

A couple is standing on a stone bridge that extends from the foreground into a large, dark cave. The cave walls are covered in stalactites and stalagmites. The water in the cave is a vibrant turquoise color. A large, semi-transparent red smiley face is overlaid on the scene, with the couple standing on the bridge as the mouth of the smile. The background is a dark, textured rock wall.

# The 'golden journey'

7 golden rules after 7 years in Customer Experience

# TUI Group overview



Sun & Beach



Overland



Lakes/Mountains



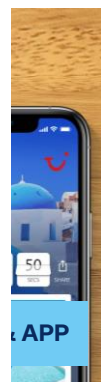
City



Tours / Long Haul



Cruises



1200



EXPERIENCES

168K+



Revenue FY22  
16.5 bn €



Summer '23  
13.7m customers

TUI creates the moments that  
make life richer



# Customer Experience

All touchpoints and needs a customer has, from awareness to inspiration, discovery and conversion. interactions and usage of our channels & products. Transport to and from the travel destinations. All to enjoy accommodation and experiences on holiday.

## Customer Journey

Resulting well in brand advocacy and retention if all went well.



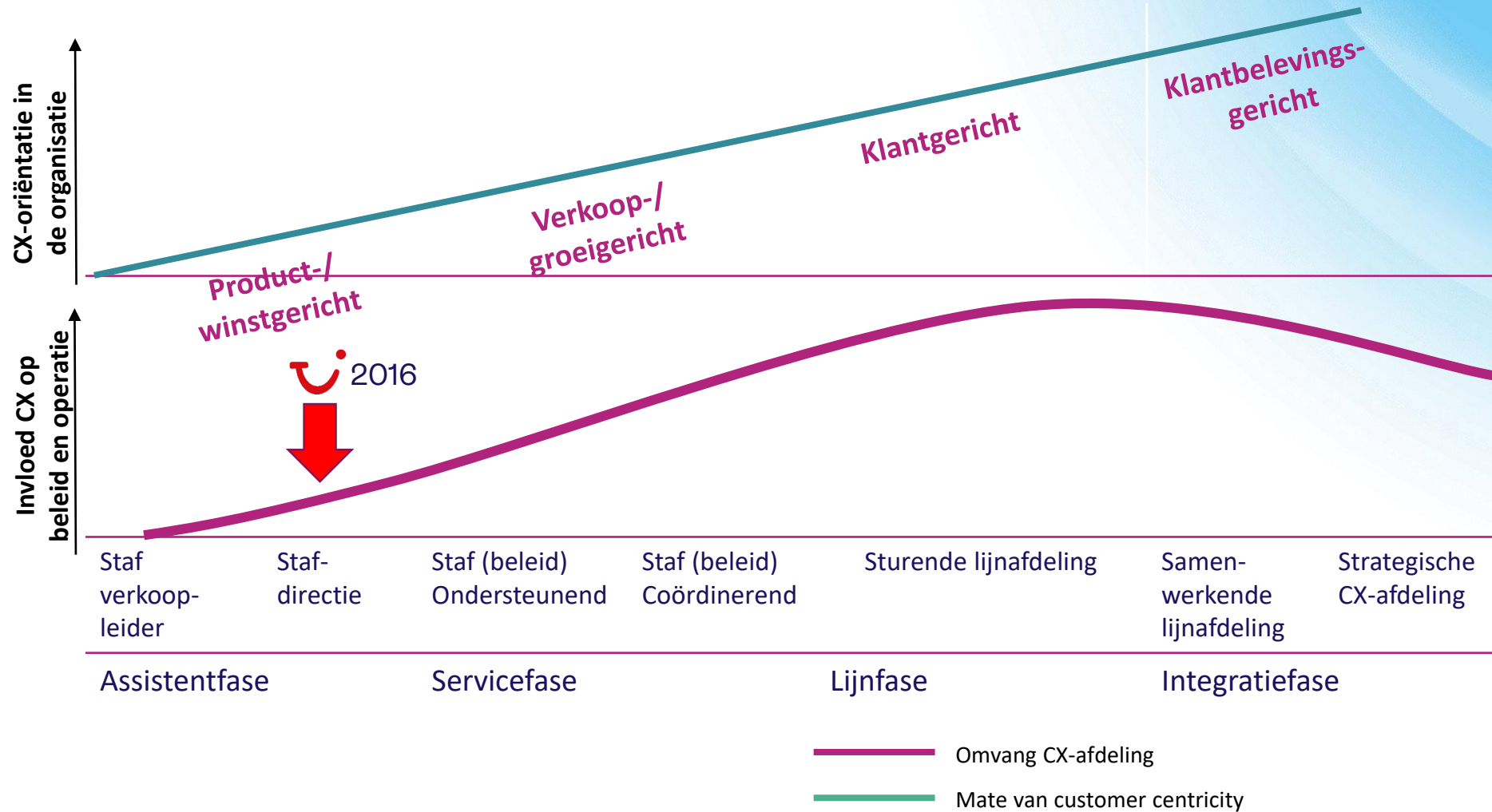
# Organizational set-up

CX NL - Start mei 2016

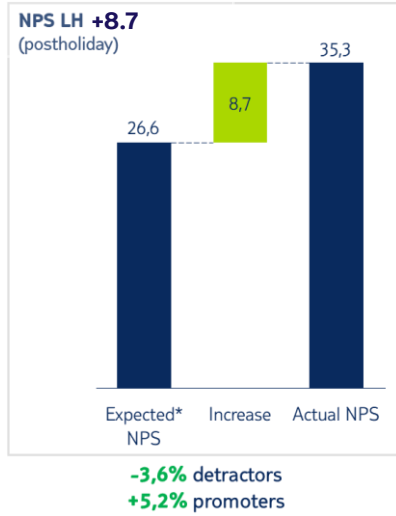


# ONTWIKKELING CX IN DE ORGANISATIE

CX-organisatie Maturity Model, gebaseerd op Van Nierop & Pigeaud



Upgrade TUI fly On-board Service concept 



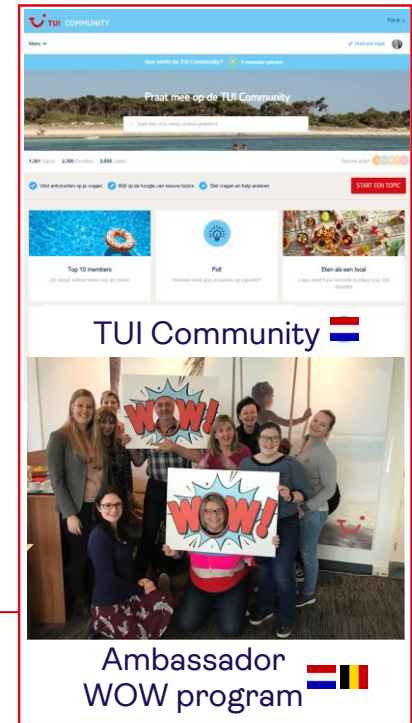
A.S.A pilot 



CSAT +1



Infographics & townhalls 



TUI Community 

Ambassador WOW program 

CX strategy & NPS   
as Board KPI adopted

QM: Hotel portfolio revision 

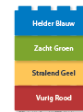
Q1 '16   Q2   Q3   Q4   Q1 '17   Q2   Q3   Q4   Q1 '18   Q2   Q3   Q4   Q1 '19   Q2   Q3   Q4

(Re)start CX NL team 

Journey mapping



Start Quality Management NL 



Insights training



Integration of Belgium QM team 



Start Performance & Reporting Manager 



# Organizational set-up

## CX BENE - 2019

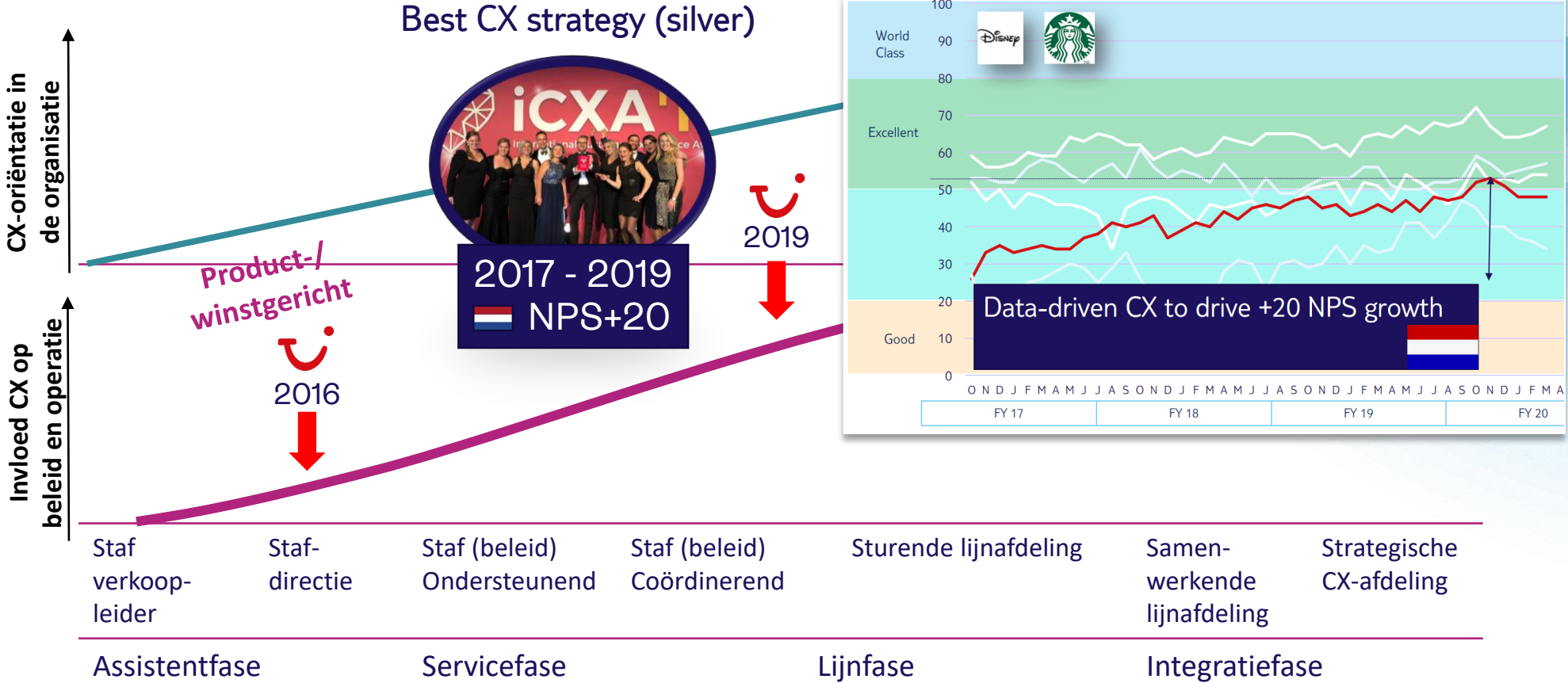


- Strategy
- Reporting
- Analytics

- Journey design
- Cross-functional interventions

- Tactical
- Continuous Stakeholder mgt

# From strategy to steering

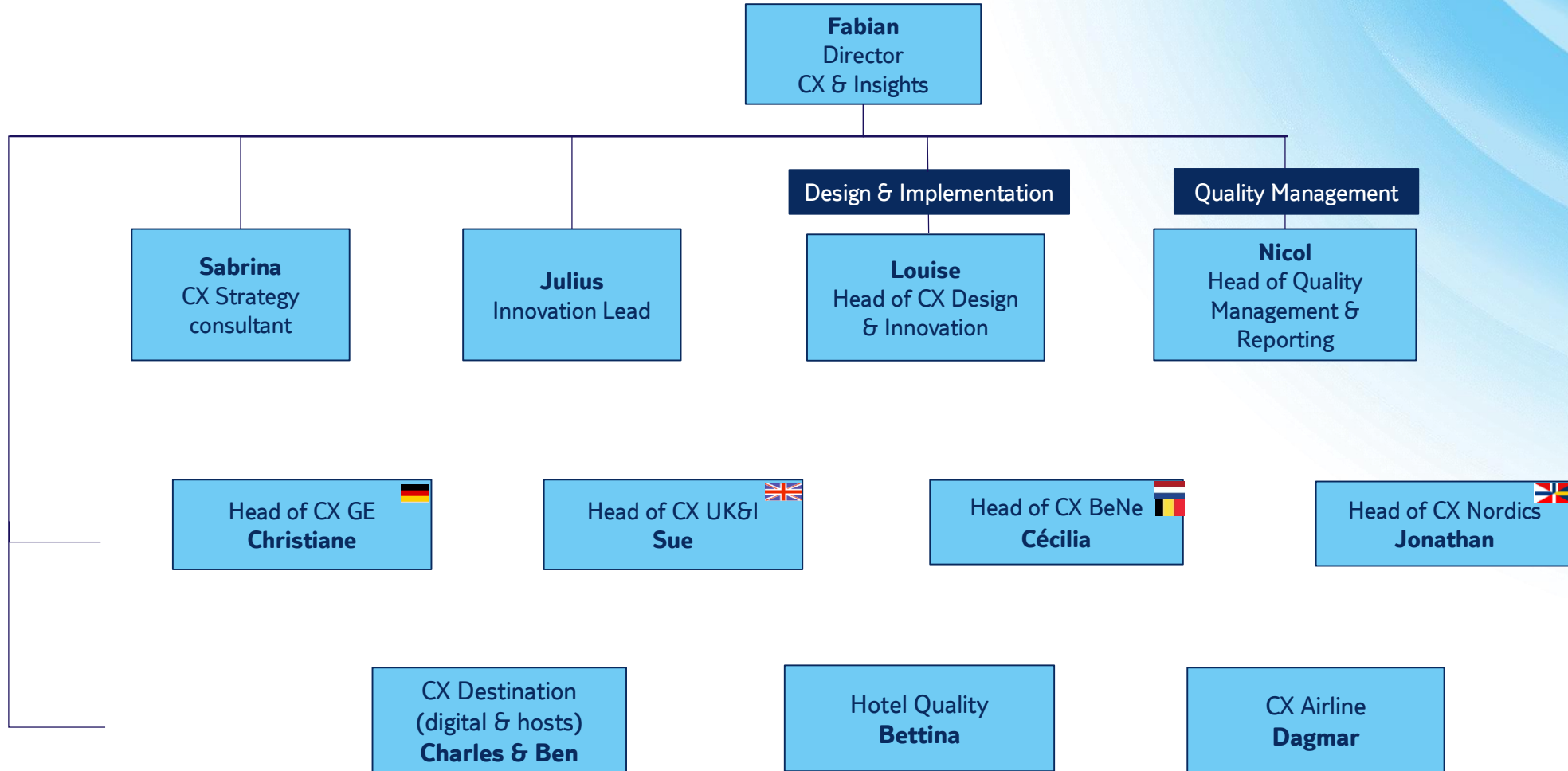


— Omvang CX-afdeling  
— Mate van customer centricity



# TUI Group CX

End 2019 - the beginning



# The CUSTOMER EXPERIENCE 2.0 framework



## Data- vs. Value-



## Driven CX

**CXPA** Customer Experience Professionals Association™

**6-Disciplines – Customer Experience framework**

CXPA CEXP Discipline	CX Strategy	Customer understanding	Experience Design, Improvement & Innovation	Metrics, Measurement & ROI	Organizational Adoption and Accountability	Culture
<b>Scope</b>	<b>Align</b>	<b>Understand</b>	<b>Innovate Improve Prevent</b>	<b>Measure</b>	<b>Communicate &amp; Govern</b>	<b>Embed &amp; Engage</b>
<b>Set of practices that enables companies to:</b>	Craft a strategy that clearly articulates the experience the company wants to deliver in alignment of the company's brand attributes & overall strategy, share & use this strategy to guide decisions and prioritization in the organization	Create a consistent shared understanding of who company's customers are, their needs, wants, perceptions, and preferences through the collection and analysis of the voice of the customer & employee to generate real, actionable insight	Evaluate & implement customer interactions that meet or exceed expectations, and continuously correct, improve, design and differentiate customer experiences. Close the bigger loop by removing root causes of issues identified	Define a customer experience quality framework that evaluates customer perception in a consistent manner across enterprise, creating & reporting metrics to measure CX success, including their use in regular reviews and decision-making processes	Manage customer experience in a proactive and disciplined way, assigning responsibilities, driving change and developing cross-company accountability at all levels. Regularly review CXM metrics & program status	Create a system of shared values & behaviors that encourage, empower & enable all employees to deliver remarkable customer experiences
<b>Key elements:</b>	<ul style="list-style-type: none"> <li>Brand Promise</li> <li>Customer Promise</li> <li>Stakeholder management</li> <li>CX Maturity</li> <li>T&amp;L</li> <li>Communication</li> <li>CX Resources &amp; Investments</li> </ul>	<ul style="list-style-type: none"> <li>Voice of Customer</li> <li>Voice of Employee</li> <li>Collect, Analyze, Document and Share</li> <li>VOC/VOE</li> <li>Research Methods</li> <li>Selected/unselected feedback</li> </ul>	<ul style="list-style-type: none"> <li>CX Ecosystem</li> <li>Design Thinking</li> <li>Process Improvement</li> <li>Prototyping</li> <li>Small/Big loop feedback</li> </ul>	<ul style="list-style-type: none"> <li>CX Metrics</li> <li>KPIs &amp; Reporting</li> <li>ROI</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with Business Goals</li> <li>Governance of CX</li> <li>Measurement</li> <li>Project management</li> <li>Reporting</li> <li>Role of the CX professional</li> </ul>	<ul style="list-style-type: none"> <li>Employee Ambassadorship</li> <li>Self-Talk (Bring, Reinforcing, Inspiring, Rewarding)</li> <li>Storytelling</li> <li>Awards</li> <li>Communication</li> </ul>

Framework: Courtesy of Now/Now, Connerperino, Earls/Edge & Venita/Born, 2018. ©

# Travel no longer business as usual...



## Heathrow Airport cuts flights and warns more could come

By Noor Nanji  
Business reporter, BBC News



GETTY IMAGES



re/after  
re a  
s of  
ation  
ers.

SERVICE WITH A SMILE

SOCIAL DISTANCING

EXTRA-CLEAN CABINS

FACE MASKS

CASHLESS SERVICE

# Customer Strategy



How to create sustainable competitive advantage



# Our Customer Strategy



We know that happy customers drive long-term growth, which is why the world's leading companies **focus on designing differentiated and consistent experiences.**

Our purpose – **TUI creates the moments that makes life richer** – reminds us why we are here.

Our customer strategy defines **how** we will deliver this to our customers.



# Our Customer Strategy



We know that happy customers drive long-term growth, which is why the world's leading companies **focus on designing differentiated and consistent experiences.**

Happy employees lead to happy customers who become **brand promoters** that spend more and return more often.



Financial Value per PAX by NPS Group\* (FY22)



**Value for money**

If we play this well, we will truly offer customers value for money and set ourselves apart from competitors. This will not only help us grow future customer segments, but also brings customers back to us again and again.



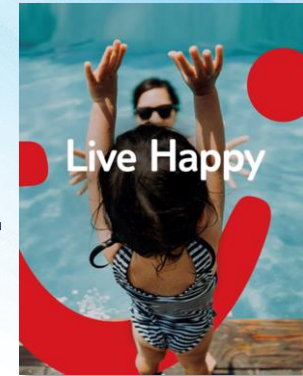
# Customer Centric Culture



Differentiated Experiences

TUI  
Intentional Experiences

Random Experiences



Customer Centricity Program bringing to life guiding principles connecting all TUI employees around the customer  
Giving a sense of purpose & connection during Covid times

# Makers of Happy

## The strategy behind the culture program

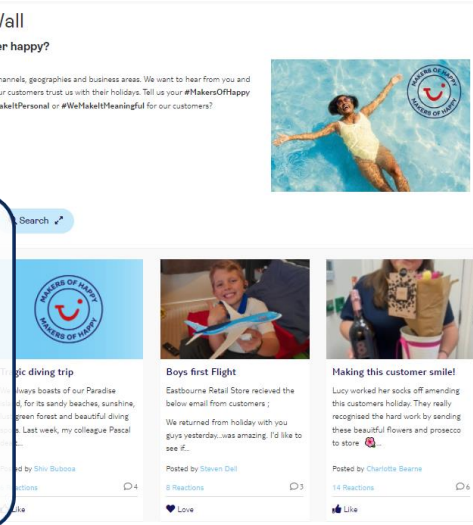


A memorable launch event and visualisation that introduces our new guiding principles

**1. Launch**

A platform that globally connects colleagues around our customers

**2. Engage**



Customer centricity is celebrated, recognised and rewarded on both a local and global scale

**4. Celebrate**

Consistent standards driven by a set of memorable & measurable actions

**3. Change**





# Makers of Happy

## Continuous development

### CONNECTING THE MAKERS

A **year round** program that allows office colleagues to engage with customer facing teams & customers, to learn from them and vice versa.



Connecting the Makers: UK Airport visits

### CELEBRATE THE MAKERS

Creating & embedding a recognition framework to celebrate customer centricity. MoH in full employee lifecycle

Celebrate achievements and elevate stories to inspire colleagues



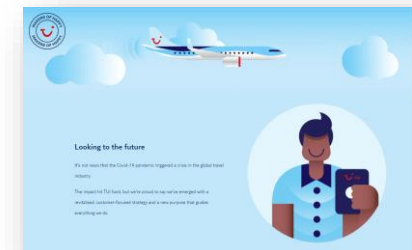
### VOICE OF THE MAKERS

Giving colleagues an opportunity to share CX feedback on the Customer Journey.



### Ongoing Engagement

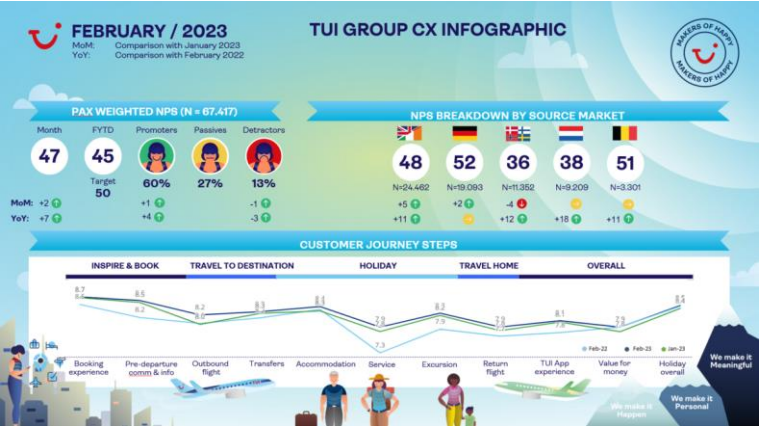
Continuously show what it means to be Makers of Happy and how to adhere to the values in your role.



# Customer Centric Culture

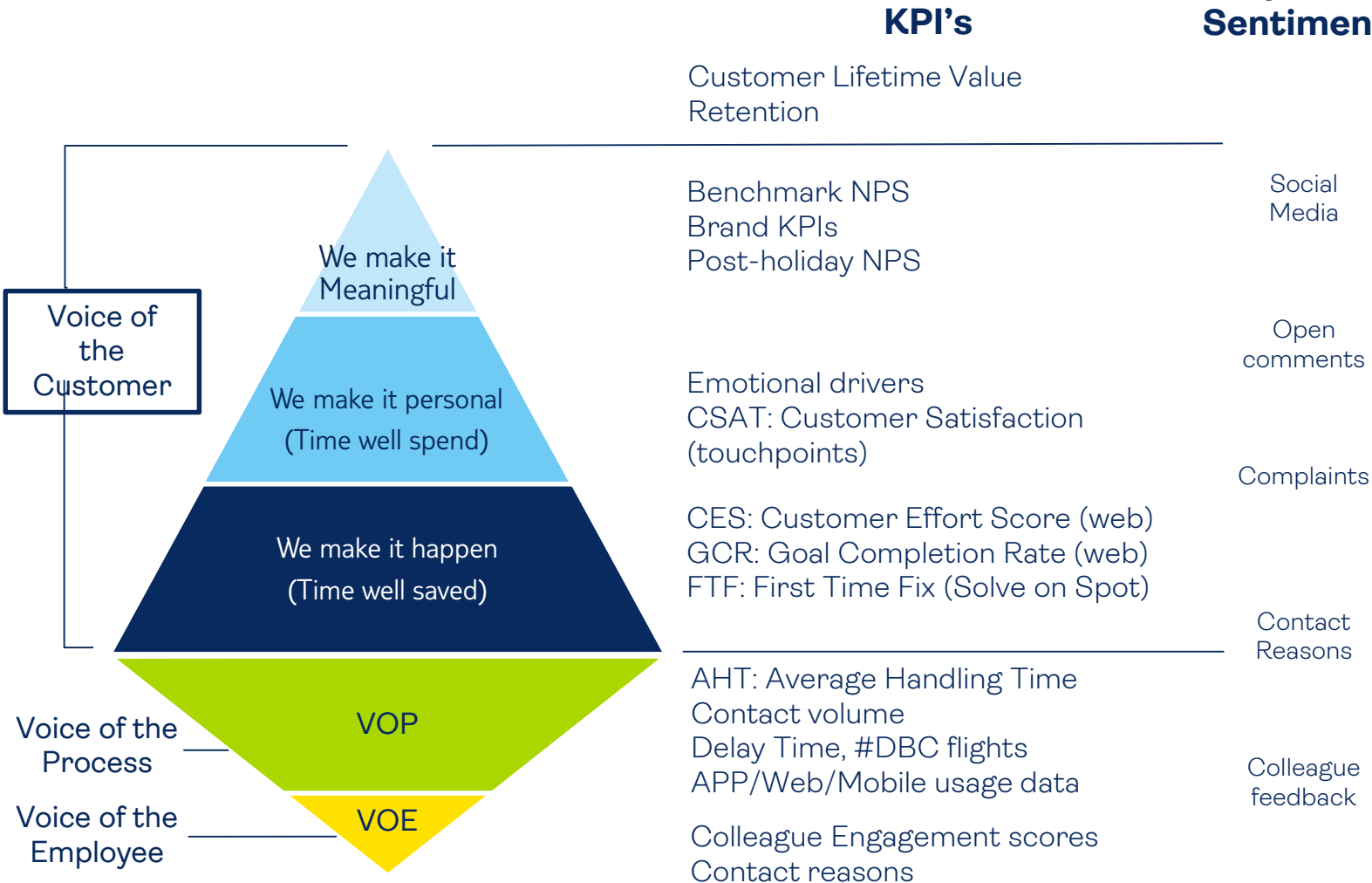


Voice of the Customer  
in-moment feedback + Analytics



Engage stakeholders on their CX performance with mitigating actions

# Data-driven CX Measurement Framework



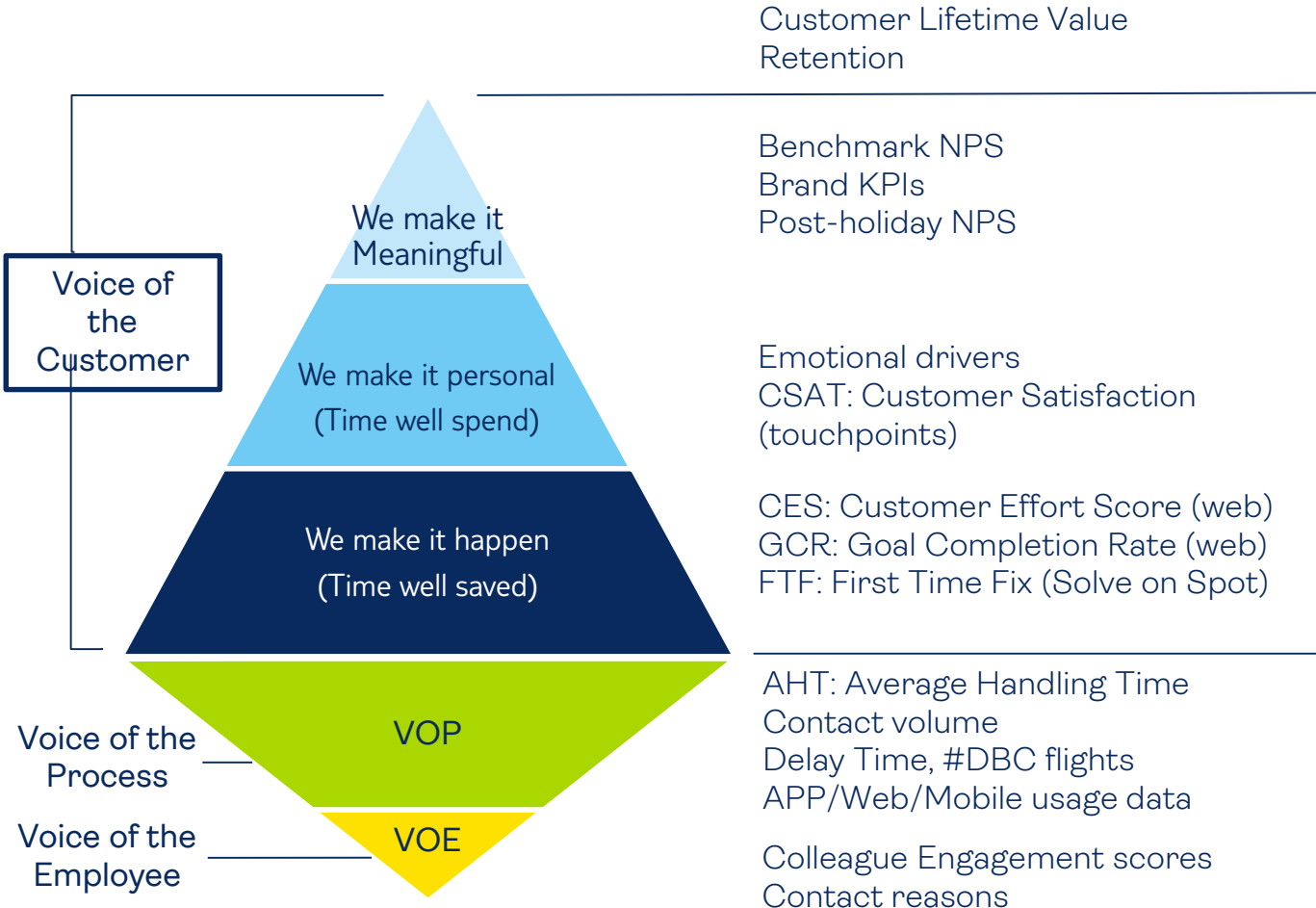
## Dashboards & Infographics



# Data-driven CX

## Measurement Framework

### KPI's



## Active usage across markets & functions



qualtrics<sup>XM</sup>



+/~10mio feedback in platform



> 10 k TUI users with access



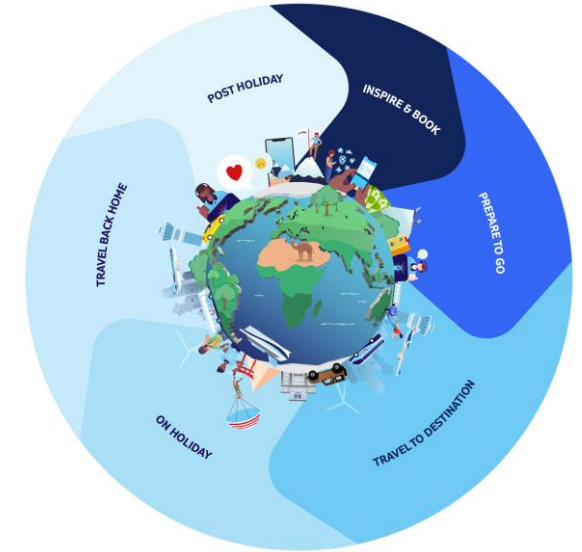
> 1.5 mio dashboard views FYTD

# CX Design & Innovation

Tackling pain points & adding value



Continuously improving the customer journey





### INSPIRING

We make it meaningful  
We inspire by sharing expertise  
We empower discovery  
We create moments that matter

### UNIQUE

We make it personal  
We listen and do what's right for your unique needs  
We go above and beyond to show that we care  
We do this for everybody, and the world around us

### TRUSTED

We make it happen  
We make travel easy  
We can be trusted to deliver what we promise  
We make it right if something goes wrong



Smart Tanners

Home & Away

Senior Service



Travelistas



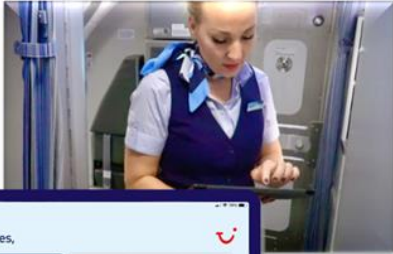
Energized Adventurers



# Delivering on our Guiding Principles



## Solve on the Spot



300K cases logged FY23  
55% in destination

Live Happy

## INSPIRING

We make it meaningful

We inspire by sharing expertise

We create moments that matter

## TRUSTED

We make it happen

We make travel easy

We can be trusted to deliver what we promise

We make it right if something goes wrong

## UNIQUE

we make it personal

We listen and do what's right for your unit

We go above and beyond to show that

We do this for everybody, and the world



## Moment Maker



The flight was great, my daughter was scared of flying, the crew were lovely, reassuring her and gave her a certificate

TUI creates the moments that make life richer

# Delivering on our Guiding Principles

## On holiday service



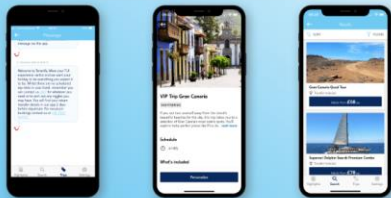
### Digital+ service



### Physical Service



### Assisted Digital Service



### Digital Self-Service

### 3-tier service model

### INSPIRING

We make it meaningful

We inspire by sharing expertise

### TRUSTED

We make it happen

We make travel easy

### UNIQUE

We make it personal

We listen and do what's right for your unique needs

### Points of Interest



### Conversational AI

### Smart Personalisation



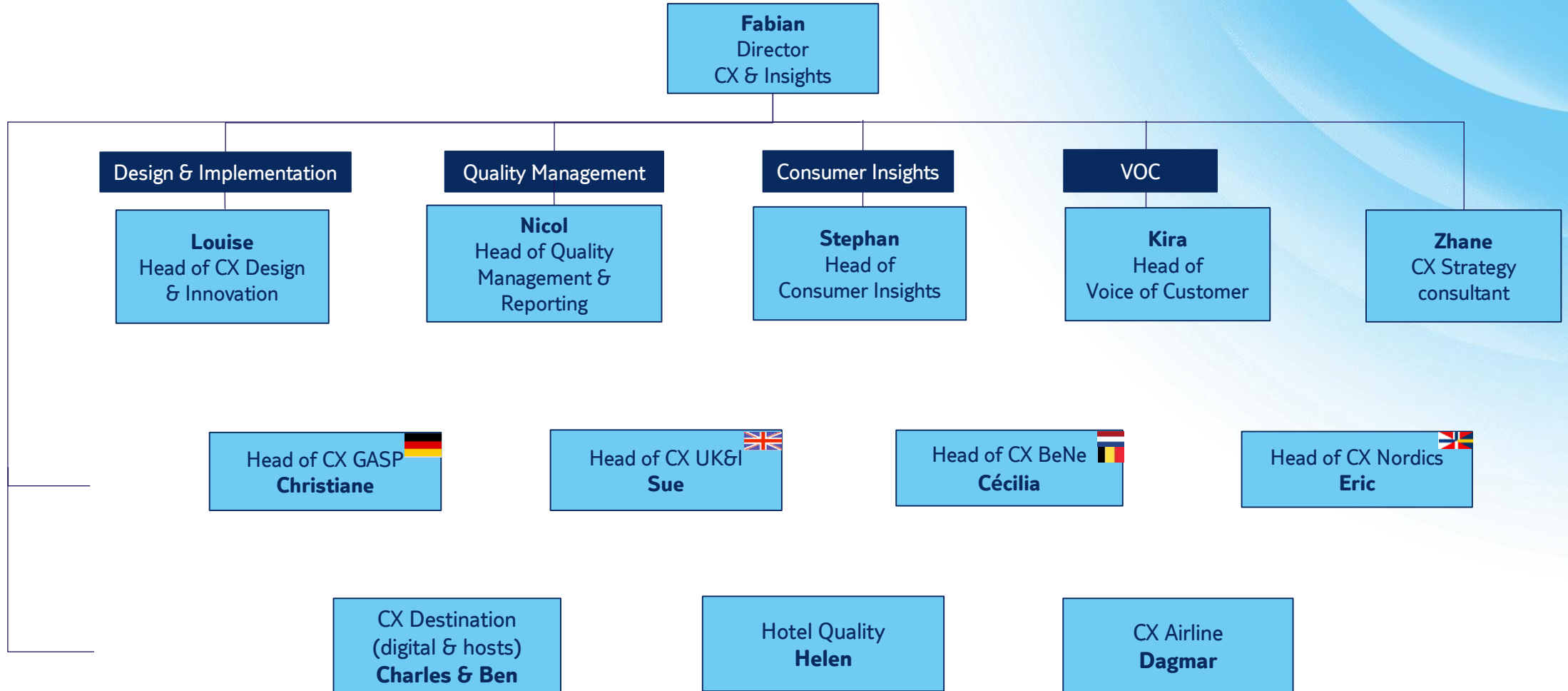
### Customer Segments & Needs

Energized Adven



# TUI Group CX

## 2023 Organization



# From strategy to steering



'CX team of the year'  
 'Customers at the heart of everything'  
 'Customer Centric Culture'



CX-oriëntatie in de organisatie

Invloed CX op beleid en operatie

Verkoop-/ groeigericht

2019

2022 - 2023  
 NPS+11

2023

2016

Staf verkoop-leider	Staf-directie	Staf (beleid) Ondersteunend	Staf (beleid) Coördinerend	Sturende lijnafdeling	Samen-werkende lijnafdeling	Strategische CX-afdeling
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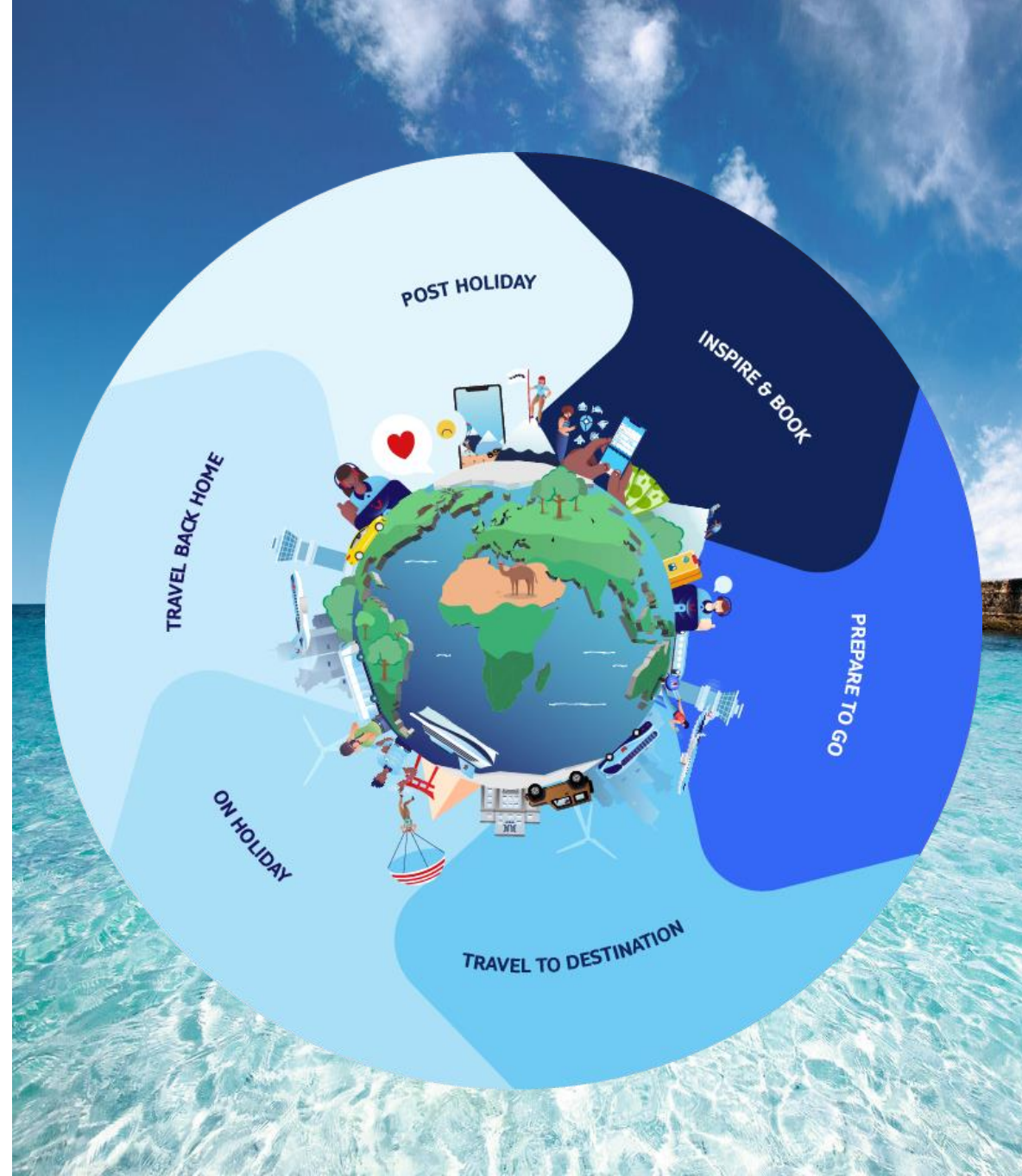
Assistentfase	Servicefase	Lijnfase	Integratiefase
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— Omvang CX-afdeling  
 — Mate van customer centricity

## 7 Golden rules after 7 years CX

- Benchmark & keep looking outwards
- Balance strategy (CX) & hands-on action (QM)
- Quantify your results in a consistent set of KPIs
- Create optimal mix of head (data) & heart (values)
- Build a colorful & knowledgeable team
- Build a strong internal network (movement)
- Make customer centricity owned company-wide

And enjoy that you're fighting the good cause 😊





**Thanks for your attention!**

