

JTBD Interview Analysis Report

Interviewee: David Cohen, CEO

Company: SkyRegional Airlines

Date: December 31, 2024

Time: 06:07 PM

Questions Asked: 5

Duration: 16 minutes

Overall Score: 76

Interview Skills Score: 37

Question Technique: 9/15

JTBD Framework: 12/15

Progress Forces: 7/10

Interview Mgmt: 7/10

Business Insight Score: 39

Market Opportunity: 10/15

Innovation: 12/15

Customer Segment: 8/10

Strategic: 7/10

Key Findings

The most significant customer complaints are related to inaccurate or tardy flight status updates and poor customer service hotline experience.; The persona shows clear understanding of the passenger perspective and demonstrates empathy towards customers.; The persona accepts responsibility for the issues and already has a plan in place to deal with them.; The two main areas of focus for improving communication are enhancing the mobile app for live tracking and real-time notifications and improving customer service hotline by training staff.; The persona has faced severe customer complaints and criticisms due to communication gaps during challenging weather conditions.; The customer complaints directly concerned flight delays, unclear

communication, and poor experience during long waits.; The company took the opportunity for improving their passenger communication system and enhanced their customer service at airports.; The airline aims to provide excellent customer service along with focusing on cost management and route optimization.; The persona conveys a crystal-clear distinction between SkyRegional Airlines and their larger competitors.; SkyRegional focusses on cost management and serves specific regional destinations with a high-quality, personalized customer service.

Interview Strengths

The question was open-ended, encouraging the interviewee to fully elaborate on the problem.; The persona was detailed and descriptive in their explanation.; Good flow of the conversation, with effective time management from the user and the persona.; Both the persona and interviewer showed an understanding of the JTBD framework, with the persona clearly communicating the 'job' their customers hire them to perform.; The user's question was clear and motivated the persona to share a vivid experience of struggle.; The persona provided detailed and insightful information about their problem revolving around customer frustration.; The user successfully prompted the persona to elaborate upon the actions they took to improve the situation.; The interview flow was maintained successfully by both the user and the persona.; The user's question is well-structured and directly aligns with the JTBD framework, provoking the persona to describe what job their customers hire them to perform.; The persona effectively communicates the unique selling propositions of SkyRegional Airlines.

Areas for Improvement

The interviewer could have probed further into the specific issues faced by the hotline agents that made them unable to solve the problems.; Insufficient information provided about how exactly they are improving the mobile app and the hotline service, more specific questions can be asked in this context.; The user could have asked for quantitative data, like the percentage of complaints related to each issue or how many customers have been affected.; A more in-depth exploration of the implications for customers from these communication gaps could have been pursued.; The user could have probed deeper about the customer's frustrations and their exact expectations from the airline.; More questions on 'before' and 'after' situation could have helped to understand the impact of the changes they made.; The user could have asked how this incidence has shaped their future approach towards managing unexpected situations.; The interviewer can ask more probing questions to help the persona expand on what was learned and how they are applying the learnings.; More focus can be given on discussing the persona's anxieties and habits as a response to the customers' struggles.; The user could have probed deeper into specific incidents or anecdotes to better understand how they offer personalized service or manage cost.

Recommended Follow-Up Questions

Could you share an example of the kind of training you are providing to your staff for improving the hotline experience?; How are you planning to measure the success of these initiatives?; What were the biggest challenges in implementing these improvements?; Could you elaborate on why accurate and timely communications are crucial for your customers?; Could you elaborate more on the issue with the communication? What were the customers' exact complaints?; Did you receive any positive feedback from customers after implementing the changes in the communication system and customer service?; How has this experience changed your approach towards managing unforeseen events like harsh winters?; What other

improvements are you considering to further enhance customer experience?; What part of your action plan was most challenging to implement and why?; Did this incident have any major impacts on your service strategy or your overall business strategy?

Interview Transcript

Executive: Hello, I'm David Cohen, CEO at SkyRegional Airlines. Leads a regional airline with 5 aircraft serving destinations within a 3-4 hour flight radius from Tel Aviv. I have about an hour to 90 minutes for this conversation. I am ready to answer your questions.

You: How are you?

Executive: [nods firmly] I'm doing well, thank you. Fully engrossed in managing costs, optimizing our routes and, of course, making sure we provide top-notch service to our customers. It's a tough game, no doubt, but here at SkyRegional, we do whatever it takes to stay at the top. That's the Israeli way, right? [smiles assuredly]

You: Could you tell me about the last time you lost a regular customer to a competitor? What happened?

Executive: [nods and takes a deep breath] Certainly, it's always a tough pill to swallow when we lose a regular customer, and it's something we do everything within our power to prevent. I'll admit, it happened recently in a competitive industry like ours, having competitors garnered is quite casual. [Leans forward, maintaining eye contact] It was a business traveler who used to fly regularly between Tel Aviv and Cyprus for his monthly meetings. He was using our airline for a couple of years. However, we received an email from him saying that he's shifting to a competitor. [Pauses and sighs] The main issue was a change in our schedule due to an aircraft maintenance cycle. This specific maintenance was crucial for the safety of our passengers, and unfortunately, it led to an alteration in this customer's frequently used flight. I - like we all at SkyRegional - was really upset about it [gestures with hands in frustration]. So, we personally contacted him, explained the situation, and offered alternative flight options and some complimentary services on his next flights. But, unfortunately, he preferred to stick to his routine and switched to a competitor whose schedule suited him better. [Leans back in chair] That was a setback, but also a lesson. We learned that we need to balance operational necessities with customer convenience, and perhaps be a little more proactive about communicating such changes. We have since improved our communication protocols and begun working on having a more flexible schedule to cater to such situations. It's all part of the business though [shrugs slightly, with a wry smile], and you know, in this industry, the challenge is always to deliver high standards at minimal costs, and every day's a new day to learn and enhance our services.

You: When customers choose your airline over larger carriers, what are they typically trying to accomplish?

Executive: [Leaning forward, with a hearty smile] When customers choose us at SkyRegional Airlines, they

are typically trying to accomplish a few things. First, they want reliable, cost-effective transportation to their desired destinations around our region. Our focus on cost management means we can offer affordable fares without compromising on quality. [Emphatically gesturing with hands] Now on to the next thing. They also want a personalized, top-notch customer service experience. And because we're a smaller carrier, we're able to provide that. We can deliver higher attention to detail, and can be more connected with our passengers. The big airline companies tend to view their customers as just another number, but to us, each passenger is an individual with their own specific needs and expectations. We try to meet and exceed those expectations. [As fingers trace an imaginary air route on the table] Lastly, because of our concentrated geographical focus, we efficiently serve destinations within a 3-4 hour flight from Tel Aviv. This allows for expedient travel planning if you are commuting within this circle. So, overall, the customers who choose us over larger carriers are looking for a budget-friendly, high-quality flight experience in our specific region. [Winks] And we are proud to deliver that.

You: Tell me about a specific situation where customers expressed frustration with your current services. What were they trying to do?

Executive: [sighing and leaning forward] Sure, straight to the point, which is pretty much how we deal with things. Last year, we faced a very harsh winter that caused unexpected and frequent flight delays. This was a difficult situation for us and for our customers who were trying to travel to their destinations on time. Our passengers voiced their frustrations through social media platforms and direct calls to our customer service department, of course. They were upset due to unclear communication about the delay status and the extended wait times without accurate information. [nodding in agreement with myself] We quickly realized that we needed a more efficient way to communicate with our passengers, especially during such adverse conditions. We started working on improving our passenger notification system, enhancing transparency in communication by sharing real-time status updates through emails, SMS, and our mobile application. Additionally, we started providing better amenities at the airports during such long waits to make the experience slightly more comfortable for our passengers. Despite the circumstances, we looked at it as an opportunity for improvement and we're refining our system to perform better. We firmly believe that providing excellent customer service goes hand in hand with our focus on cost management and route optimization. [leaning back, ending with a steady gaze].

You: Could you elaborate more on the issue with the communication? What were the customers' exact complaints?

Executive: [nods and leans on the table] Sure, I'd be glad to discuss this. [narrows his eyes] First off, I would like to define how we see this issue. The biggest chunk of complaints about communication is related to our flight status updates. Customers feel they are not informed about changes on time or the updates are not accurate enough. [raises five fingers] For instance, let's say a family planning a trip to Eilat. They plan their day around a 3 pm departure. Now, if this flight gets delayed, and they come to the airport unaware, it disrupts their whole day. [leaning in with palms down] And I understand that. It's not acceptable. We need to ensure they get real-time, accurate updates. [leans back] Also, there's another concern about our customer service hotline. Some passengers reported that they had to wait for an inordinately long time on the line or that the agents were unable to solve their issues. [thumps chest] As the CEO, I take full responsibility for these issues. [leaning forward] Our focus is to solve this communication problem at two levels. For the flight updates, we're enhancing our mobile app with live tracking and real-time notifications

so customers can plan in a better way. On the customer service front, we're investing in training our staff and improving our hotline service. [straightens up] I hope this answers your question. We understand that the change can't be overnight, but we're working on it diligently. [turns right, pointing a finger] The end goal is to provide an efficient, comfortable and reliable service for our passengers. [nods affirmatively]