

CANSO Guide to Customer Relationship Management

Welcome – from the CANSO Customer Relations Network

The mission of CANSO, as laid down in its Charter, is to provide a worldwide platform for customer and stakeholder driven civil air navigation service providers (ANSPs). CANSO members have agreed to support the use of Strategic Partnership Charters, to establish agreements between ANSPs and their customers.

There is increasing pressure for ANSPs to conduct customer consultations on safety, current and future service levels and pricing. This pressure comes from both customers and regulators. ANSPs can pre-empt proposals from regulators by formalising customer consultation within frameworks that meet the needs of both customers and ANSPs.

The Customer Relations Network was established by CANSO to guide and support the effective management of relations between ANSPs and their customers. Over the last few years, CANSO has supported a global exchange of information on major customer relations issues, such as customer consultation, service levels and charges.

The culmination of all this work is presented in this Second Edition of the CANSO Customer Relations Management Guide.

CANSO has worked closely with IATA to develop appropriate guidance material, spurred on by the economic downturn, and the resulting drop in demand for air transport. Concerned with how this could affect relations

between ANSPs and their airline customers, and recognising the need to support the airline community in its efforts to reduce costs, CANSO members agreed to seek short-term initiatives in close collaboration with their customers. The ANSPs' ability to cut costs and increase efficiency at short notice is limited, while a drop in traffic demand put enormous pressure on unit rates due

to the cost recovery system. The industry needed to work together to cope with the crisis, and an emergency guide was developed by CANSO and IATA, comprising a series of check-lists to help prevent tensions arising between ANSPs and their airline customers. This additional guidance to customer relations during challenging times is contained in Appendix B.

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1 **Introduction and overview**

1.1_Purpose of this Customer Relations Guide

This Guide provides an introduction to the CANSO Customer Relationship Model and presents some of the experiences of and lessons learned by CANSO members in establishing and maintaining effective and mutually beneficial relationships with their customers.

It is intended that this Guide will serve as a reference document for CANSO member ANSPs seeking to understand and apply the principles that underlie the CANSO Customer Relations Model. It also provides a mechanism for sharing examples of how different ANSPs have addressed the need to work and communicate with their customers.

Though the airlines are typically the first party that springs to mind when discussing customers, the principles of the CANSO Customer Relations Model are applicable to all stakeholders.

In developing the CANSO Customer Relations Guide it is recognised that some CANSO members are just beginning to engage with customers while others have very sophisticated and mature customer relationship management processes already in place. The intent is not to prescribe how organisations conduct their customer relations, but to highlight common principles and opportunities for improving engagement.

1.2_Importance and benefits of effective Customer Relationship Management

CANSO Members recognise that in order to meet the challenges of improving aviation safety, service and cost effectiveness it is vital that they work with customers and other stakeholders in the industry. Effective customer relationship management lies at the heart of successful collaboration with customers because it helps us to:

1. Understand and better meet customer needs and expectations with regard to safety, service levels, pricing and transparency

2. Understand the ways this can best be achieved through collaboration with our customers

The future ATM system, as described in the ICAO Operational Concept, will be characterised by strategic and tactical collaboration in which the different members of the ATM community collaborate to maximise system efficiency by sharing information, leading to dynamic and flexible decision-making. Successful participation in such a process will require the establishment of an environment that supports positive communication and cooperation.

1.3_The Customer Relations Workgroup

This Guide is based on the work of the CANSO Customer Relations Workgroup (CRWG). The CRWG was established in 2005 to address the increasing need for ANSPs to conduct customer consultation on safety, current and future service levels, pricing and transparency. This pressure comes not only from the customers themselves but also increasingly from regulators.

The CRWG started as a mechanism for ANSPs to address the subject of customer relations and to provide a platform for members to exchange views. However, its members quickly realised that it was vital to have the customer also represented within the group. As a result, development and validation of the CANSO Customer Relations Model is directly supported by IATA and several airlines.

1.4_Key principles for good customer relations

CANSO Members believe that effective customer relations and customer consultation should be founded on the following fundamental principles:

- **Mutual trust and understanding.** Relationships should be founded in an environment of mutual trust and understanding. It is equally important for customers to share information about what they are planning to do so that the ANSPs can take this into account when developing future plans.

- **Early involvement of customers.** Customers which may be affected by a policy or plan should be engaged at an early stage, and then throughout its development. Sufficient time should be allowed for organisations to consult with their customers.
- **True consultation.** Effective consultation should ensure that customers have the opportunity to have their say and know that their interests have been considered in policy decisions.
- **Clear and focused agenda.** Issues should be discussed informally with customers to establish an agenda and focus the formal consultation process.
- **Clarity of proposals, the rationale and their impact.** Customer consultation should make clear: the nature of proposals; parties most likely to be affected; the business case for proposals; specific questions on which feedback is requested; and time schedule for responses.
- **Clear communication.** Consultation documents should be concise, clearly laid out and should make use of simple language wherever possible;
- **Tailored processes.** Consultations should use methods appropriate for the subject matter including seminars, working groups and oral briefings as well as standard written consultation exercises.
- **Constructive participation.** Reasoned responses should be provided by interested parties. Responses should be acknowledged and all respondents should automatically receive copies of the final decision document.
- **Convincing rationale shared following final decisions.** Decision documents should contain clear reasons for the chosen outcome(s), and should show how responses have been taken into account.

2 CANSO Customer Relations Model

2.1_Theory behind the CANSO Customer Relations Model

The CANSO Customer Relations Model is founded on the belief that each relationship is unique and the nature of interaction between an ANSP and its customers is affected by:

1. **The level of development of the parties involved in the relationship.** The level of development of an ANSP and its customers is determined by a number of organisational enablers including leadership, customer orientation of people, policy and strategy, processes and resource management. In order to improve the relationship between an ANSP and its customers these enablers have to be developed. ANSPs and airlines with a high level of maturity will be able to develop a more sophisticated relationship.
2. **The complexity of the industry environment.** The level of interaction with customers should be tailored to match the prevailing environment and needs of the parties. It is recognised that complex and intensive consultation

processes can be costly. The nature and complexity of processes used to support the management of customer relations must be proportionate to the industry context in which an ANSP operates and the needs of its customers.

3. **Cultural Influences.** Cultural traits can have a profound impact on the nature of a relationship. There are likely to be variations in views on the characteristics of good customer relations and on how to build or manage them.
4. **Characteristics of the customer and ANSP.** Each customer will have different needs, which result from the nature of their operations (e.g. scheduled versus charter) or the size of the operation. Clearly, variations in operational requirements will influence the nature of the relationship that is required by a customer from an ANSP. Some customers are strategically more important to an ANSP than others.

2.2_CANSO Customer Relations Model

2.2.1_Purpose of the Model

In 2.1 we concluded that the relationship between an ANSP and its customers depends on four elements. Of these four, only the level of

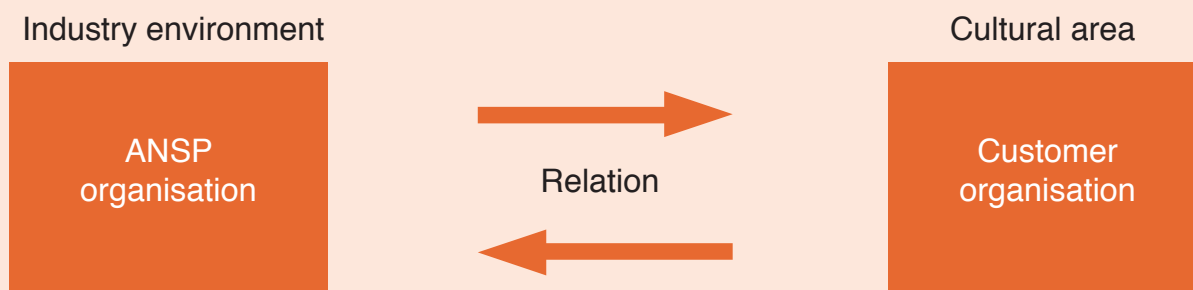


Figure 1: Overview of a Customer Relationship

The CANSO theory on customer relations acknowledges that it is not possible to prescribe a single approach for how an ANSP should relate to its customers. The nature of relations between an ANSP and its customers should be tailored to the needs of the customer and the ANSP, their level of development and the environment (both industrial as well as cultural) in which they operate.

development of an ANSP can be directly influenced by an ANSP and its customers. The purpose of the Customer Relations Model is to clarify the relationship between the organisational enablers and the level of development of an ANSP. Clarifying these relationships will help us to:

- Understand the enablers needed to improve customer relations
- Investigate the current status of the enablers and discuss the desired status with customers
- Develop plans to improve them.

2.2.2_Origins of the CANSO Customer Relations Model

The CANSO Customer Relations Model is derived from the ANS Common Assessment Framework (ACAF), which was developed by the EUROCONTROL Excellence Policy Group (XPG). The ACAF framework is based on organisational enablers identified by the European Foundation of Quality Management Model (EFQM Model) combined with the organisational development (orientation) levels used in a quality model produced by the Quality Management Institute (INK).

2.2.3_The five organisational enablers

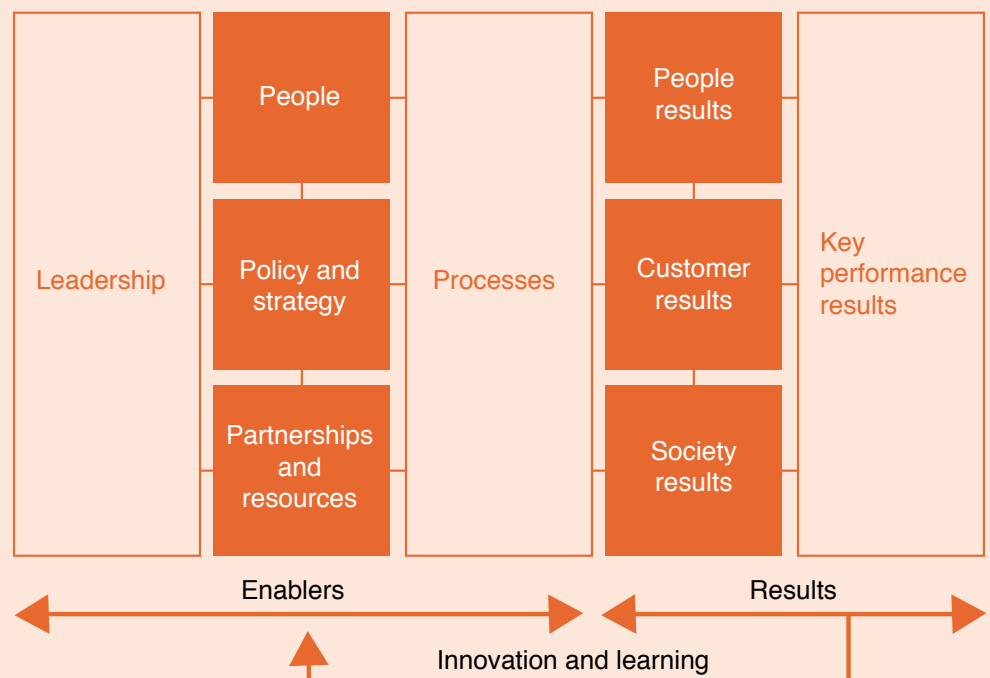
The EFQM Model distinguishes five organisational enablers:

1. **Leadership.** How management determines its direction and translates this into day-to-day reality, responding to changes in circumstances in order to achieve the agreed strategy and objectives
2. **People.** How staff are supported, managed and deployed to achieve strategic objectives
3. **Policy and strategy.** How vision is translated through a clear strategy that takes account of all stakeholder needs, into specific policies, plans, budgets and processes
4. **Corporate resources.** How resources are deployed to add or deliver value
5. **Processes.** How processes are structured to support achievement of objectives and plans

2.2.4_The five levels of development:

The ACAF Framework distinguishes five levels of development:

Figure 2:
EFQM Model



1. **Activity oriented.** In their own work situations, people try to do their work as efficiently as possible. Individual skills are highly appreciated and are supported by training and education. If there are any problems or complaints, the organisation tries to solve them.
2. **Process oriented.** Primary processes are under control. The individual process steps have been identified and tasks and responsibilities have been defined. Performance indicators are being used as guiding principles. Processes are improved when things go wrong.
3. **System oriented.** At all levels people are working systematically to improve the company as a whole. The Plan-Do-Check-Act Cycle is applied in all primary, support and management processes. Customer focus determines policy. Processes are developed to prevent problems rather than to react to them.
4. **Value-chain oriented.** Together with its partners in the value chain, the organisation is striving for maximum added value. For each particular task, the partner best suited to carry out that task is determined. Operational systems are linked to each other. Innovation is the driving force.
5. **Excel and transformation oriented.** The

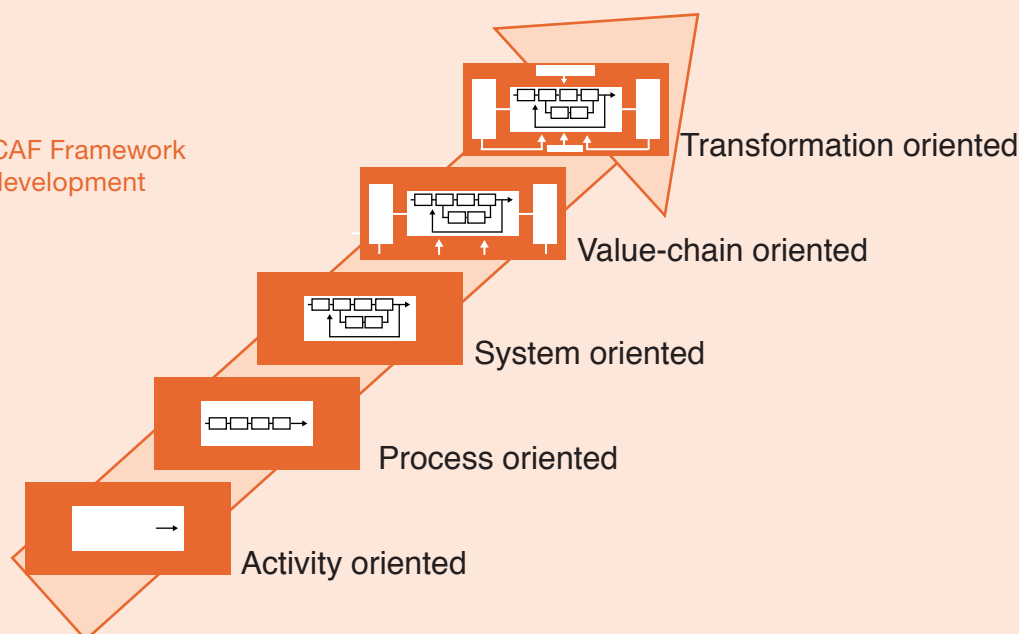
organisation is at the top of its market segment. The process of continuous improvement is embedded in the structure and culture of the organisation. Based on a long-term vision, the organisation is always able to change its course quickly so that it can initiate new activities and adjust the organisational structure accordingly.

In the CANSO Customer Relations Model the required status of each organisational enabler is described for each level of development, from a customer relations point of view, to provide a comprehensive framework for understanding the nature of the relationship between two parties.

2.2.5_The CANSO Customer Relations Survey

Based on this model the CRWG developed a customer relations survey. The purpose of the survey is to investigate the current status of the organisational enablers of an ANSP, the industry environment and the ANSP's corresponding customer relations behaviours. The survey allows an ANSP to evaluate its level of development from a customer relations point of view. It also allows a customer to evaluate its perception of the ANSP. The results of the two surveys will serve to build a picture of the perceptions of the relationship held by both parties.

Figure 3: ACAF Framework
5 levels of development



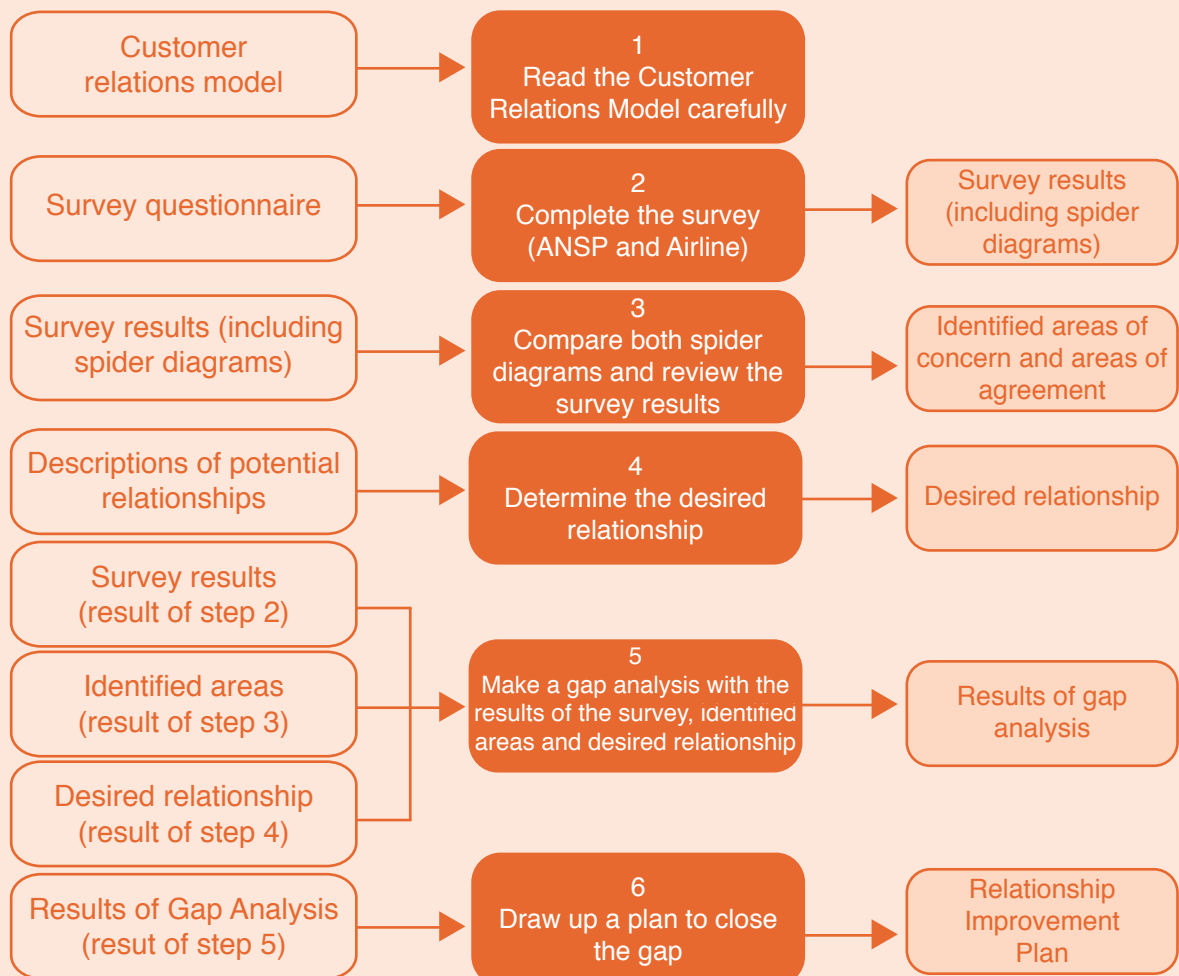
3 Application of the CANSO Customer Relations Model

The key to any positive relationship is the establishment of an environment of mutual trust and understanding. All parties should leave their history or baggage at the door before attempting to establish or develop an improved relationship and be prepared to listen and understand the other parties' perspective.

3.1_The process

To help structure the (sometimes difficult) initial steps by an ANSP and its customers to improve their relationships, the CANSO Customer Relations Workgroup devised a process for using the Customer Relations Model and this is founded on a number of key steps. The aim is to establish full understanding of the current nature of the relationship between an ANSP and its customers; reach agreement on what needs to change and achieve the establishment of a fully agreed plan for creating the relationship desired by both parties.

Figure 4: Process for using the CANSO Customer Relations Model



3.2_Description of key steps in applying the CANSO Customer Relations Model

3.2.1_Understanding the Customer Relations Model

All parties need to ensure that they have a clear understanding of the Customer Relations theory, the model and the survey. Those that respond to the survey must have a clear view of all aspects of the relationship. It may be necessary to involve experts from across disciplines.

Actions:

- Arrange an initial briefing meeting between the ANSP and airline to establish a clear understanding of the process
- Clarify the skills/experience of those that need to complete the survey and participate in developing action plans to improve the relationship between the ANSP and the airline.

3.2.2_Complete the Customer Relations Surveys

Completion of the survey by both parties gathers responses from the ANSP on how it views its customer relations processes and from the customer to serve as a counterbalancing view

of how the ANSP manages these processes. The surveys contain a range of questions and supporting descriptions that help both parties assess the nature of their relationship.

Actions:

- ANSP and airline to complete separate surveys
- Produce graphical presentation of the results in the form of a spider diagram; by comparing the results of the two surveys differences in perception can be clearly seen.

Example:

Figure 5: Customer Relations Survey Results in the form of Spider Diagrams

NB. Each axis represents a question in the survey about the status of the five organisational enablers. The shaded area represents the scores.

3.2.3_Compare and review the survey results

Comparing the results of the two surveys will build a picture of the perceptions of the relationship held by both parties.

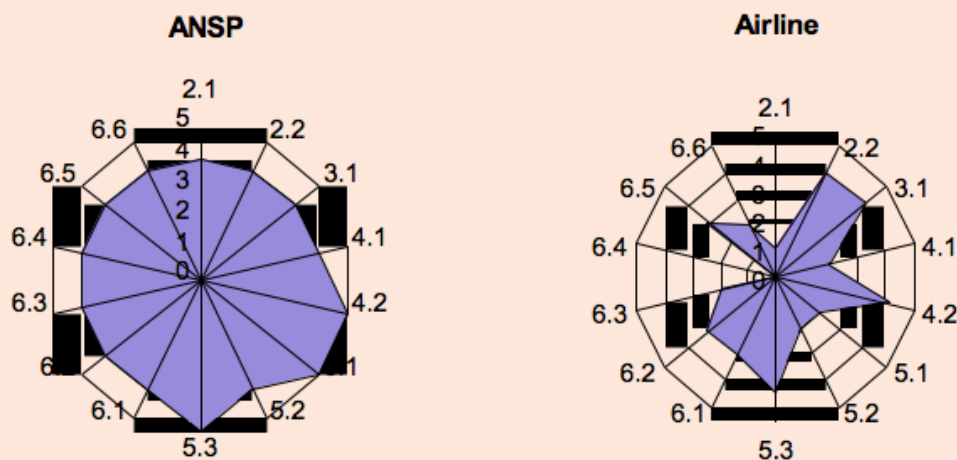


Figure 5: Customer Relations Survey Results in the form of Spider Diagrams

Action:

- ANSP and airline to compare the results and identify areas of concern and areas of agreement.

3.2.4_Agree the desired relationship

It is critical that both the ANSP and airline are open and honest in reviewing the results, stating what works and what does not work well in terms of the relationship. This can be used as a basis to determine the desired relationship between the ANSP and the airline.

Action:

- Develop an agreed statement/description of the nature of the relationship both parties would like to see present using the elements of the model.

3.2.5_Gap analysis

Conduct a gap analysis between the results of the survey, identified areas of concern, areas of agreement and the desired relationship. The key to achieving the establishment of the desired relationship is developing clarity about the gap between what exists and what is desired.

Action:

- Hold workshop(s)/meeting(s) that are focused on a structured conversation that addresses the following questions:
 - What are the key differences in perception of customer relationship management by the ANSP and the airline? This should include identification of specific examples of what is not working;
 - Why improved performance in particular areas is important to the customer/ANSP;
 - Why the ANSP does not do certain things asked for by the customer.

3.2.6_Action plan

Draw up an action plan to close the gap between the current and desired relationship for the ANSP and airline. This activity should clearly map out how the two organisations will work together to develop the desired relationship based on an agreed set of actions and commitments.

Action:

- Develop an agreed set of actions/roadmap to make changes to the relationship. This plan must include an agreed mechanism to check on progress regularly.

4 Approaches to managing Customer Relationships

To help ANSPs and their customers improve their customer relations by closing the gap between the current and desired relationship, the CANSO Customer Relations Workgroup has made an inventory of different approaches to improving the organisational enablers.

4.1_Leadership: external focus of management

4.1.1_Approaches to improving the external focus of management

Leadership is a key component for an organisation to establish a clear external focus and understanding of customer needs. The management of an organisation is responsible for creating the strategy and direction for an organisation. Including customer focus as a clear and acknowledged priority is the first step to making it a reality.

Many ANSPs have introduced initiatives to develop and embed strong customer orientation within their organisations. Examples include:

- Endorsement of the importance of customer relations by the CEO and senior management;
- Comprehensive customer relations policies and supporting processes visibly supported by the Board and senior management;
- Establishment of clear Key Performance Indicators (KPIs) to measure customer satisfaction supported by a visible review process;
- The use of the term ‘Customer’ not ‘User’ in mission statements.

4.1.2_Examples of best practice

Any reference by the CEO of an ANSP, which demonstrates the ANSP’s commitment to good CR, sends a positive message to the customers about the ANSP’s company ethos. Within the Annual Report, under the CEO statement,

reference should be made by the CEO to the CRM process and the ANSP’s commitment to customer consultation. Best practice principles in CR can be integrated into the ANSP’s corporate strategy. Important parameters for customer orientation include the following:

- Service quality (safety, punctuality, efficiency)
- Professionalism and efficiency, commitment
- Cost-effectiveness (cost-benefit ratio)
- Ensuring customer satisfaction and the fulfilment of customer needs on a permanent basis
- Taking account of customer needs when making decisions
- Exchanging information with customers regularly
- Sustained optimisation

A performance oriented management approach in which KPIs are set to cover all main performance areas: safety, environment, quality of service (including delays) and cost-effectiveness. The management is fully committed by targets and results. The main results of the balanced scorecard are regularly presented to the airlines through customers’ consultations.

4.2_People – customer focus of staff

4.2.1_Approaches to improving the customer focus of staff

For any organisation to consistently deliver services to customers, it is important that all staff have a strong customer orientation and meet the standards set for customer relations by the organisation’s senior management.

A whole range of techniques and initiatives are employed by ANSPs to improve understanding and establish a strong customer ethos across all parts of their organisation:

- Endorsement of the importance of customer relations by the CEO and senior management
- Comprehensive customer relations policies and supporting processes visibly

- supported by the Board and senior management
- Operational customer awareness programmes:
 - Familiarisation flights for controllers
 - Visits by pilots to ANSP facilities
 - Joint simulator training for pilots and ATCOs
 - ‘Who pays my salary’ awareness sessions
 - Reports on customer satisfaction to all staff including operational staff.

4.2.2_Examples of best practice

A report can be made available to all staff, at least once a year, outlining the contacts with customers, who met with whom, the topics discussed, the issues to be resolved, feedback from customers, priority areas and the actions to be taken. It is essential that frontline staff, i.e. ATCOs, is also made aware of customer relations output. Internal communication ensures that ATCOs are aware of operational issues raised by the customer, which could enhance service delivery.

It can also be beneficial to improve the visibility of customer requirements within the company by providing briefing material for staff and management within the ANSP. This can include:

- Training for controllers in airline operations. Such training can be as simple as visits to airline operations centres and familiarisation flights. The ANSP may also create customer awareness training in conjunction with local base airlines to explain the issues facing the carriers and how they plan and run their day-to-day operations
- Monthly business reporting to management of delays, safety performance and issues affecting customers. Data can be shared within the operations room but may require consultation with trades unions
- Monthly score-card metrics for ANSP board;
- Visits for airline operations and flight crew to towers and control centres.

Familiarisation flights are also a valuable means to increase customer awareness among controllers. Controllers learn about the issues facing the carriers in completing their schedule. Likewise the customer, especially pilots and flight dispatchers, can benefit by visiting the Area Control Centres. Knowledge is gained by having the customer involved in the ATC process and local issues can be discussed at the appropriate level. It is also a useful means of establishing local contact points between the ANSP and the customer.

4.3_External focus in policy and strategy

4.3.1_Approaches to improving the external focus in policy and strategy

It is important that an organisation’s vision takes account of all stakeholder needs. This vision must be translated into specific policies and plans that are supported by appropriate processes and budgets. Involvement of customers in the creation of future plans is essential if customer needs are to be met.

ANSPs operating mature customer relations models involve customers at an early stage in planning to discuss and agree long term goals and objectives. Key features include:

- Formal consultation meetings on strategy and vision
- Clearly stated annual goals and targets understood by both ANSP and customers
- Establishment of high profile customer partnerships/Service Level Agreements.

Clearly information from customers on what they are planning to do should be a key input to ANSP decision making processes. In addition, awareness of key events that can distort or affect customer demand should be gathered e.g. World Cup or Olympics.

4.3.2_Examples of best practice

The ATM system development plan can include yearly performance targets for the planning horizon, and customers can be regularly informed of progress. The performance indicators can be

discussed with the customers, and in some cases developed in collaboration with them.

The integration of customer relations into an ANSP's key corporate objectives is important. By doing so, the ANSP makes a public statement to both its customers and its staff that it is committed to CR and that customer consultation is a core policy approach to the ANSP. The ANSP can produce public material which outlines the key company objectives, which should include reference to CR.

Service Level Agreements with ANSPs are also an option and the key elements of an SLA (service level definitions, performance indicators) can be discussed and agreed in a "sanction-free" environment. The partnership concept tries to do exactly that.

Pricing agreements that provide price certainty for customers, while establishing a revenue base to support a growing capital investment requirement and an acceptable level of financial return, are also an option. Such agreements should be developed under a transparent framework so that stakeholders are provided with a reasonably detailed understanding of the cost-base, assets and emerging investments required to support current and new services. This is particularly important in a highly regulated environment.

4.4_Customer focus in corporate resource management

4.4.1_Approaches to improving customer focus in the deployment of corporate resources

How an organisation deploys resources to add or deliver value is critical to meeting customer needs. Understanding how to maximise the benefits from using resources to the benefit of customers is key.

It is recognised that the planning horizon of ANSPs is considerably longer than that of airlines and this creates an additional challenge for ANSPs seeking to meet the needs of their customers.

Strong planning processes supported by comprehensive cost-benefit analysis enable ANSPs to make clear judgments about how to deploy resources.

Many ANSPs have mature planning processes that include:

- 1, 3, 5, 10 and even 30 year capital expenditure plans (CAPEX)
- 1, 3, 5, 10 and even 30 year revenue expenditure (REVEX)
- Cost-benefit analyses that are discussed and agreed with customers

In some instances ANSPs may have a range of options for delivering benefit and these are evaluated with customers.

4.4.2_Examples of best practice

The feasibility of various approaches to pricing can be assessed through formal and informal discussions with customers and stakeholders. Pricing should encourage the efficient allocation of resources, seek to cover costs and provide an acceptable rate of return. However, pricing policies evolve over time and transition periods need to be considered where there is likely to be an adverse effect on clients. The annual report can contain the ANSP's investment plans and any material changes that can be expected in the level and quality of the services it will provide, and the likely implications for charges to customers. The report should be issued and presented to customers for consultation with a transparent mechanism for review and disposition of comments and subsequent incorporation into the final issued document. The document should include a review of the previous year, covering such information as safety performance, service delivery, capital projects and airspace changes. Looking forward, it can include:

- Airspace and capacity plan
- Manpower forecast
- Capacity and traffic demand projections over the next five years
- Service delivery and safety performance targets, strategies and investments
- An update on the progress of key ongoing investments and airspace changes
- A roadmap of future investment over the next five years
- Expected impact of planned investments on charges.

4.5_Improving customer relations processes

4.5.1 Approaches to improving customer relations processes

How an ANSP has structured processes to support achievement of its objectives and plans can have a fundamental impact on how successful it is in meeting customer expectations.

ANSPs operating mature customer relations models have comprehensive processes in place. These may include:

- Focal points on the strategic, tactical and operational level with clear responsibilities and mandate for maintaining contact with customers
- Agreed meeting structures covering all levels:
 - Strategic – vision and direction, service levels, investments
 - Tactical – cost/benefit analyses, progress of projects
 - Operational – day to day service delivery
- Simple and transparent consultation documents:
 - 1-5 year service and investment plan covering all aspects of performance (safety, service, costs, environment) with clear costs and benefits of investments
 - 1-5 year budget plan including charges
 - Sign-off process with customers
- Customer relations processes:
 - Integrated with other processes across the organisation e.g. performance management, strategy and planning
 - Measurement over time and or benchmarks with other ANSPs:
 - Customer satisfaction surveys
 - Performance KPIs identified and agreed with customers
- Customer complaints management and resolution processes

4.5.2 Examples of best practice

Formal meetings of the senior management with customers can be held twice a year. The

emphasis of the first meeting would be on discussing traffic forecasts of customers, setting service levels for the coming five years (safety, capacity, punctuality and environment) and discussing costs and benefits of investments required for these service levels. During the second meeting the customers are formally consulted on the budget plan and the charges for the next year. Minutes of meetings are taken and approved by the customers. Apart from these formal meetings, other meetings can take place on a more ad-hoc basis to discuss the long term vision and strategy, and any deviations from the plans.

On the more tactical level, formal meetings can be held every month to prepare for the strategic meetings and discuss the various ongoing ATM system improvement projects. In particular, projects that require co-operation between ANSP, airline and/or airport authority can be discussed.

Operational meetings can take place on a day-to-day basis to discuss such issues as the weather forecast and their effect on runway availability and capacity.

A productive and efficient customer relations process should ensure that the right people communicate and consult at the right level. The ANSP and customer should appoint a representative who will function as the main contact point for all CR matters between the two organisations.

At the top level, and as a minimum standard, senior management from both the ANSP and customers from across a spread of divisions (i.e. both operational and finance) should come together at least once a year to consult on issues at a broad level, thereby taking account of top management considerations. The larger the customer, the more frequently senior management should meet.

However, representatives from the operations departments may need to communicate far more frequently (even daily). Contact points at middle-level management should be available but this does not require the input of senior management. Specific personnel should also be available on both sides to discuss charging and safety issues – such consultation should occur as demand dictates.

APPENDIX A: The Customer Relations Model

	Activity-oriented	Process-oriented	System-oriented	(Value) chain-oriented	Transformation-oriented
Development phase of an ANSP → ↙ Organisational enablers Leadership External focus of management					
Customer definition & desired type of relation	There is no segmentation between customers. There is no formal meeting structure. Information is being exchanged on an operational level only. There is a process to handle complaints.	The airlines are defined as the customer. The meeting structure is aimed at giving account to the customers for the proposed development of the ATM system and the ATM product.	The airlines are defined as the customers. There are regular meetings at tactical and strategic level in which customer requirements are investigated and the development of the ATM system and the ATM product are discussed. The development of the ATM system and the ATM product is aimed at meeting customer requirements. Customer satisfaction is being measured.	The stakeholders in the value-chain are segmented (e.g. suppliers, customers, airports, knowledge centers) and the processes of the organisation are linked with the processes of the stakeholders. There are regular meetings with the most important stakeholders in the value-chain on a strategic, tactical and operational level. Some stakeholders have become partners and are directly involved in the development of the ATM system.	The community is also recognised as an important stakeholder. There is a meeting structure in place to discuss the requirements of the community. Community satisfaction is being measured.
People Customer orientation of staff	The focus of staff is aimed on the development of technology. Staff has little contact with customers except on an operational level. There is little understanding of customer processes.	Staff is familiar with the product of the ANSP and its processes. Staff has little contact with customers and there is little understanding of the customer processes.	Staff is aware of the ATM product and the effect that the ATM product has on the customer processes. The staff understands the business of an airline and what the basics for existence are of an airline. Staff meets regularly with customers.	Staff understands the value-chain in the air transport process and the role of the different stakeholders in the chain. Staff is capable of dealing with changing stakeholder requirements and able to think beyond individual interests towards optimising the value chain.	Staff understands the value-chain and its impact on the community. Staff is committed to acting in a socially responsible manner. Staff is capable of adjusting to changing social circumstances.
Policy & strategy External focus in policy and strategy	Policy and strategy are not documented but stored in the heads of the boardmembers. Policy of the ANSP is primarily aimed at improving the safety of the ATM product and is technology driven. There are no external drivers taken into account in the policy. The policy and strategy are not discussed with the customers.	There is a global vision on the future of the ANSP. The policy and strategy are documented and aimed at improving the primary process. There are few external drivers taken into account in the policy. Policy and strategy are presented to the customers.	There is a clear vision on to future of the ANSP. External drivers are investigated systematically and used as input. Policy and strategy are discussed with customers. Customer requirements are translated to performance indicators for the development of the ATM system. Policy and strategy are aimed at improving the organisation.	Policy and strategy are based on the demands and expectations of the stakeholders in the value-chain, international developments and the results of benchmarking against peers. Policy and strategy of the ANSP are aimed at optimising the value-chain and the optimal positioning of the ANSP in an international playing field.	Social developments are also incorporated in the policy. Policy and strategy are discussed with stakeholders and the community. The policy and strategy of the ANSP are aimed at achieving harmony between the value-chain and the community.
Corporate resources Resource management in relation to customer requirements	Budgets are allocated on the basis of a technology plan.	Budgets are allocated to processes. The investment plan is presented to the customers.	Budgets are allocated on the basis of added value of the process. The investment plan is based on cost-benefit analyses. The investment plan is discussed with the customer.	Budgets are allocated to optimise the value-chain. Money flows in the value-chain are mapped and discussed between the stakeholders.	Budgets are made available to improve community relations. Spending is accounted for in social year reports.
Knowledge management	The ANSP invests in ATM knowledge to lower costs.	Processes and knowledge are documented in the organisation. Knowledge development is aimed at reducing the number of system interruptions.	Knowledge is stored systematically in the ANSP. Knowledge development is aimed at improving the interfaces between processes.	Knowledge is shared between the stakeholders in the value-chain. Knowledge management is aimed at achieving a competitive advantage.	The organisation is internationally leading in its field of expertise.
Processes Process definition	There is an organisational chart of the ANSP. No processes are defined.	The organisation has identified and defined its primary processes (including the different steps in the process) and a quality system (e.g. ISO) is in place. Working methods, tasks and responsibilities are clearly defined. Per process Performance Indicators are defined and measured.	All processes of the ANSP are defined including interfaces between these processes. Staff is involved and trained in the new way of working. Customer satisfaction is measured.	The relations between the processes of the ANSP and the processes of the stakeholders in the value-chain are clear. Collaborative decision making is implemented on a strategic, tactical and operational level.	The influence of the processes on the community is clear. Processes in the value-chain are integrated. Decision-making is also integrated.
Process control	Improvements are initiated when shortcomings are reported. There are no Performance Indicators defined for the ATM product (Safety, Efficiency and Environment). Consequently they are not measured.	Performance Indicators for the processes and the ATM system (Safety, Efficiency and Environment) are defined unambiguously. Performance targets are set for all performance indicators. Department heads are in control of the process.	Performance of all processes is measured and a Management Information System is in place. Process Owners are in complete control of the process.	The stakeholders have agreed upon unambiguous performance indicators for the value-chain. The stakeholders have access to the same Management Information.	The influence of the processes on the community is measured and controlled.
Process improvements	Customer complaints and system interruptions lead to product improvements	Comparison of performance with targets leads to improvement. Process steps are checked on effectivity and improved if need be.	Process interfaces are source for improvements. Customer satisfaction is monitored on a regular basis and is a source for process improvement.	Stakeholder information is a source to improve the processes in the value-chain. Benchmarking against peers and Customer satisfaction measurements are a structural source for improvement	Improvement of processes is a constant drive for the ANSP and the value-chain.

The following checklists are based on CANSO's Customer Relations Network, which focuses on customer relations in time of crisis or rapid change. It is designed to complement the fuller and more detailed CANSO Guide to Customer Relationship Management. It has been jointly produced by IATA and CANSO.

Checklist 1: Assessing the Impact on ANSPs

ANSPs recognise that airlines require reliable information and that airlines need to be informed as early as possible about ATM developments.

ANSPs also understand that airlines don't like surprises and that ANSPs must keep their promises. ANSPs must be transparent at all times and offer proof of active cost and efficiency management.

Step	Manager responsible	Delivery date	Status
1. Verify all information needed to make sound business assessments is available.			
2. Assess the impact of reduced traffic figures on charges for the next 5 years.			
3. Help staff understand the challenges faced by airlines and ANSPs. ANSP staff should be aware of the severity of the crisis and the importance of supporting the airline community in their efforts to reduce costs.			
4. Encourage open discussions to determine actions to improve efficiency and performance. Management might consider internal brainstorm sessions to identify ways to improve efficiency and performance.			
5. Consider (SMART) efficiency and performance improvement programmes, including effects on: a. Charges b. Performance c. ANSP staff SMART - Specific, Measurable, Attainable, Realistic, and Timely.			
6. Verify all necessary approvals are in place.			
7. Appoint focal points. ANSPs should appoint focal points with clearly identified responsibilities to maintain a constructive and open dialogue with customers. For strategic issues this could be the CEO, for operational issues the COO, and for day-to-day tactical issues the head of the Customer Relations Department.			
8. Coordinate external communications and instruct focal points accordingly.			

Checklist 2: Communicating with Customers

True consultation means that customers should be engaged pro-actively from an early stage, have the opportunity to have their say and know that their interests have been considered in policy decisions.

Transparent consultation involves the customer in defining the service and in understanding the charges.

Step	Manager	Delivery date	Status
1. Request appointment of focal point at customers (including IATA)			
2. Request customers to share their forward looking plans as soon as possible Customers must share forward looking plans as well as actual industry developments with ANSPs. This will help ANSPs to bring their business planning into line with demand.			
3. Pre discuss consultation documents with customer focal point Consultation documents should be kept simple and be discussed early with customers to identify their information requirements.			
4. Adjust consultation documents if necessary			
5. ANSP and customer focal points: agree date and agenda for consultation meeting All meetings should have pre-arranged agendas, discussed and agreed by the focal points. Customers should be allowed to add subjects to the agenda.			
6. Invite customers (including IATA) and distribute consultation documents. Consultation documents should be distributed at least two weeks in advance to give customers ample time to study them.			
7. Consultation meeting: <ul style="list-style-type: none"> a. Give status update on ANSP business including the legal and regulatory obligations b. Discuss internal efficiency and performance improvement program c. Agree actions Customers should be given the opportunity to comment on the efficiency and performance improvement programs and make suggestions. Preferably actions are agreed between the ANSP and its customers.			
8. ANSP and customer focal points to ensure a shared understanding of the agreements and actions Minutes (including a list of actions) should be agreed between all parties.			

Customer Relations Dos and Don'ts

To support a constructive ANSP-airline relationship, it is important to recognise the expectations of each party.

ANSPs

Do	Don't
<ul style="list-style-type: none"> Engage customers early and pro-actively Seek information from customers pro-actively Make a genuine effort to improve efficiency and performance Involve customers in trade-off discussion Consider customer's interests in policy decisions Agree the information to be exchanged at regular intervals Keep your promises or inform customers early of deviations from the plan 	<ul style="list-style-type: none"> Don't make large or complex consultation papers Don't wait for IATA to contact you Don't explain why ANSPs hands are tied Don't organise a complex bureaucratic meeting structure Don't stay silent

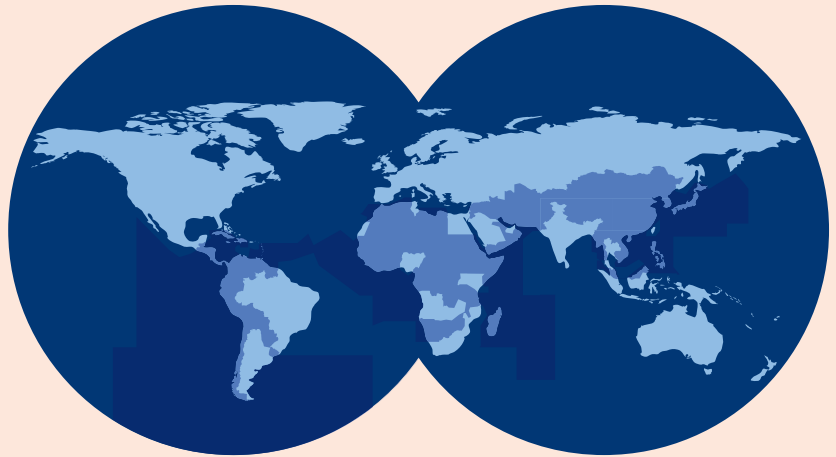
Airlines

Do	Don't
<ul style="list-style-type: none"> Inform ANSPs of your capacity plans early Agree the information to be exchanged at regular intervals Treat ANSPs fair. Try to understand the nature of their business For every complaint, make a suggestion to improve the situation Acknowledge the efforts of the ANSP 	<ul style="list-style-type: none"> Don't keep ANSPs in the dark about your plans Don't deny the nature of an ANSP's business Don't focus exclusively on short term charges development Don't complain without making a contribution

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CANSO – The Civil Air Navigation Services Organisation – is the global voice of the companies that provide air traffic control, and represents the interests of Air Navigation Services Providers worldwide.

CANSO members are responsible for supporting over 85% of world air traffic, and through our Workgroups, members share information and develop new policies, with the ultimate aim of improving air navigation services on the ground and in the air. CANSO also represents its members' views in major regulatory and industry forums, including at ICAO, where we have official Observer status. For more information on joining CANSO, visit www.canso.org/joiningcanso.



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- ENAV S.p.A: Società Nazionale per l'Assistenza al Volo
- Entidad Pública Aeropuertos Españoles y Navegación Aérea (Aena)
- Estonian Air Navigation Services (EANS)
- Federal Aviation Administration (FAA)
- Finavia Corporation
- GCAA United Arab Emirates
- General Authority of Civil Aviation (GACA)
- Hellenic Civil Aviation Authority (HCAA)
- HungaroControl Pte. Ltd. Co.
- Israel Airports Authority (IAA)
- Iran Airports Co
- Irish Aviation Authority (IAA)
- ISAVIA Ltd
- Kazaeronavigatsia
- Kenya Civil Aviation Authority (KCAA)
- Latvijas Gaisa Satiksme (LGS)
- Letové prevádzkové Služby Slovenskej Republiky, Štátny Podnik
- Luchtverkeersleiding Nederland (LVNL)

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- Maldives Airports Company Limited (MACL)
- Malta Air Traffic Services (MATS)
- NATA Albania
- National Airports Corporation Ltd.
- National Air Navigation Services Company (NANSC)
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- NAV CANADA
- NAV Portugal
- Navair
- Nigerian Airspace Management Agency (NAMA)
- Office de l'Aviation Civile et des Aeroports (OACA)
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- Serco
- skyguide
- Slovenia Control
- State Airports Authority & ANSP (DHMI)
- State ATM Corporation
- Tanzania Civil Aviation Authority
- The LFV Group
- Ukrainian Air Traffic Service Enterprise (UkSATSE)
- U.S. DoD Policy Board on Federal Aviation

- ARINC
- ATCA – Japan
- ATECH Negócios em Tecnologia S/A
- Aviation Advocacy Sarl
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