NAVBLUE

AN AIRBUS COMPANY

Professional services create better customer experiences

THE COMPANY

NAVBLUE is a services company, wholly owned by Airbus, dedicated to Flight Operations and Air Traffic Management Solutions.

Through digital and collaborative innovation, a passionate and customer-focused team develops solutions to enhance the safety and efficiency of air transport. Over the last years, Airbus has been supportive of various initiatives such as Going Digital, Performance Based Navigation services, Air Traffic Management modernization programs (SESAR and NextGen), FlySmart on iOS and other digital projects related to new aircraft technologies; the launch of NAVBLUE was therefore a natural step to further develop its Flight Operations and Air Traffic Management portfolio.

Fueled by the agility of Airbus ProSky and Navtech (acquired in 2016), and the pioneering spirit of Airbus, NAVBLUE was created in July 2016 with one mission: lead aviation into the digital age.

Challenge

To deliver a strategic change management programme across the three pillars of the Customer Experience team, encompassing training, project management and customer support.

Solutions

The creation of NAVBLUE Academy, new tools for the creation of training materials and knowledge bases, a new project management methodology and new tools for the support desk.

Results*

1,768 active users of NAVBLUE Academy learning management system.

A PMI aligned project methodology delivering 5 star results for new software implementations in airlines.

92% of customers are now happy with the support they receive.

*Data correct as of October 2018

Knowledge Tek Ltd
Training & Documentation

Knowledge Tek is a professional services company specialising in training and documentation services. We were created in order to reduce the workload on Subject Matter Experts and create reusable training materials. We integrate different systems together and help define your business processes and workflows, resulting in a **better service for your customers.**

THE CHALLENGE

NAVBLUE was going through a period of growth and a large number of changes after the old company (NAVTECH) had been acquired by Airbus and rebranded as NAVBLUE. NAVTECH was primarily a flight planning and charting company for airlines. NAVBLUE is bringing to market new products and services so as to better serve the needs of the aviation industry and is expanding the product portfolio into four main solution lines; Onboard, Control Centre, Flight Operations and Airspace and Airport.

Operating from three main locations; Hersham (UK), Waterloo (Canada) and Toulouse (France) the headcount within the organisation was increasing quickly and the old business processes starting to show signs of needing updating. Realising that they needed to take action, NAVBLUE decided that they needed to reorganise their structure and form a Customer Experience team. After appointing a new Director into the role a new strategy was born which focussed on the needs of the customer first.

N-Flight Planning allows airlines to decide upon the best route to fly, taking into multiple factors such as fuel burn, weather and no-fly zones.

NAVBLUE puts the customer first. Their customers are airlines and airports all over the world who use NAVBLUE expertise and technology to ensure that flying has never been safer, more cost-effective, or better managed. Putting it simply, without NAVBLUE there wouldn't be crew to operate flights and safety standards couldn't be met.

The Customer Experience team was to comprise of three pillars:

- Training
- Projects
- Support

In all of these activities there were already people working for NAVBLUE, but they were not in a single focussed team, best practices were not necessarily being shared and often a common business process was not in place. Justin Neale, the new Director of Customer Experience engaged with Knowledge Tek in October 2017 in order to start to address each of these pillars.

Baseline Metrics

As each of the three pillars would be new to NAVBLUE within a single Customer Experience team, there were no metrics available from which to measure an improvement. Some training courses were being conducted, but only for a few people at a time and on an ad-hoc basis. Projects were not following any standard defined methodology and no metrics were being collated. Support personnel were answering questions but in diverse groups and without common tools.

We engaged with Knowledge Tek for two primary reasons:

1. There was an existing knowledge of the aviation sector with a proven ability to efficiently create training materials and deliver courses.

2. With a wide-ranging set of technical skills I knew I could trust Knowledge Tek to integrate the different systems I knew we would be needing.

Justin Neale - Director, Customer Experience
October 2017

Before I joined the Customer Experience team I was using standalone authoring tools, working on my own. I was feeling the pressure and felt that there were simply not enough hours in the day to properly document all of the things that needed documenting.

Jeff Steinmann - Technical Writer
October 2017

Our Opinion

NAVBLUE was clearly an exciting company with a lot of potential. They were growing quickly and wanted to move rapidly in the marketplace. Their main asset, as in many companies was their people, but they were going through some pain as a company and there were some signs of change fatigue within the staff. They needed to modify what they were doing and how they were doing it in order to cope with the increased product portfolio. Luckily the management at NAVBLUE had recognised this and were taking steps to increase their efficiency, work together in more collaborative ways and focus more on the needs of their customers. Importantly they had also injected a sense of urgency and purpose into this task.

By creating a Customer Experience department, NAVBLUE were not only implementing organisational change, but they were also asking their employees to go through personal changes in their work life. The initial feelings of some were fearful and maybe even a little skeptical at times, so managing the change cycle was going to be an important element that needed attention. Change was also going to be needed at a technical level as many of the tools were outdated or not a perfect fit for purpose any longer. Clearly some thought was going to be needed in selecting the next generation of tools and making sure that they would fit with the new business processes and ways of working.

Balancing the need to change with the lack of time available was going to be a challenge.

THE SOLUTIONS

Knowledge Tek worked collaboratively with NAVBLUE to devise and implement a number of different solutions addressing each of the three pillars.

Training

We decided that a brand was needed for their training department and decided to call it NAVBLUE Academy, but that was the easy part. A capability needed to be built which could keep up-to-date with the provision of training materials for all of the new products. Once the materials had been developed, then there needed to be a way to deliver them to the various airlines around the world. We decided to select a world-class authoring tool that could deliver the speed of content creation that NAVBLUE needed whilst keeping the quality high. This tool was to go alongside a new Learning Management System (LMS) that would facilitate the delivery of the training courses.

Knowledge Tek helped to:

- Create a branding pack comprising of colour definitions, logo's, PowerPoint templates and Word Templates
- Raise internal awareness and help the change management process by building presentations for company meetings
- Configure Litmos LMS with:
  - Colours and custom .CSS
  - Team names
  - An import of people from the HR database and assignment into teams
  - Initial course configurations
  - Integration configurations
  - Guidance on how to add customers in to the LMS
- Design a training methodology that supports flipped learning
- Configure TT-Knowledge Force (a training and documentation authoring tool) with:
  - Micro-learning object templates
  - Object templates
  - Documentation templates
  - Users and security settings
  - Custom workflows and notifications for content creation
  - Product based glossaries with terminology definitions
- Interview candidates and help to select a new Training Manager
- Conduct internal training courses on how to use TT-Knowledge Force and Litmos LMS
- Write guides for Instructional Designers, Subject Matter experts and Content Reviewers
- Configure course feedback surveys using Survey Gizmo
- Build marketing materials including brochures, pop-up banners and videos
- Create training videos using Adobe Premier Pro and VYOND (formerly GoAnimate)

TT-Knowledge Force Course Completion Certificates being presented by Erin Appleby, Vice President Customer Experience & Quality, to Thomas Daulton, Erica Marten and Jeff Steinmann.

April 2018

Projects

Within NAVBLUE the projects pillar is responsible for the delivery, configuration, testing and handover of product implementations into a new customer airline. Justin wanted to create an agile and responsive team that could adapt quickly to the needs of the customer whilst ensuring the highest quality project execution.

Knowledge Tek helped to:

- Create a CLIMB project methodology based on PMI best practices
- Configure project templates on Teamwork.com (a project planning and execution tool)
- Create training courses on how to use Teamwork for project managers and stakeholders, which were then subsequently delivered using NAVBLUE Academy LMS
- Build a project status report template
- Execute an urgent N-Flight Planning implementation project when there was a project manager resourcing gap
- Conduct a best practice webinar on Teamwork for experienced Project Managers
- Establish the first information handover packs between Sales and Projects and Projects to Support

The CLIMB methodology consists of five main phases; Conception, Launch, Implement, Manage, Benefits; and the acronym was devised with the aviation sector in mind.

Management of Risk within a project is a key component for a successful execution. Within Teamwork we utilised a risk management framework that identified highly probably and high impact risks and managed them with a mitigation and response plan.
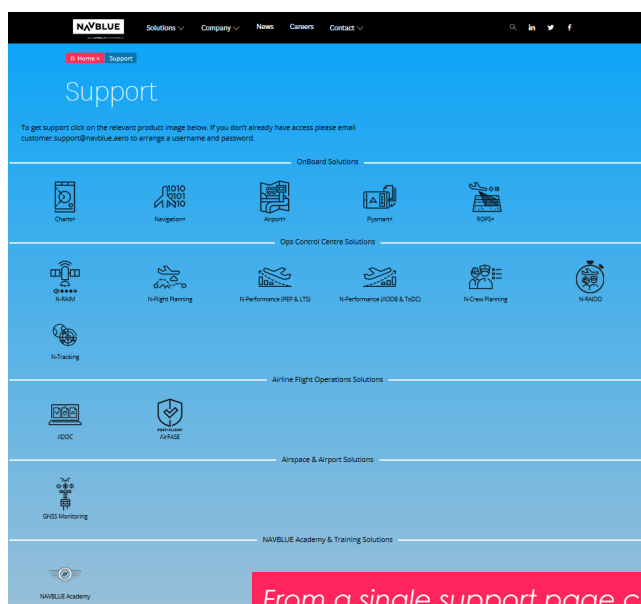
Support

The Support Desk function is one of the areas which received a lot of attention. The problem needs explaining more in order for the solution to become apparent.
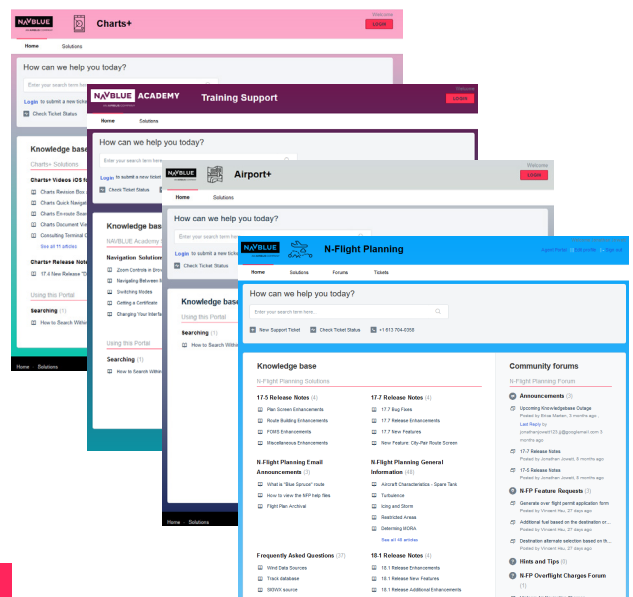
There are multiple levels of support personnel located in geographically diverse locations. Customers had different ways of raising support tickets with NAVBLUE depending upon the product in question, which was causing confusion. A common database of customer contact information didn't exist and there wasn't a single knowledge base that everybody could use. Instead, individual support agents kept their own notebooks and sharing of knowledge to the customer was sparodic and uncontrolled.

The solution was to create a unified support desk system which enabled all agents regardless of the level of support they offered access to the same platform. Customers could also access this platform and search a knowledge base for answers before raising a support ticket. We created a Freshdesk support desk system and used it to create a customer portal for each product. The support page on www.navblue.aero/support was then simplified so that customers only had to click on the icon for the product they needed help with in order to access the support portal.

Every support portal had its own branding with all the custom .CSS changes and configuration provided by Knowledge Tek. In addition, micro learning objects that were created for training purposes were strategically reused to populate the knowledge base for each product. We configured agent accounts, customer accounts, support forums and ticket handling rules and SLA's.

From a single support page customers can now access a dedicated support portal for the product they need help with. All portals behave in the same consistent manner and are populated with product specific knowledge base articles.

Support queries can come in via multiple channels, so we also configured Freshcaller - which is a VOIP phone system with rules that allow call routing to the correct team of support agents. These rules take into account office locations and hours of operation. Chat functionality was also added to the portals allowing customers direct access to online agents.

When a customer is raising a support ticket, relevant articles from the knowledge base are automatically suggested to them.

THE RESULTS

Here are some of the measures by which we can demonstrate success.

Training

- On NAVBLUE Academy LMS, from a position where a year ago there was no LMS, there are now 1,872 users in total and of those, 1,768 are considered to be active users. There are 789 active courses including both technical training courses from NAVBLUE and off the shelf courses from other training providers.
- As well as providing training courses to NAVBLUE and Airbus internal people, the LMS has had access granted to over 50 customer teams around the world.
- 39 people now work collaboratively together in the production of training materials and have so far created 1,586 micro learning objects covering 21 different products.

Projects

- The first ever "5 star" project implementation has been achieved with a very happy customer.
- 314 people including customers, project managers and stakeholders now use Teamwork in the execution of projects using the CLIMB methodology.
- A project management office (PMO) function has now been established.

Support

- For the first time all the support groups are using the same tool and combined metrics can be reported.
- In October 2018 customer satisfaction levels with the support desk function reached 92% and an average first response time from an agent came down to just 21 minutes.
- 100% of tickets in October 2018 were resolved within the agreed SLA times.
- Breakdowns of tickets allow NAVBLUE to see which customers are asking the most questions and which products need more support articles generating.

And Finally...

Justin Neale who was the Director of Customer Experience has now been promoted to a Vice President and is enjoying further challenges within NAVBLUE. Obviously this isn't all down to Knowledge Tek, but we'd like to think we had a helping hand in his success and wish him all the best for further successes.

Are you interested and want to find out more?

We can deliver a range of demonstrations for you showing for example how to create training materials collaboratively and efficiently. Or, if that's not your thing and you want to find out more about how to build a support desk system or Learning Management System then we can do that as well. Whatever your interest, just drop us a note to info@knowledgetek.co.uk and we can schedule a meeting.

Whatever your project, let us help you with it.