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### **Customer experience management in the airline's marketing strategy formation system**

*Customer experience management in the airline's marketing strategy formation system is considered. Prerequisites for increasing the importance of customer experience management in the airline's marketing strategy formation system in a crisis period are presented. Key trends in the development of the customer experience management market are analyzed. Practical aspects of customer experience management in the airline's marketing strategy formation system are given. Approaches to solve the problem of long queues before boarding are proposed.*

#### **Prerequisites for increasing the importance of customer experience management in the airline's marketing strategy formation system in a crisis period**

The COVID-19 pandemic has been a major test for airlines, causing significant changes in demand for air travel and leading to significant challenges for the airline business. To survive in such conditions, airlines had to quickly adapt to the new situation and respond to changes in demand and passenger preferences. In a crisis situation, a key factor in the survival of airlines is their ability to flexibly and quickly respond to changes in the market situation. This could include changing fares, rerouting, introducing new value-added services, or even launching entirely new products and services.

In addition, airlines should also strive to improve customer relationships, for example by providing a better level of service and proactively working on customer experience and sales. This may include creating innovative marketing strategies aimed at attracting new customers, as well as improving relationships with existing customers. Of course, when making any decision, airlines must take into account the risks and consequences that may arise as a result of their actions. But, at the same time, a quick and flexible response to market changes can be a key factor for the company's survival in the current business environment [1].

Monitoring behavioral activity and personal needs and priorities of passengers allows the airline to provide personalized offers and meet the individual needs of each passenger. This may include seating offers, improved in-flight service, special meal menus and other additional services that can enhance passenger comfort and enhance the airline experience [5]. Thus, providing an individual approach to each passenger can help the airline build long-term relationships with them and increase their level of loyalty. Improving customer loyalty can be critical for an airline in times of crisis, as it can help the company retain its customer base and reduce the cost of attracting new customers. What's more, increasing customer loyalty can lead to new customer referrals, which can boost company revenue in the long run.

Many airlines use data mining and analytics to identify trends in their passenger behavior and determine which customer groups may be interested in certain offers or discounts. For example, an airline may notice that during a certain period of the year, such as the off-season, demand for certain destinations decrease, and to stimulate sales, it may offer ticket discounts for these destinations [4]. After selecting a group of passengers who may be interested in the offer, the airline can formulate a rule for applying a discount, for example, a discount on a certain flight, on all flights in a certain direction, or on tickets of a certain brand or booking class. This allows airlines to target their offers to a specific group of customers and increase the likelihood that they will purchase tickets, which is essential for the profitability of operations in the post-crisis period.

### **Key trends in the development of the customer experience management market: general trends and features of the transport sector**

The Customer Experience Management Market is an industry dedicated to providing customer experience in various sectors, including transportation, retail, telecommunications, banking, healthcare, hospitality, and others. Customer Experience Management Market valued at \$10.23 billion in 2020. This market is expected to grow to \$27.13 billion by 2026, indicating a significant increase in demand for customer experience management services worldwide. The market is forecast to grow at a CAGR of 17.9% during 2021-2026. This growth is driven by an increase in the number of companies that seek to improve the quality of their customer service, as well as an increase in consumer interest in quality service [2].

Companies are increasingly using the cloud, advanced analytics and automation to deliver the best customer experience. These tools help brands manage large amounts of data, analyze customer behavior and offer personalized recommendations and offers. As a result, customers receive better service and a more satisfying brand experience, which leads to greater loyalty and lower churn rates.

The travel and transportation sector has undergone a significant digital transformation over the past few years. With the rapid development of mobile technology and the availability of Internet services around the world, more and more customers are moving away from traditional paper documents in favor of digital solutions. Blockchain technologies can be used to secure customer data, and artificial intelligence can be used to automate request processing processes and provide personalized recommendations and services [2].

Modern technologies allow customers to receive personalized information about their trips and interact with various services using mobile applications and Internet services. Such solutions may include the functions of booking tickets, checking flights, checking in for a flight, obtaining information about the location of luggage, ordering in-flight meals, finding and booking hotel rooms, as well as resolving customer service problems in case of delays or cancellations of flights [2]. All this helps to improve the quality of customer service and increase customer satisfaction.

### **Practical aspects of customer experience management in the airline's marketing strategy formation system**

Southwest Airlines has the highest NPS (Net Promoter Score) among US airlines, but even its customers complain that they have to queue for a long time before

boarding. Marketing specialists of this airline conducted research and found out that passengers who rarely fly, immediately after passing through passport control, go looking for a gate. After that, they remain to wait for the landing, even if there is free time. They don't go anywhere, so as not to get lost and not to be late. For them, this waiting time is already a queue [3].

There are several approaches to solve the problem of long queues before boarding at Southwest Airlines:

1. Interaction with airports. Southwest Airlines may partner with airports where it operates and jointly develop a plan to expedite the boarding process. For example, a company may offer an airport a shared check-in counter that will handle multiple flights at the same time, reducing queue times.

2. Boarding process optimization. Southwest Airlines may consider optimizing the boarding process. For example, passengers can be provided with free baggage on board the aircraft, which will allow them to clear the passage faster and speed up the boarding process. It is also possible to develop a more efficient system for dividing passengers into groups and priorities in order to speed up the movement of the queue and reduce waiting times.

3. Use of technology. Southwest Airlines can invest in the use of new technologies that will reduce the time of the boarding process. For example, a company can use a mobile application to check in passengers as well as get information about the boarding gate, which will reduce the number of people queuing in the waiting room. In addition, it can use automatic boarding systems that optimize the time and order of boarding passengers.

4. Change of tariff policy. Southwest Airlines may change its fare policy to increase the number of people choosing a no-queue option or a higher class of service, which will allow the company to earn extra money and reduce the number of people queuing.

## References

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