success in each role

Results

Between July 2012-May 2013 Melbourne Playback delivered 90 unique experiences for 4000 staff.

- In that time Net Promoter Score recommending Qantas as place to work increased by 14 percentage points
- Net Promoter Score for customer experience improved 9 percentage points
- 81% said they feel motivated to 'join the Service Culture movement'
- 87% gave a positive comment about how they felt at the end of the day:
 - » *A great concept to build morale!*
 - » *The day showed so many positive aspects of service culture*
 - » *Gives you a renewed attitude*
 - » *If we all get on board we might make a difference*
 - » *Something has to change and we need to start with us*

The conversations facilitated by Melbourne Playback Theatre have generated a significant amount of feedback for Airport management and lots of great ideas for how to further improve culture and customer experience.

It was a brave and bold and different step for us and it has proven to be working exceptionally well. Our people have responded in a most positive way.

Nikki Thorn, Service Culture Manager, Airports, Qantas Airways