

easyJet

IDENTIFY YOUR BAGGAGE

3. BAGGAGE



HOW MANY BAG TAGS ?

Select the number of bag tags you want to print

1

2

3

4

**Leading and
Implementing
change at
EasyJet**

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EasyJet & The 'Change' in Context

- **EasyJet, the low-cost budget airline operator officially launched a new self-service check in facility on 12th May 2016 at Gatwick Airport in London.**
- The implementation of this operational change in modifying their services was based on the need to help reduce passenger check in times by at least 50%. This change has help facilitate 90% of passengers queuing times to less than five minutes.
- The kiosks verify passports against boarding passes before baggage are placed for weighing and tagging which is printed by the machine and can be attached by the traveller. Before baggage is dispatched into the airport system, laser scanners check that the information is correct.
- **The self-service kiosks shape change in adapting to the future of airports and innovative facilities and in 2017 all EasyJet operations were moved in to one terminal at Gatwick in order to enhance customer experience.**

About EasyJet

Historical Developments

- **1995:** EasyJet launches in March by founder Sir Stelios Haji-Ioannou offering low cost flights in Europe
- **1997-1998:** EasyJet launches website in 1997 and in 1998 offers online booking
- **2005:** EasyJet expands its fleet to 100 aircrafts
- **2010:** EasyJet becomes UK's largest airline
- **2016:** EasyJet launches the world's largest self-service (check-in and bag drop).

Overview of Services

- **EasyJet is a UK based Public Limited Company which provides low cost flights around Europe and operates around 331 aircrafts to approximately 34 countries using 159 airports.**
- As of September 2016, EasyJet has a workforce of over 10,000 employees which include 2,865 pilots, and 6,516 cabin crew members.
- **EasyJet operates from 30 bases with its main base at London Gatwick**
- EasyJet's head office is located at London Luton, Airport United Kingdom.

Current Market Position

- EasyJet have developed a strong position in leading airports across Europe by optimising flying frequency and structural cost advantage via a combination of offering higher number of seats per aircraft and offering affordable fares.
- As of September 2019, EasyJet has delivered full year results in line with expectations and achieved sold revenue per seat increase by 8.3% to £6,385 million (from £5,898: 2018). This was due to growth in all regions.
- Passenger numbers decreased by 8.6% to 96.1 million in the first half year but increased in the second half in 2019 (2018: 10.2%). This was due to weakened consumer confidence but increased in later in the year due to self-help initiatives (check-in and online website and app).
- EasyJet is controlled by chairman John Barton. The organisation is governed by a board of directors.

(EasyJet, 2020).



Stakeholders

EasyJet stakeholders include customers, suppliers including infrastructures such as airport operators and national governments and regulators.

SWOT Analysis

Strengths

- The aim in launching the self-service check in facility and the advanced biometric trial launched in 2018 whereby personal data is collected and has been implemented to speed up passenger processing and reduce human error as the system recognised data at the boarding gates.
- The verification of passport, face and boarding pass takes less than 20 seconds per passenger

Weaknesses

- There is no human element to the self-check-in process and the whole process is robotic but there are staff available if system does not verify information.
- Queuing times can be longer due to check-in system functionality so extra time should be allotted by travellers when using EasyJet.



(Future Travel Experience, 2018) (The Telegraph, 2018) (Daily Record, 2017)
(Wales Online, 2020)

SWOT Analysis (Continued)

Opportunities

Gatwick in partnership with EasyJet have utilised data collected to see:

- **How long each interaction takes and how passengers interact with technology**
- **Queuing times**
- **Simplicity of the system such as efficiency and process.**

The opportunity here is adapting the use of technology and adjusting based on the data collected before putting the idea forward for wider airport implementation. The thought is to enhance customer experience.

Threats

- **Glitches in EasyJet's IT system results in mixing up customer flight times/dates - when travellers check-in, resulting in consumers having to pay extra for new flights or switch airlines**
- **System not accepting certain baggage resulting in not being able to print out baggage tags in turn causing missed flights**
- **Facial recognition technology does not always work and can cause infringement of human rights (matched incorrectly with another person).**

PESTLE Analysis

Economic Factors

Implementing self service facilities benefit EasyJet by saving money per flight resulting to millions of pounds saved over the duration of a year and can in turn offer consumers affordable fares.

Sociological Factors

EasyJet believe that by installing multiple kiosks, a larger number of travellers can access them at one time providing efficiency of service while at the airport. Given the volume of passengers in society now, adoption of self-check in is commonplace in airports. Findings in easyJet passengers using the online check in service (90%) has led in rolling out 100% self-check in services at airports prompting customer empowerment and positivity.

(Aviation Business News, 2019) (EasyJet, 2020) (The Telegraph, 2018) (Trip reporter, 2016)

Technological factors

EasyJet tapped into a fast-growing technological landscape and offer new ways of providing services and using technology has demonstrated new ways of communicating providing a seamless airport journey.

Environmental Factors

EasyJet champion new technology in order to reduce their impact on the planet.

Impact of the change to EasyJet

Implementation of emerging self-service technology has benefitted by:

- ☐ Operational capabilities— offering an efficient service to travellers (minimising delays)
- ☐ Human resources - freeing up engineering team to undertake other tasks
- ☐ Financial impact - Keeping costs down which in turn keeps fares low

(EasyJet, 2020).

Kotter's 8-Step Change Model

The 8-step process to lead change require the following:

- **A sense of urgency – possessing competitive advantage in an ever-changing world**
- Building a guiding coalition – providing a network like structure which aligns with people's energy
- **Form strategic initiatives and vision – think differently during changes and develop skills to manage change**
- Communicate the vision – to implement change, large amounts of people need a common interest to drive change
- **Enable action by removing barrier – removing of barriers that can hinder the vision**
- Generate short-term wins – successes are great motivators and should be recognised. Progress should be monitored
- **Sustain and build on change – sustainable long-term credibility improves overall successes by making continuous improvements through the journey**
- Anchor the change – values and vision are core elements in sustaining change



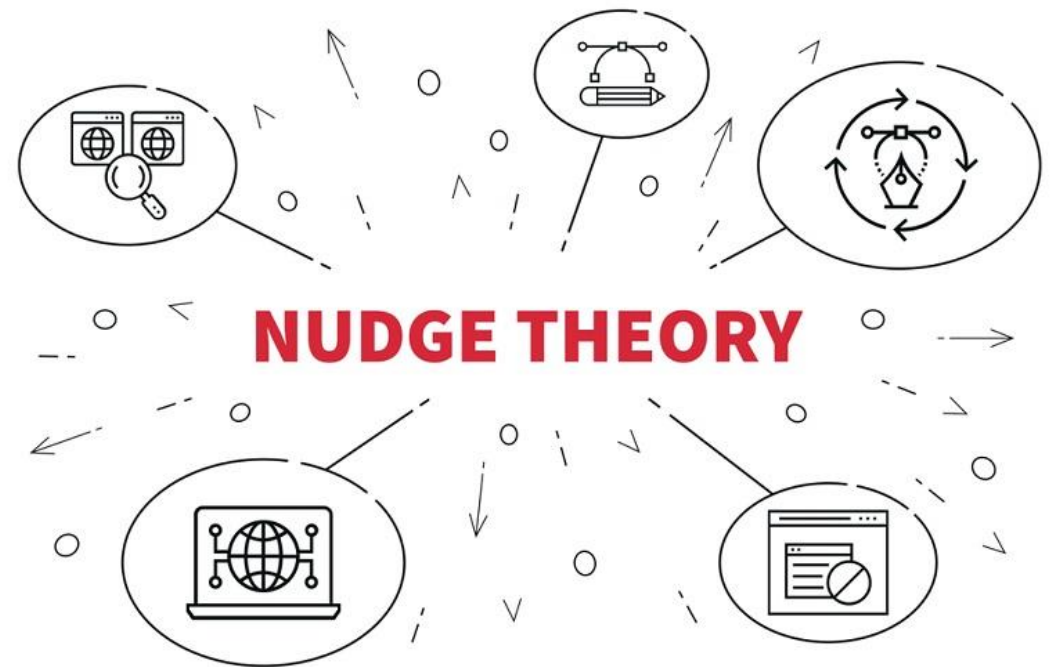
8 step change model by John Kotter

(Kotter and Cohen, 2002) (Kotter, 2014) (Kotter, 2020) (Kotter and Whitehead, 2010) (Mindtools, 2020) (Tools Hero, 2020).

Nudge Theory

Nudge Theory is a concept that uses behavioural science, economics and political theory to help facilitate change. The 'nudge' is essentially encouraging a person/institute to encourage and inspire change. Nudge Theory allows exploration of existing influences in order to derive positiveness and influence choices made. The benefit of Nudge theory is, it considers, the reality of situations and knowledge of people.

(Cleverism, 2015)

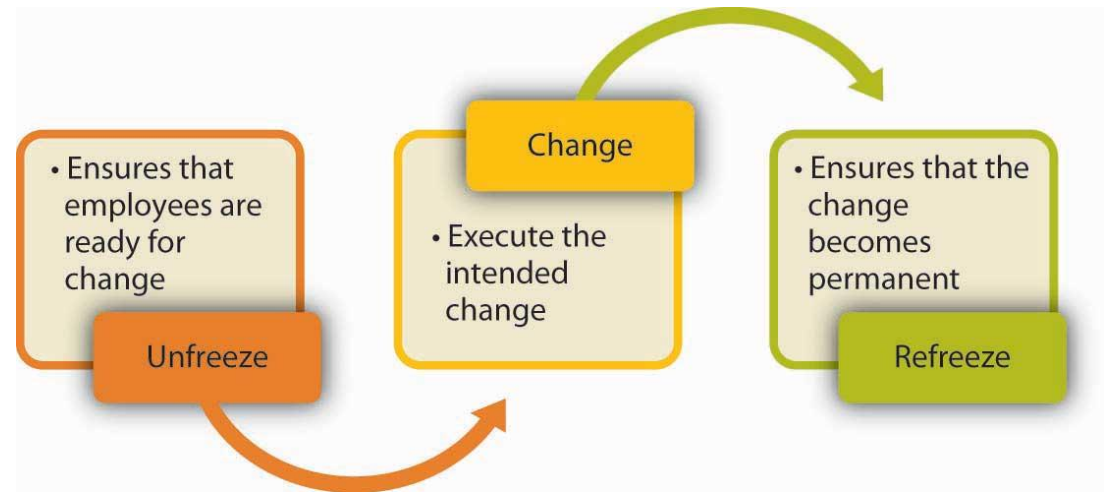


Kurt Lewin 3 Step Change Process

Kurt Lewin devised a change model which consists of three phases: unfreezing, change implementation and refreezing. This involves the process in creating a perception that change is needed and in turn directing focus on behaviour in reaching the new norm.

Unfreezing

- The first step requires an awareness that change must happen though it can meet with resistance. Organisations must create a competitive advantage in the current climate and explore how the change is to be implemented while benefitting the subordinates.



EasyJet recognised emerging trends on consumer habits and worked on technological capabilities to fulfil needs such as using kiosks as opposed to traditional face to face interaction. Though this change has met with resistance (malfunction) it demonstrates that constantly adjusting services can be to customer advantage (airport experience).

Kurt Lewin 3 Step Change Process (Continued)

Change Implementation

- The organisation has recognised the transitional move and changed effectively. To make change a reality careful planning and execution is required.

EasyJet initially trialled the self-check in facility for three months and around 10,000 travellers took part on 43 Gatwick routes. On completion of data collected EasyJet introduced the facility to wider airports around the globe.

Refreezing

- The last phase is the enforcing of change to demonstrate the new state of change is staying while allowing acceptance of everyone.

EasyJet believe that through innovation they have changed the way people fly making the journey easy and while minimising disruption. By implementing the fully automated kiosks, the queuing time have been reduced by half and 90% of travellers will now wait less than five minutes.



Petra Hinault-Jambor

Everything in Orange: Success Story of Easyjet

What Is the Secret of Budget Airlines?



EasyJet's 'Change' Deemed a Success

- EasyJet's implementation of self-service machines has been deemed successful according to Declan Austin, Materna's Solutions manager for Europe and North America. He said this initiative is the driving force at Gatwick Airport and has provided a quick solution to the demands of the volume of passengers. The bag drop process has become quicker.
- The website Investigate has found from the year 30th September 2019 EasyJet have announced a strong finish driven by the implementation of self-help initiatives.

(Aviation Business News, 2019) (Investigate, 2019).

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