

Focus on Customers

Responding to our customers' needs is at the heart of our business. In 2009, we served approximately 24.6 million passengers located in Hong Kong and 70 other outports.

117
destinations

36
countries
and territories





Our Vision is to be the world's best airline and providing outstanding products and services in a socially and environmentally responsible way is key to achieving this.

Customer satisfaction

Our customer service philosophy is to offer **'Service Straight From The Heart'** – a unique service concept, built around personal recognition at all service touchpoints to make our customers feel comfortable, secure and special.

We set ourselves extremely high targets in customer service, especially in relation to issues such as staff etiquette.

Listening to our customers

Through ongoing dialogue we are able to improve our offering, develop new services and build long-term relationships with customers. We measure satisfaction through our ongoing Reflex Passenger Survey, where we sample our flights daily across all classes, enabling us to collect around 30,000 responses for both Cathay Pacific and Dragonair per month. The purpose of the survey is to evaluate what passengers think about their travel experience with us.

Our 2009 results showed a significant increase in most areas of customer satisfaction relating to our services.

We also held four focus group discussions led by an independent party to obtain feedback from a sample of our Marco Polo Club members (our most frequent flyers) on our products and services and their expectation for the future.

Dealing with complaints

Feedback from our customers is important to us and mechanisms are in place for us to channel criticism or recognition to relevant departments so that we can learn from those areas or motivate the team respectively. Complaint channels such as comment cards, direct conversation with our frontline staff and online feedback forms are available to direct views to our management team and ensure that we are constantly listening to our customers.

Collecting customer feedback through our online channels is the most efficient way for our customers and our team to address issues. In 2009, we invested in a system to channel feedback received through the Cathay Pacific and Dragonair websites to ensure that customer feedback is responded to from one of the 36 countries in which we operate. Any feedback received is investigated and the current service level requires a reply within 14 days. Plans are underway to develop a system to capture customer feedback at all of our customer touchpoints.

We recognise that customers may experience lower than expected service levels and initiatives are in place to ensure that our customers' concerns continue to be proactively resolved – and that our approach and interactions with them are efficient and consistent.

Handling passengers with disabilities – Air Carrier Access Act of 1986

All Cathay Pacific staff in Hong Kong and the United States (US) have completed a comprehensive, half-day training module to better assist them in dealing with passengers with disabilities. All other outpost staff and all new staff will be required to take the training in 2010.

Relevant staff have also attended a one-day complaints resolution workshop to comply with the requirements of the US Department of Transportation in the Air Carrier Access Act of 1986.

Providing a diverse service

We constantly strive to channel service improvements taking into consideration the cultural and demographic diversity of our passengers. We currently serve 20 types of special meals to cater for medical, religious or dietary requirements.



Service beyond the call of duty



Annually we recognise staff who have embodied service beyond the call of duty, through the Betsy award. The Airport Services Manager (ASM) at our Cairns, Australia outpost, Amanda Jessop-Shaw was the top awardee in 2009. Amanda accompanied a 10-year old passenger who was suffering from a severe earache while waiting for the child's mother to arrive two days later. Amanda took the passenger to the hospital and then to a hotel to rest.

"I wanted to give her the appropriate care and attention she needed," says Amanda who, as a mother herself, knew the young passenger would be frightened at being sick and alone in a strange place. "As an ASM it's my job to take good care of our passengers."

Ensuring a responsible service

Protecting data privacy

We are committed to protecting the data privacy of our customers. We have carried out appropriate physical, electronic and managerial measures to safeguard and secure the data we collect from unauthorised access and use.

Chemicals inventory

Cathay Pacific is committed to ensuring product responsibility in all its operations, and, in particular, pays attention to the chemicals used in consumer-facing products or services.

In 2009, a study was carried out focusing on chemicals used in cleaning products, personal care products, inflight textiles, refrigerants, and textiles and furniture used in our lounges. In 2010, a chemicals plan will be developed to help different departments understand their environmental impacts. We already follow procedures for the handling of any hazardous materials and waste including chemicals in our engineering and inflight services operations.

Customer awareness on sustainability issues

Cathay Pacific aims to use different communication channels to raise awareness about sustainable development issues amongst its customers. We published articles in our inflight Discovery Magazine about our environmental and social initiatives and we will continue to develop new ways to increase customer awareness. In 2010, we will use our online Cathay Pacific blog to communicate our progress on sustainable development.

Agenda for 2010

Develop a chemicals plan to help different departments understand the health and environmental impacts of the chemicals they use in their operations

Implement a new system to generate customer trends and feedback

Enrich sustainability content in inflight magazines and the corporate website

Use the online Cathay Pacific blog to communicate our progress on sustainable development issues and reach out to an important customer segment

Getting it right when things go wrong

We have a robust emergency response system that is designed to support and manage service disruptions or major incidents that could occur during our operations. Three major areas were enhanced in 2009:

- An improved information technology platform giving customers more precise and up-to-date information during disruptions;
- Stronger partnership with the HKIA in crowd control procedures and closer coordination among all departments in Cathay Pacific in emergency situations; and,
- Increased manpower through recruiting volunteer non-operational staff who are called upon during emergency situations.

Service disruption

From typhoons to technical delays, we are committed to ensuring disruptions are handled in an effective and timely manner and that passengers are reimbursed appropriately where applicable. We have implemented structured Irregular Operations Plans throughout the network of airports in which we operate that ensure customers are provided with the highest level of service when things do not go as planned. These plans make keeping customers informed of flight irregularities a high priority through a variety of channels such as text messaging and email. The overall objective is that customers will experience a consistent level of service during flight disruptions regardless of where they are in our network.

We developed a Flight Disruption Control System in March 2009. This system enables us to monitor the network with respect to customer handling during significant disruptions. We are then able to ascertain relevant "trouble spots" and to dedicate resources to address the issues accordingly.



To supplement our operational staff, a Service Disruption Support Team with around 100 staff volunteers was established in Hong Kong in January 2009. This team is called upon to perform check-in, reservations and information services during disruptions.

With frequent typhoons already occurring in the region and with more inclement weather expected in the future, outports have prepared Individual Port Irregularity Operations Plans (IROPS) to help better manage flight disruptions. The IROPS specify communication flow, roles and responsibilities, and contain a checklist to follow during disruptions.

In September 2009, Typhoon Ketsana hit the Philippines, causing major disruption and flooding in Metropolitan Manila. Hundreds of passengers were left stranded. Our airport staff worked to get these passengers to hotels and, together with volunteers from our Manila office, they helped to ensure passengers were updated, that efficient check-in procedures were available the following day and baggage arrival without delay.

Emergencies and accidents

Our Crisis Management Centre handles any emergency or accident involving our aircraft anywhere around the world. In such situations our Emergency Plan takes immediate effect and a Crisis Management Team is assembled. We held one such test exercise in 2009.

The Cathay Emergency Passenger Information Centre (CEPIC) is activated as a telephone enquiry centre. The telephone lines are always on 24 hour standby and are used in emergencies only. There are toll-free public hotlines linking all outports with this Centre.

Information is provided to passengers, families, governments and other stakeholders in a timely fashion. 1,200 trained staff volunteers from the Cathay Pacific Care Team provide immediate assistance to passengers and their families involved in the incident. This assistance can include making appropriate arrangements for travel, accommodation, financial and referral services. The team is on-call 24 hours a day, and is available to respond anywhere within the Cathay Pacific network.



"I consider myself exceptionally lucky to be supported by a team that fully understands that service is our business and when things go wrong we all have a duty to go the extra mile to get things back on track."

Ed Higgs, Country Manager, Philippines