

Global Report 2015

A business, financial
and sustainability overview

5. Customer service and customer satisfaction

5.1 Customer Service

5.2 Customer satisfaction and loyalty





We focus on building and maintaining mutually beneficial relationships with our customers. This has helped us develop an understanding of how we can contribute to their success through the provision of technological solutions and services.

Our commitment to customers is based on:

- _ Understanding their business needs and technical requirements
- _ Dedicating efforts and resources to continuously evolving products and solutions according to customer needs
- _ Providing the broadest range of travel provider content
- _ Servicing our customers through motivated and experienced staff, with round-the-clock support available globally
- _ Ensuring the highest levels of connectivity and operational service for our technical platforms

5.1 Customer Service

Amadeus' Customer Service provides support, learning, service automation, content management and security services to all customers by leveraging the company's technology, people and processes.

How Customer Service helps customers succeed

24/7 Multi-language
Online/offline



Training



Support



Content
management



Security

Our vision

To provide the best
customer service
experience

Helping
Amadeus'
customers
succeed

Our mission

Training

In order to be close to our customers and respond to their needs, we have a global, regional and local training presence.

Regional facilities for training are available in Thailand and France, and additional training facilities are located in the United Kingdom, Germany and the US. These support our growth and enable us to better respond to the needs of a wide range of customers. In addition to a comprehensive range of standard training courses, we offer customised training on a global basis to support customers with specific requirements and special training situations. Whenever possible, we deliver training in local languages such as French, German and Korean. Amadeus Commercial Organisations also provide a range of training services to travel agencies in their local language.

In 2015, Amadeus launched Amadeus Kingdom, a mobile app based on a trivia game, available on Android and iOS, so customers can learn about Amadeus products and solutions in an entertaining manner.

Support

The closest support for travel agencies

First-level support services for travel agency customers are generally provided by the [Amadeus Commercial Organisations](#) in each market. These are the backbone of our service organisation: as close as possible to the customer, supporting local language and market-specific products.

In the case of the Americas, the [Amadeus Customer Service Centres](#) based in Costa Rica and Argentina serve as the sole point of contact for all travel agency customers in North America and Latin America. Functional and technical support services are provided in both English and Spanish.

In addition, we deliver front-line support in the local language to travel agency subscribers in the Brazilian market. In Asia-Pacific, the Amadeus Customer Service operates in English, Filipino and Chinese from our sites in the Philippines and Malaysia.

To respond to the needs of global and regional customers, we offer functional support outside of business hours. This service is delivered by our [Regional Service Centres](#), which are interconnected virtually so that a call coming from any part of the world can be answered at any Amadeus Customer Service Centre. This service is available for first-level support in English, 24 hours a day and 7 days a week, and in Spanish 24 hours a day and 5 days a week (Monday to Friday). Second-level support is provided by Amadeus [Service Management Centres](#), a virtual support network distributed across our centres in Australia, Costa Rica, France, Germany, India, Thailand, the United Kingdom and US.

A 'Follow-the-sun' service for our global customers

In most cases, customers using the Follow-the-sun second-level support model manage their own first-level helpdesks. However, multiple customers have selected Amadeus to provide first-level support on their behalf.

Our Follow-the-sun organisation provides seamless global support to customers 24/7, and has always been at the core of Amadeus' Customer Service. Our Service Management Centres are composed of specialised teams providing support by customer segment and product expertise, guaranteeing that customers worldwide receive technical and functional help at any time.

A unified support model for our online travel agency customers

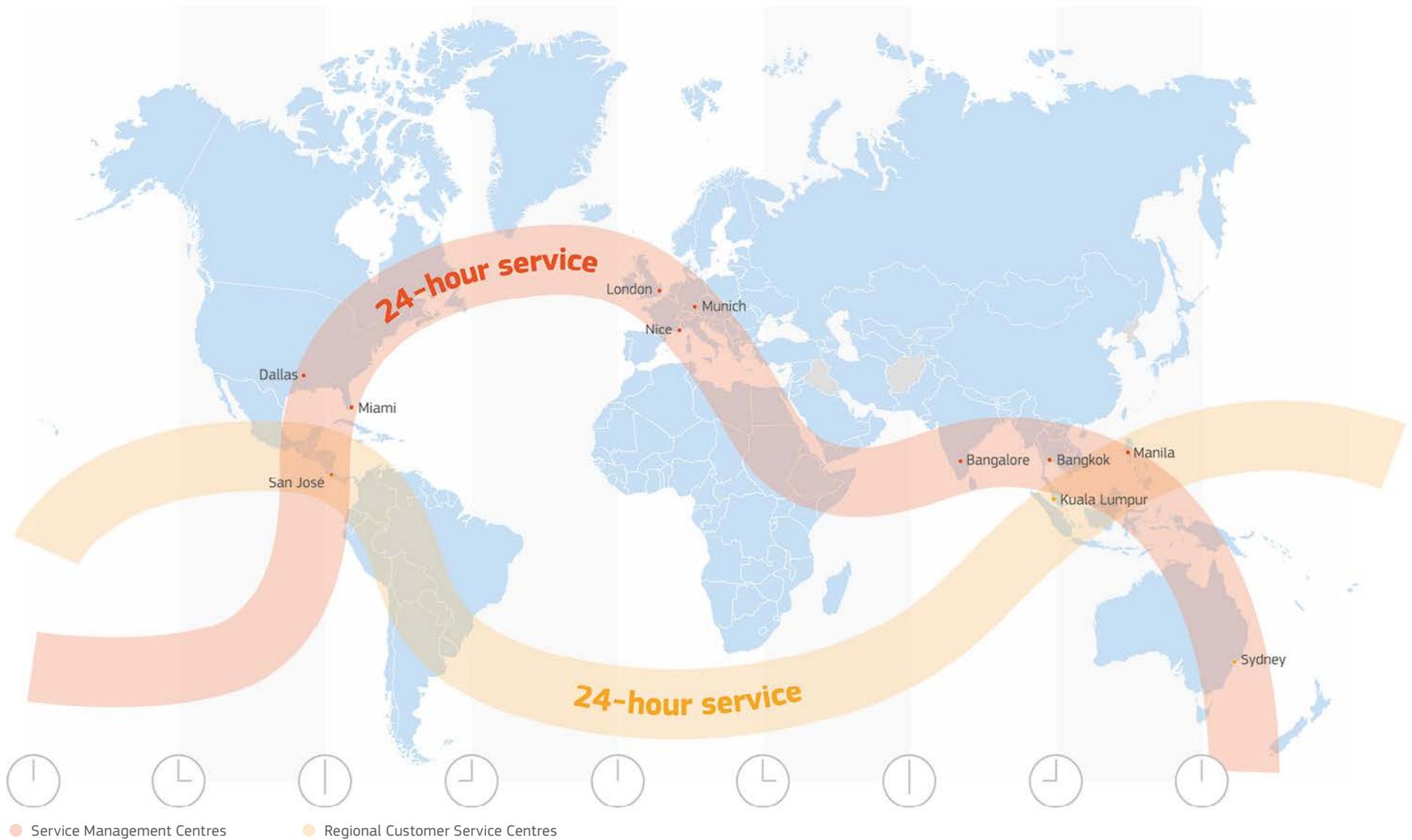
In 2015, Amadeus started deploying a new tailored support model to online travel agencies, enabling them to reach a global pool of support centres with strong functional and technical skills in multiple languages and with extended 24/7 opening hours. This model is to be expanded to other customer segments.

Proactive investigation and communication

A global team of support experts was created in 2015, dedicated to reducing the average incident resolution time at Amadeus. The team monitors business performance to detect incidents before customers report them, anticipates the impact of the incidents and proactively communicates this to customers to ensure their business continuity.



24/7 customer service



Online presence

Amadeus has also invested in innovative online self-service solutions for its customers. The Amadeus e-Support Centre provides a knowledge base in 16 different languages, a powerful search function, case and claims logging capabilities, real-time news and other features. Today, more than 180,000 customers, including offline and online travel agencies, airlines, ground handlers, airports and hotels are serviced online via the Amadeus e-Support Centre. Customers can also access product user guides online, short 'how-to' videos, e-learning courses and training catalogues, and can self-enrol in training programmes.

During 2015, Amadeus worked on enhancing the Amadeus e-Support Centre, simplifying access and updating customers in a timely manner on the status of critical incidents. The powerful search capabilities of the Amadeus e-Support Centre have also been upgraded to allow customers to find the information they need, when they need it.

Amadeus Customer Service aims to enrich its online offer in 2016 by providing customers an online forum and chat functions to reach Amadeus support experts, a customisable platform where they can upload their own content, as well as many other services.

Content management

To ensure that appropriate, reliable and accurate content is available for our customers 24/7, Amadeus offers content management and security services through our Follow-the-sun organisation. The **Content Management and Security** team integrates, implements and secures all travel industry content, ranging from schedules, fares, currencies and airport codes to security settings for offices, terminals and printers, as well as credentials for employees and new customers. For example, Amadeus manages more than 100 million fares loaded on an hourly basis. We also provide tailored services for the filing of content, reporting and on-site consulting and training, to help our customers succeed.



5.2 Customer satisfaction and loyalty

A comprehensive understanding of customer needs is required in order to fulfil our company value of 'customers first' and to deliver on our brand promise to 'shape the future of travel'. To this end, Amadeus has put in place a solid process to capture customer feedback on ongoing relationships.

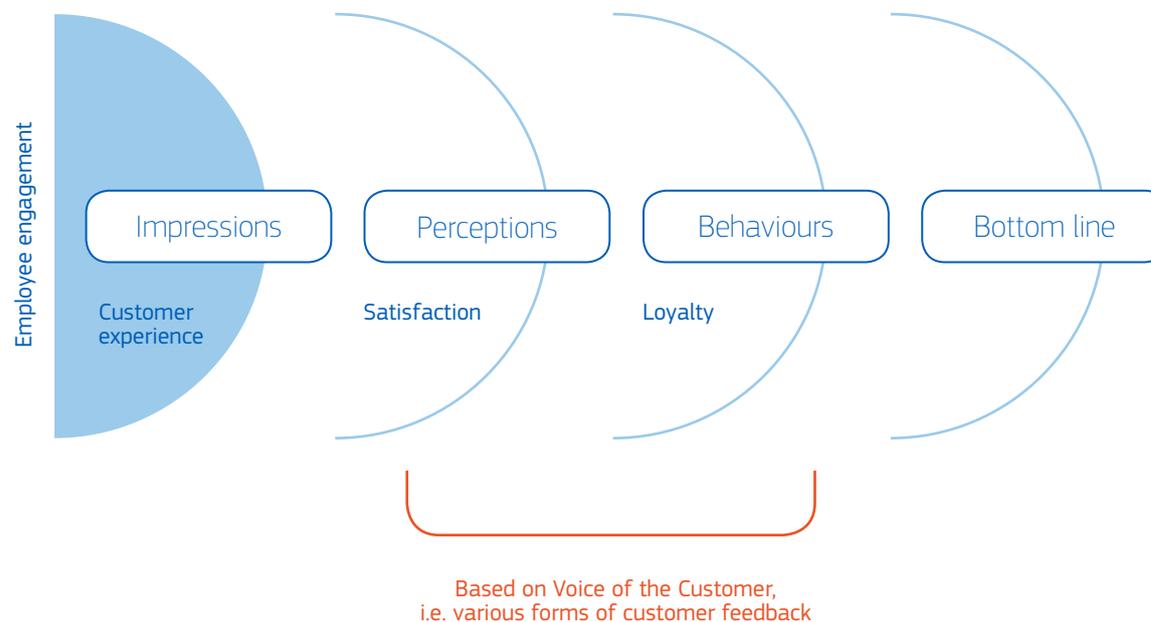
Customer Loyalty Programme

In 2015, Amadeus executed six surveys for six customer segments under the umbrella of the Customer Loyalty Programme. Additionally, we ran some ad hoc qualitative studies to investigate priority areas, as identified by our customers.

Customer loyalty score areas



Amadeus customer loyalty 'value chain'





Governance

The Customer Loyalty Programme is sponsored by the senior management of each business unit involved. It is coordinated at the corporate level by Corporate Strategy and managed at the operational level by each business unit. Other teams, such as Global Brand Engagement, Business Process Transformation and Customer Experience, also play an important role in the support of the programme.

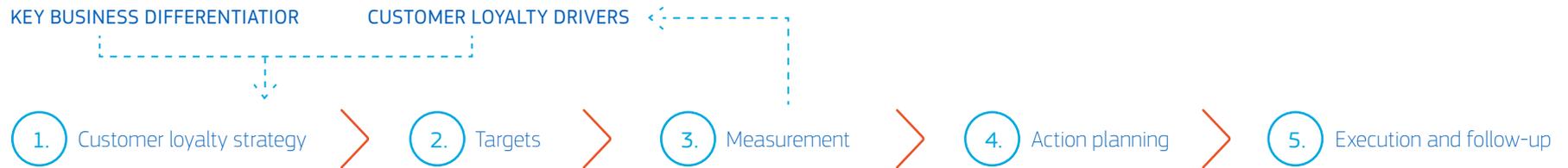
In 2015, Amadeus laid the groundwork for the introduction of a more comprehensive Voice of the Customer (VoC).¹ The VoC programme is extremely important for Amadeus in terms of the collection of feedback from customers, and the incorporation of that feedback into action plans. An improved VoC would thus allow Amadeus to deliver actionable insight to each business unit.

A critical part of the VoC evolution at Amadeus was the implementation of the Net Promoter Score (NPS)² methodology in the Customer Loyalty Programme. Amadeus will be focusing on NPS analysis from 2016 onwards and is already preparing for the methodology shift.

¹ Forrester's defines Voice of the Customer as a systematic approach for collecting customer feedback, mining that feedback for insights and then incorporating the insights into business decisions.

² Net Promoter Score is a metric based on the likelihood to recommend a company to a friend or colleague.

Amadeus' Customer Satisfaction Strategy process



Amadeus' Customer Satisfaction Strategy process – local, regional and global implementation

The process of aligning business to customer expectations involves the following steps:

1. Customer Loyalty Strategy – definition

Amadeus' Customer Loyalty Strategy, based on customer feedback, is agreed at senior management level and is closely linked to the company's business strategy.

2. Setting targets

Targets for the Customer Loyalty Score are based on a benchmark developed by external consultants and identify the seven areas that are critical for a long-term win-win relationship with customers:

- _ Overall performance of Amadeus solutions
- _ Likelihood to recommend Amadeus products and services

- _ Whether customers feel valued by Amadeus
- _ Whether customers feel Amadeus is trustworthy
- _ Likelihood to continue to use Amadeus as a provider
- _ Whether Amadeus is their partner of choice
- _ Whether Amadeus provides them with a competitive advantage

3. Measurement: Customer Satisfaction Survey

Depending on the business unit or segment, these surveys are carried out annually or every two years. Surveys are conducted by a third party to ensure full impartiality. In its current format, the Amadeus Customer Satisfaction Survey has been deployed five years in a row.

4. Action planning

Analysis of results is performed at a global, regional and local level, followed by action planning. Action planning is articulated through workshops with participation from the external agency conducting the surveys as well as the different teams receiving

feedback from the study. An increasing number of Customer Experience specialists from Amadeus also participate in these sessions.

5. Execution and follow-up

Depending on the business unit or segment, process owners have between 6 to 18 months to put the plans into action. To ensure consistent execution of the action plans, quarterly performance reviews are organised.

Actions are produced at the business unit level, addressing specific customer touchpoints such as account management or issue resolution. The implementation of action plans is sponsored by general managers and directors in the markets, as well as by senior management in the regional and central organisations.

Dow Jones Sustainability Index

The Amadeus Customer Loyalty Programme is one of the elements assessed in the evaluation process for the Dow Jones Sustainability Index (DJSI).

In 2015, the DJSI once again recognised the Amadeus Customer Loyalty Programme as a valid and reliable way of gathering customer feedback to better understand customers' needs and ensure their retention. Amadeus was evaluated on the following criteria:

- _Level of customer satisfaction and its long-term evolution
- _Percentage of customers covered by the programme

As part of the process, Amadeus was required to present full documentation of the measurement process, as well as the follow-up actions taken as a result: dissemination of the results, action planning, implementation of the action plans, governance, etc.

Amadeus has been ranked among top sustainability scorers and has therefore remained in the DJSI for four consecutive years.

Summary of the 2015 Customer Loyalty Programme

Customer Satisfaction Surveys were run in 2015 for the following customer segments: airlines, travel agencies, hotels, car rental companies, airports and rail companies.

Amadeus obtained feedback from over 3,000 customers to assess their level of satisfaction as well as evaluate Amadeus' performance in different touchpoints.

Once the process of collecting insights is completed, customer feedback is used to identify priority areas for each customer segment. After this step, several teams across the organisation develop improvement plans to address these priority areas.

There are some common conclusions for all customer segments that are extracted from these studies. Firstly, Amadeus' reputation is an important element in its relationship with customers, and Amadeus performs well in this area, particularly in terms of having industry credibility and a perception of great vision and innovation. Secondly, the performance of commercial teams is consistently highly rated, which means that customers appreciate the support given by account management teams and feel valued as customers, in line with Amadeus' value of 'customers first'.

 See 'Environmental sustainability', p. 81, 'Amadeus people', p. 101, 'Our commitment to shareholders', p. 129.

