



Case Study: Best in nation self-service technology implementation

Project

A large airport installed pay on foot machines to allow customers to pay for their parking before getting into their cars. This system promised to save customers time but the airport needed to educate customers on using the new machines. The parking lot cashiers were converted to customer service representatives (CSRs) to serve as ambassadors and help the public learn to use the new machines.

Goal: Get 80% of customers to use the new machines to pay for their parking.

Actions

1. **Developed customer service procedures.** Worked with the parking management team to document new customer service procedures.
2. **Trained cashiers to be CSRs.** The new pay on foot machines were still being installed and were not in use when the training took place. A number of accelerated learning techniques were employed to ensure CSRs still learned their new jobs.
 - a. Held initial training program in technician's workshop to give participants access to (nonfunctioning) pay on foot machines for role-playing. This created a more realistic environment than a typical classroom.
 - b. Employed whole-task learning to help CSRs simultaneously learn to use the pay on foot machine and provide customer service.
 - c. Held a one-hour follow-up session 30 days after the new system became operational.
3. **Supervisor development.** Conducted a coaching skills workshop for parking supervisors to give them effective coaching techniques.
4. **Train-the-trainer.** Conducted train-the-trainer for the parking management team so new hires could be trained to the same standards.
5. **Follow-up observations and training.** Made follow-up visits every four to six weeks over a six month period to observe progress, coach supervisors, and provide short "refresher" training sessions for CSRs.

Results

- 58 of 60 cashiers demonstrated 100% proficiency using customer service skills after one hour of initial training.
- The airport achieved its 80% utilization goal in just 8 months. This was the highest usage level at any airport in the United States employing pay on foot technology.