Increase average revenue per customer

International airport

Rebecca's level of responsibility

Having sole responsibility for the design and implementation of this program, I worked closely with the executive in charge of concessionaires, as well as other key stakeholders.

Duration of the engagement

18 months

The problem(s) presented

The client wanted to increase the customer service skills of all the concessionaire employees. He said he wanted a customer service training program designed so that their internal trainers could deliver.

Steps in solving the problem

After interviewing the key stakeholders, I learned that the real objective was to increase the revenue per customer and ultimately, make this the airport of choice among the airports in the region.

I saw that just a training program would not accomplish what they wanted. I added and designed a pre-training secret shopping program and analyzed the data to design a customized training program, developed a customer comment program to track the ongoing results of the concessionaires' customer service and upselling, designed a monthly employee recognition program, created the training program, including pre- and post-testing, delivered a leaders guide and train the trainer. I developed a new hire training guide for managers to train their new staff on the basics expected from them. I monitor the progress of the program quarterly to make any needed modifications.

Results achieved

The client is thrilled with the results. Nearly 210 frontline staff and managers have been trained by the airport's internal trainers. The client says the program is far more comprehensive and effective than he originally imagined, and the project stayed within his budget. While there are always several factors affecting revenue, following are some of the results related to the implementation of the program.

- **On time, on budget, and with a more comprehensive design.**
  Within one month, the increased revenue recouped all my fees for this project.

- **26-31% increase in retail gross sales**
  Comparing the previous year's data corresponding to the same month after the launch, the airport-wide retail gross sales showed a 26-31% increase per month for the months reported so far.

- **12-17% increase in food & beverage gross sales**
  Comparing the previous year's data corresponding to the same month after the launch, the airport-wide F&B gross sales showed a 12-17% increase per month for the months reported so far.

- **13-17% increase in food & beverage sales per passenger**
  Comparing the previous year's data corresponding to the same month after the launch, the airport-wide F&B sales per passenger showed a 13-17% increase for the months reported so far.

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