



CASE STUDY

LATAM Unifies The Passenger Journey to Elevate Customer Experience



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15,000+ active users of guest feedback.



SUMMARY

LATAM stands as a prominent airline, annually transporting over 62 million passengers to 144 destinations across all five continents. In 2018, the company set out to measure and manage the key stages of their customer journey, embracing a fresh new challenge. In this document, all mentions of LATAM, the group and Company refer to LATAM Airlines Group S.A. and its consolidated subsidiaries.*

There are multiple points of contact for a single trip: Web/digital channels, airport, flight, and contact center. LATAM now measures customer satisfaction and NPS across all touchpoints using the same methodology.

In addition, LATAM sought to listen to their customers' voices by deploying Medallia, giving senior management and frontline staff visibility into how their daily work directly impacts customer satisfaction. In 2023, they received 16,000+ videos from passengers sharing their flight experiences. Notably, 44% of them declare themselves as promoters.

Challenge

With a fleet of over 340 aircraft, LATAM plays a crucial role in connecting South America to other continents. This leading group of airlines in South America operates domestically in Brazil, Chile, Colombia, Peru, and Ecuador, in addition to conducting international flights across the world.

As with any travel journey, a flight with LATAM involves a variety of different touchpoints. The airline realized however that to serve their customers at scale, they had to connect the touchpoints in a seamless manner and use a standardized approach to tracking customer responses.

In 2020, LATAM sought to gain a complete, 360-degree visualization of their customers' experiences, realizing that their three key touchpoints — day of flight, web/digital, and contact center — operated in a disjointed way, gathering and acting upon customer feedback in a siloed fashion. A holistic approach that integrated these touchpoints was needed to standardize and share information and feedback, and to identify and resolve the root causes of customer pain points.

In addition, LATAM sought to improve customer interactions and add depth and dimension to their numeric NPS scores. They wanted to empower top managers and frontline employees with actionable insights and inspire them to enhance the customer experience. To do so, they needed to provide their team with ready access to e-learning, training, and guest feedback.

Action

Like many leading organizations, LATAM utilizes Net Promoter Score (NPS) methodology to measure and track customer loyalty. As part of its cultural initiative, the company shifted its focus from solely viewing NPS as a numeric score to understanding the deeper messages that customers convey in their feedback. They also set out to adopt an organization-wide perspective for their NPS methodology.

LATAM has also set up a Close the Loop process that currently allows 39 executives and leaders within the company to engage directly with customers to express gratitude for their loyalty and to address any issues they might have encountered. Throughout 2023, they've reached out to more than 6,000 customers following their flight experiences, generating a strongly positive response among involved customers.

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To boost the initiative, e-learning modules were created for employees. These modules elucidate the key concepts employed in measuring and comprehending customer feedback. Customized capsules have been developed for specific teams, providing guidance on maximizing the utility of the platform. They were designed to promote a deeper understanding of customer interaction and how staff's daily actions impact customer experience in positive and negative ways.

Next, the airlines implemented Voices, a mobile app that keeps companies connected to their customers, employees, and business operations. Voices is used to link customers' actual comments to their NPS scores. On a daily basis, the airline's senior managers access the Voices app and review 10 randomly selected customer comments or videos.

Medallia Video was then deployed, which captures video feedback from various channels to create a deeper understanding of customer emotion and context, allowing employees to see the faces and analyze the expressions of their guests, which is a strategic enhancement to the voice of the customer. Impactful showreels are shared internally to improve customer experience and empower employees to directly impact it.

Impact

As customer experience is intimately connected with employee experience, LATAM focused on employee empowerment and recognition. By educating their team on how their actions impact the customer, employees gain a more empathetic view of how to interact with them and are encouraged to do so. One example involves greeting high-value guests by name during boarding and in-flight, resulting in a 30-point increase in NPS. Additionally, in a survey, guests are given the opportunity to acknowledge or recognize specific employees. This initiative has garnered over 1 million recommendations for outstanding employees. The feedback is shared with cabin crew and airport agents, serving not only to celebrate positive interactions but also to highlight the consistent delivery of exceptional service.

Conclusion

This signifies that LATAM now consistently maintains a unified perspective of the passenger across all touchpoints. Actionable insights enable informed decision-making at scale, elevating the travel experience. A deeper appreciation of the human component of customer experience has also been realized, adding a new dimension to the company's NPS methodology. More than 15,000 employees are empowered to better understand how they can influence the experience on a daily basis, and those who provide exceptional service are recognized. As a result, LATAM increased NPS by an average of 23 points in four years, while contact center satisfaction increased by 50 points and digital satisfaction by 30 points since the program started.

* The following entities are considered subsidiaries of LATAM Airlines Group S.A.: Transporte Aéreo S.A. (LATAM Airlines Chile), LATAM Airlines Perú S.A. (LATAM Airlines Perú), Aerolane, Líneas Aéreas Nacionales del Ecuador S.A. (LATAM Airlines Ecuador), LAN Argentina S.A. (LATAM Airlines Argentina, formerly Aero 2000 S.A.), Aerovías de Integración Regional, Aires S.A. (LATAM Airlines Colombia), TAM S.A. (TAM o LATAM Airlines Brasil), Transporte Aéreos del Mercosur S.A. (LATAM Paraguay), LAN Cargo S.A. (LATAM Cargo) and the two regional cargo subsidiaries: Línea Aérea Carguera de Colombia S.A. (LANCO o LATAM Cargo Colombia) in Colombia and Aerolíneas Brasileiras S.A. (ABSA o LATAM Cargo Brasil) in Brasil.



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