CUSTOMER SERVICE STANDARD

Structure of the Customer Service Standard

The Customer Service Standard (CCS) describes the principles of communication with Customers, which ensure the implementation of the Customer Service Vision of the Airports of Vilnius, Kaunas and Palanga.

This document describes what is most important at each stage of service in different situations of communication with Customers, provides examples of appropriate workplace behaviour and recommended phrases.

All employees of the airports and companies operating there are to follow the provisions set out in the general part of the CCS. The employees are to follow the provisions described in the special part of the CCS, which consists of chapters describing individual passenger service processes, taking into account the area of their work. Some items of the special part of the CCS (for example, Customer Service in the Business Club, Customer Check-in via the Fast Track service, etc.) are valid only for airports that have and provide the described services. During the validity of the CCS, when an airport starts providing the already described services, it is required to follow the already existing description of the CCS. In the course of operation, the CCS may be altered or supplemented, taking into account the strategic needs of Customers and the Company as well as the directions of operations of the latter.

The definition "Customers", depending on the service-related situation, may include traveling persons, persons meeting or accompanying them and other persons present on the territory of the airports who use the services provided by the airports.

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1. GENERAL PART

1.1. My appearance

I wear appropriate clothing at work – a full set of the uniform as required by the Company's regulations or, if the Company I work at does not have an approved uniform, then matching clothes and footwear: a light- and single-coloured shirt, a polo-style shirt that may be decorated only with the illustrations or inscriptions of the represented Company, a dark jacket, dark classic trousers or a skirt not shorter than 5 cm above the knee, a classic business-style single-coloured dress (e.g. black, brown, blue, gray); when wearing a skirt or a dress, body-coloured or black tights; closed-toe, dark-coloured footwear.

My clothing and footwear are clean and tidy – not wrinkled, not torn, not faded, with all buttons, without visible stains, the shirt tucked in, the long sleeves rolled down and buttoned.

I always wear/carry my pass in a way that is clearly visible while at work. If the pass is optional, I wear a name card on the left side of the chest.

I maintain proper personal hygiene – my hair is clean, longer than shoulder-length hair is tied up. Men's beards and mustache are shaved or neatly trimmed. My nails are clean, no longer than 5 mm, varnished in one light-tone colour (Annex 1).

I wear no more than 3 modest pieces of jewelry. Only daytime makeup is permitted.
Recommended: To cover visible tattoos, not to wear perfume as the fragrance may irritate some Customers, or to use perfume moderately.

It is prohibited: Shiny, see-through, brightly coloured, intricately patterned, fishnet clothing and stockings, tight miniskirts, shorts, (ripped) jeans, leggings, strappy blouses and/or plunge neck blouses, sandals, flip flops, light- and bright-coloured casual shoes, bright makeup, large jewelry, elaborate nail art, bare shoulders and waist, smoke, sweat or food odour. Facial piercings are prohibited as well as wearing a dress or skirt without tights.

1.2. My workplace

Before starting work, I make sure that I have all the necessary work tools at the workplace; I can have a closable cup/bottle/flask water bottle at the workplace.

My workplace is clean and tidy. Regular cleaning of the premises provides visual appeal and creates a cozy and aesthetically attractive environment for Customers; thus, I ensure impeccable cleanliness in the premises, which are cleaned at the time when there are no Customers.

I take care to ensure that the equipment/the Company logo located in my workplace is neat, clean and functional as it provides clarity to the Customers and a neat image. If I notice leaflets or trash thrown around my workplace, I clean it up. If necessary, I contact the employees of the company providing cleaning services at the airport for help, whose contacts are provided for in the Passenger Terminal Regulations.

I ensure that all relevant, easily readable, printed, presented in at least two languages (Lithuanian and English) and visually neat information, framed and laminated, is available to Customers in a clearly visible place. Special information boards, stickers or information stands adapted for that purpose can be used to provide such information, depending on the services provided (information about passenger rights, prohibited items, payment conditions, menus, etc.).

I make sure that all tools and electronic devices are in working order at the workplace in order to ensure efficient work with Customers. I seek to replenish their stocks before the start of work or at a time when there are very few Customers at the airport (during off-peak hours).

I take care of the trading area and I constantly replenish it so that it is not empty. I do not leave more than half of the shelves or other retail space empty. In case of a shortage of goods, I arrange the existing goods in such a way as to cover as much of the sales area as possible. If I use trolleys at work, after unloading goods, I immediately return them to their designated places, thus showing respect for other partners operating at the airport.

I know my way around the airport very well; thus, I can direct Customers as required, for example, to the nearest restroom, information phone (in Vilnius and Kaunas), ATMs, gates, departure, etc. I know and can tell the telephone number of the Customer Service Center (+37061244442).

In carrying out my activities, I additionally follow the rules of the airport operation, the rules of the users of the Passenger Terminal and other internal procedures and the information sent.

It is prohibited: To leave product prices without the product itself, to leave empty trolleys used for transporting goods in areas other than those intended for them, to leave packaging of goods in public areas of the airport, to stick information messages on glass partitions and walls with adhesive tape, to use faded, outdated or torn advertising material, to have and use personal items as well as item not related to customer service (e.g. to use a phone for personal purposes, to have coffee cups, cigarettes, boxes of goods, non-functioning work tools). To provide handwritten information in a visible place for the Customers. To store goods of poor quality, for example, in damaged, torn packaging, at the point of sale.

1.3. My working hours

I arrive at work a little earlier than my working hours starts, so I can properly prepare – to change clothes and prepare my workplace.

If I work fixed working hours that are not affected by changes in flight schedules, I indicate the exact working hours in a place easily visible to Customers and follow them.

If I leave the workplace during my working hours and temporarily do not provide the service, I leave the airport-issued watch with the exact time of the planned return indicated in a place clearly visible to Customers. I inform the airport staff if I need a new watch.

It is prohibited: To use handwritten messages with phone numbers, to leave the workplace without leaving an airport-issued watch in a clearly visible place.

1.4. Transportation of Customers by a vehicle

If Customers are transported by a vehicle, it must be ensured that the vehicle is:

- The exterior of the vehicle must be clean, tidy and clearly, properly marked; and free of violations that could endanger Customers.
- The exterior of the vehicle: functional doors, lighting, if there are air conditioners, I try to maintain an optimal temperature depending on the season, air freshness, to ensure that there is no trash inside the cabin, the seats for Customers are clean (no stains) and not torn, properly fixed, orderly, safe and clean handrails, there are no violations that could endanger Customers.
- Driving must be carried out in compliance with road traffic, airfield rules, driving culture (e.g., sudden braking is not allowed).
- The vehicle intended for transporting Customers to an aircraft is selected taking into account the number of Customers on the flight and must comply with the international and local regulations.

1.5. Behaviour when wearing a uniform (work clothes)

I demonstrate my professionalism and sincere concern for the Customers by noticing Customers who need help, for example, restless Customers who are obviously wandering around the airport premises. I start talking to them and offer help: *“Good day, maybe I be of assistance?”, “Hello. Are you looking for something specific?”*.

If a Customer applies to me with a question, I provide the Customer with information, and if I do not know the exact information the Customer needs, I direct him/her to the right person or to the 24/7

Customer Service available by calling the number **+37061244442**. I also offer the Customer to use free-of charge information phones (in Vilnius, Kaunas). If the Customer maintains a longer conversation; however, I cannot spend much time on it, I politely say, *"I'm sorry, but I have to return to my work. If you have additional questions, you may contact the Customer Service Center* (I indicate the phone number and information phone numbers). *I wish you a good flight/pleasant trip."* If I can, I accompany a Customer who is lost to the required spot.

I am attentive at work: if I notice luggage left unattended (a bag with things) or inappropriate behaviour of Customers, I inform the person on duty or the nearest aviation security employee about it.
If I find items left by a Customer in my work environment (a mobile phone, glasses, etc.), I hand them over to the aviation security shift manager.

It is prohibited: Smoking in public places (smoking is allowed only in specially designated areas, if they are available, in the staff smoking rooms), keeping cigarettes and a lighter in the pockets of the uniform or on a table and in other places visible to Customers, using a mobile phone for personal needs while serving Customers, eating, drinking coffee/tea and chewing gum while performing work functions.

1.6. Basic principles of communication with Customers

When communicating with a Customer, I am positive, proactive, polite, open-minded and show respect. Throughout the entire conversation, I maintain an attitude of assisting.

I am the first to greet a Customer I am serving: I greet the Customer verbally; I nod my head, or I smile. If it is not the first time I meet the particular Customers, I show that I recognize them by saying *"It's nice to see you again."*

I listen to a Customer. I ask additional questions to better understand his/her needs and situation. When communicating with the Customer, I do not rush or interrupt him/her and demonstrate that I hear him/her.

I pay attention to a Customer's emotions as this helps to understand his/her needs even better (for example, does the Customer need brief information, or maybe he/she needs reassurance?).

When talking to a Customer, I address him/her politely, using such words as *"Sir", "Madam"*. I use positive words: *"Please", "Yes", "Thank you"*, and always maintain a positive or neutral tone of communication.

I provide detailed information related to the service provided, which may determine a Customer's decision or actions in the future: *"When purchasing business class tickets, you are granted the following privileges...", "The following restrictions apply to the ticket you have chosen: ...", "This meal will be prepared in ... minutes. Will you wait?"*.

If s Customer is to wait longer than usual (e.g. the system crashes, some information is missing, etc.), I warn the Customer that their service will take some time: *"I am currently looking for information on... This will take a few minutes.", "I am sorry for the connection problems, we will have to wait for the system to activate."* When I finish serving the Customer, I thank you for his/her time and wish him/her a good flight/good day.

I speak in clear, correct Lithuanian language (when the Customer speaks Lithuanian). Whenever I can, I communicate with Customers in the language in which they address me, or we agree to speak another language known to both of us. If it is not possible, if I can, I arrange for a colleague who speaks that language to serve the Customers. Sometimes, when the question is simple, I try to answer in a universal sign language. The most important thing is a sincere desire to help the Customer!

If a Customer addresses me when I am communicating with another Customer or performing the necessary tasks at that time, I do not ignore him/her but show my attention with the following words: *"I will serve you soon.", "I will serve you as soon as...", "Just a minute, I will give the goods to another Customer and I will be able to assist you."*

It is prohibited: To use potentially ambiguous, humiliating or accusing statements: "How can someone not know these rules?", "But itis not your first time you are taking a flight", "But I already have told you", to make offensive or ambiguous comments about the Customer's age, race, gender, religion, disability, nationality, sexual orientation, marital status or political views (e.g. *"Flying at your age...", "It is there, in your country…", "What can you explain to a niger…", "People with disabilities are given preference...", "What can an old maid know..."*, etc.), to use professional jargon or complex definitions incomprehensible for a Customer or short, diminutive words.

1.7. Communication with colleagues and representatives of other companies in front of Customers

When I pass another employee of the airport, I say hello – this creates a good mood around me, and I have many friendly colleagues ready to help when needed.

When a colleague or a representative of another company asks for help, I provide it immediately or specify exactly when I will be able to help: *“We will come to clean right away.”, “I will come in 10 minutes to escort the non-standard baggage.”* I always thank you for the help provided to me.

In the presence of Customers, I only communicate with my colleagues and representatives of other companies about business-related issues related to the service procedures: “We have registered all the passengers on the list.”, “Could you come over to see...” , “ A customer requested vegetarian food.”

If disagreements with colleagues or employees of other companies arise during work, I do not blame anyone in the presence of Customers – I just look for the best solution. I will settle the situation that caused the problems and decide on how to avoid them later.

Part of the communication between the employees of various services takes place by means of radio communication, so I always keep in mind that the Customers nearby, even if I do not see them, can hear my conversation. I try to make sure the Customer sonly hear a positive or at least a neutral conversation, no matter what the situation is being addressed. At the same time, I adhere to the basic principles of communication with Customers.

IMPORTANT: Only employees authorized to provide comments and responsible for public communication can comment on behalf of the airports the information related to airports published on internet portals (e.g. *Delfi, Lietuvos rytas, 15min*) or other public internet forums.

It is prohibited: To discuss the behaviour of other Customers or employees in front of Customers, personal issues, to talk about the Company’s own and other companies’ procedures, the condition of aircraft, etc., to use obscene words and write comments or state your opinion on behalf of airports in articles on internet portals (exception applies to employees responsible for public communication).

1.8. Communication with passengers with special needs

Improper term:	**Proper term:**
Invalids	Persons with special needs
The blind	Persons with visual impairments or low vision
The deaf and mute	Persons with hearing or speech impairments
Epileptics	People with epilepsy
Mentally retarded	Persons with intellectual disabilities
Imprisoned in wheelchairs	Persons using special wheelchairs

General principles of how I communicate with people with disabilities (the principle are applied to all types of disabilities):

- **Before assisting, I ask if assistance is needed and how it should be provided.** The fact that a person has a disability does not mean that he/she needs help. In an adapted environment, such a person often is perfectly able to take care of himself/herself.
- **I am careful with physical contact.** Some people with special needs use their hands to help them balance. I can distort such a person's balance by taking his/her hand. I do not pat on the head, I do not touch the wheelchair, crutches or other aids. Assistive devices for people with disabilities are part of their space.
- **I communicate in a normal way.** People with disabilities want to be treated like other members of society. When I talk to a person with special needs, I address them directly and not the people accompanying them.
- **I do not make assumptions.** People with disabilities can decide for themselves what they can and cannot do. I do not make decisions for them.
- **I behave respectfully.** I show a person the kind of respect I would like to receive myself.
- **I am patient** and try to understand the person's problems and needs.

Communication with a person with a mobility disability (sitting in a wheelchair):

- I speak directly to the Customer who is sitting in the wheelchair and not to the person standing next to him/her, as if ignoring the person with special needs.
- If the interaction takes more than a couple of minutes, I sit or squat so that my eyes are at the same level as the person in the wheelchair. If this is not possible, I stand a little further away from the wheelchair so that the person does not have to look up at me and tense up.
- I put things in such a way that it is convenient for a person in a wheelchair to reach them. Not all Customers using wheelchairs have healthy and strong hands, so it may be difficult for them to pick up objects.
- If there is no lift for the disabled and a person in a wheelchair asks for help getting up or down the stairs, I will ask him/her how to do it. The person himself/herself will tell which part of the stroller is better to hold and how to carry it. If there is more than one step, I keep the stroller tilted back at each step.

Communication with a visually impaired person:

For these persons, the most suitable way of exchanging information is audio/verbal communication.

- When starting to communicate with a visually impaired Customer, I introduce myself*: "Good day. I am..."*. Not every person recognizes and remembers voices.
- I speak in a normal tone and look at the person. I do not shout. Blindness has nothing to do with hearing.
- I speak directly with a visually impaired Customer. I do not approach his/her family members or friends while ignoring the person himself/herself.
- A visually impaired person waits for a verbal reaction – a smile or a nod means nothing to him/her.
- When I intend to help a visually impaired person, I always ask if he/she needs help. This is how I show respect.
- I do not gesture: these people cannot see me.
- I do not avoid the words *"See...", "You see...",* etc. Visually impaired people will not be offended if I use these words and will understand that it is part of normal/organic conversation.
- I remember that the visually impaired cannot see, but they are not deaf, and all "whispered" remarks are likely to be heard.
- I am specific and use words rather than gestures when giving instructions to someone who is visually impaired.
- When I intend to leave or unexpectedly return to the place, I warn the Customer with whom I am communicating. I also warn the person that we are ending the conversation – this way I avoid misunderstandings when the person is still talking after I leave.
- A visually impaired person has his own system for recognizing money. For example, bills of different denominations can be folded differently: one lengthwise, the other crosswise, etc. If the person does not tell you how much they are giving you when paying, I say, *"You're giving me 20 euros."* They usually know, but there is always the possibility of a mistake. By mentioning the amount, I avoid a possible difficult interpretation. When paying or exchanging money, I count it in the person's hands: it is much easier for him/her. I calculate the change slowly and clearly so that the person can label (or bend) the money according to his/her own system.

- When we walk, I describe the environment, point out obstacles such as stairs leading up or down, etc.
- The warning “Beware” is not enough when warning someone with impaired vision. It is necessary to indicate exactly what the danger is and how the person should behave, for example, do not run, bend over, or jump.
- When I help a person to sit down, I take and hold the person’s arm against the arm or back of the chair.
- I never leave a visually impaired person in the open or in a space where there are no tangible landmarks. I accompany him/her to the wall of the room or another landmark, from which the person will be able to choose his/her own direction of movement. If a person needs to turn, I indicate one of two directions – left or right.
- I offer my assistance, but I pay attention to the individual reaction.
- I pay attention to Customers wearing a hidden disability ribbon (“Sunflower”) and act as indicated in Annex 2.

It is prohibited: Stroking and patting a person sitting in a wheelchair on the head, bending over a person sitting in a wheelchair, touching a wheelchair, crutches or other aids (aids for people with disabilities are part of their space).

1.9. Audible notifications for Customers

When reading messages through the loudspeaker, I try to make sure the information sound understandable and natural: I pronounce words clearly and slowly, without shortening them. I communicate information in correct Lithuanian, English or other languages. I pause between separate parts of the message.

I always post information about changed boarding gates. After receiving information about the change of the boarding gate, I inform the Customer personally during check-in, and at the boarding gate I inform the Customers through the audio announcement system before announcing the start of boarding the plane.

It is prohibited: To pronounce words or read messages in a hurry, laughing, or making long pauses between words.

1.10. Communication by phone

I communicate cheerfully on the phone, showing positivity and willingness to help. I speak clearly, I adapt the pace of communication to the person I am talking to.

When I get a call, I try to answer within 3 rings.

I greet the caller and introduce myself and ask to speak. When introducing myself, I mention the name of the Company or Division/Department and the name and/or surname: *"Company X, /Name/. I'm listening." "Vilnius Aviation Security Department, /Name/. I'm listening."* If the Customer asks, I also specify my position.

<u>If I work in the Customer Service Center:</u>

I introduce myself briefly, I use formal, polite greeting phrases: *"Hello, my name is /Name/. How can I help you?"* The caller has already been informed about where he/she called by an automatic voice message.

I listen carefully to the caller and, if necessary, find out more about the caller's situation by purposefully asking additional, clarifying questions. I remember or take notes of the information provided by the Customer; the facts necessary in the course of the service.

I provide accurate, clear and complete information. I make sure that the information provided is correct. I leave no questions unanswered.

If I need advice from my colleagues, I can disconnect for a while (the "Mute" mode), but before that I apologize to the Customer and ask for his/her permission: *"Could you wait a little bit, I'll check the information?"* When continuing the conversation, I make sure to thank the caller for his/her patience: *"Thank you for waiting"*. The consultation, while the Customer is waiting, may last no longer than 2 minutes. If it takes longer, I inform the Customer that I will contact him/her as soon as possible or indicate the exact time and call back at the agreed time.

When communicating on the phone, I show interest in the caller and use such words as *"Yes"*, *"I'm listening"*, etc.

Before thanking for the conversation, I ask if the Customer has any more questions and say goodbye: *"Thank you for calling, have a nice day/nice evening! Goodbye."*

When I am the one who is calling, I politely greet and introduce myself, telling my name and/or surname and the name of the Company/department/unit: *"Good afternoon, this is /Name/ from X."* If the Customer wishes, I also indicate my position.

I always ask if I'm talking to the right person, mention what I'm calling for, and ask if the person can talk right now. If he/she can't talk right now, I arrange when I can call back and I will call back at the agreed time.

I provide the Customer with all the information. I speak clearly, I show a desire to help. At the end of the conversation, I ask if the Customer has any questions, thank him/her for his time and say goodbye.

If I am unable to help the Customer regarding the issue during the call:

- If I know who could provide the necessary information, I indicate the name of the company, department and contact details and specify the working hours: "*This question will be answered in detail by the Customs staff. You can call them by phone... , the work hours are from... to...", "In this situation, I suggest you contact the ticket agency located on the second floor of the departure hall. They are currently working and will be able to help you."* In order to avoid the possibility of an error, if possible (e.g. in case of Lithuanian mobile numbers), I suggest sending an SMS with contact information. The format of the SMS to be sent is as follows: "Hello, the contact information of X at VNO/KUN/PLQ is: tel. +370XXXXXXXX." X - Where possible I do not use abbreviations, e.g. instead of the SBGS (State Border Guard Service), I write "Passport Control" or the area of activity, e.g. the contacts of the NPHC (National Public Health Centre) at VNO for corona virus questions. Phone number with +370 and no spaces. I do not use Lithuanian letters. If necessary (the Customer is calling from a telephone booth and does not have a phone), I offer to connect the Customer with the required department.
- If I do not know who can provide the necessary information, I register the Customer's request for a later response and inform the Customer that he/she will be contacted within 1 working day to resolve the issue. At the same time, I verify the Customer's contact information – the phone number, e-mail, postal address, name/surname.

If the Customer complains about the quality of the services of the airport, the companies operating there or the quality of service, I listen to him/her, show my understanding, if the fault of the airport is identified – I apologize for the situation (see more in the section on managing conflict situations). If I do not resolve the Customer's complaint, I register a complaint.

It is prohibited: To address the Customer impolitely, to interrupt the person without listening to his/her needs, to leave the caller in silence without warning, to use emoticons, idioms, diminutive words, e.g. “yeah, hmm, nu, yep, a little problem, a little plane, a little luggage", etc., shout, blame or speak in a raised voice, thus showing irritation to the Customer.

1.11. Communication in the electronic space

Customers who visit websites expect:

- To easily and quickly find the necessary information about flights, airport operations, services, etc.
- To find only relevant and valid information.
- To be able to use smooth and fast websites.
- If they cannot find the necessary information, to get prompt assistance and answers to their questions.

Each airport provides information to Customers on its website. Websites enable our Customers to conveniently and quickly find relevant information about flight times, arrivals and departures in real time, services provided, aviation security checks, facilities operating at airports and services offered, airport operations and other relevant information. The information provided on the websites is clearly laid out, structured, easily accessible and periodically updated. If I notice an error or inconsistency on the websites, as well as if I notice that the websites or one of them does not function/does not function properly, I immediately inform an employee of the Communication Division.

<u>If I am responsible for preparing, submitting and updating information for the airport websites:</u>

- I provide information promptly and on time to the Communications Department of Lithuanian Airports.
- I ensure that the information is correct and does not mislead Customers.
- I present information smoothly, avoid long sentences, I provide information on individual issues in separate paragraphs, use the Lithuanian characters, do not make grammar and style mistakes, choose a neutral tone of speech.

<u>If I am responsible for publishing information on the airport websites:</u>

- I make sure that the structure of the website is clear, and the information is conveniently arranged.
- I review the submitted texts and correct them if necessary.
- I take care of providing information not only in Lithuanian, but also in other languages, if necessary.

<u>If I am responsible for the smooth operation of the airport website:</u>

- I ensure uninterrupted operation of websites.
- In the event of a malfunction, I take action as quickly as possible and ensure that the malfunction is eliminated.

<u>If I work at the Customer Service Centre and write an e-mail to a Customer:</u>

When communicating with Customers in writing, I maintain a respectful relationship, express my thoughts clearly, and write in the first person ("I"). In the "Subject" section of the letter, I specify the exact subject of the letter ("Regarding baggage delay"), I reply to all senders of e-mails. I write the letter in the *Trebuchet* font, size 10, black colour. Other requirements apply to an employee's signature.

I maintain the following structure of letters:

- **Greeting and addressing:** *"Good day, Mr. /Surname/, ...", "Good day, /Name and Surname/".*
- **Naming the purpose off the letter:** *"I am writing in response to your letter." "I want to inform you..."*
- **Provision of information:** I express my thoughts fluently, I avoid long sentences, I talk about individual subjects in separate paragraphs, when writing in Lithuanian, I use Lithuanian characters, I do not make grammar and style mistakes, I use active links. If files are attached, they are named, and all files mentioned in the letter are attached. In response to a Customer's letter, I thank for the comments and the documents sent. I do not thank for the questions received. I do not forward the internal correspondence of the Company's employees. If I am using a template, I check to see if there are any different fonts or sizes of text, samples, etc., and if there are, I fix them.
- **Naming the actions, I expect from the reader of the letter:** I clearly name the actions I expect from the Customer: *"Please/Would you be so kind as to confirm whether the delivery time of the baggage is suitable for you."* I attach a confidentiality notice when sending important documents.
- **Closing phrase and farewell:** *"We hope the information provided is useful. Good day/Best regards."*

- **Signature and contacts:** *"/Name and Surname/, position and contact details"*. The name and surname are written in *Dark Blue, Text2*, and the rest of the email signature in *Blue, Accent1*.

I respond to the Customers' letters no later than within one day (24 hours). If I do not collect the necessary information within that time, I write to the Customer and inform him/her that we have received the question and will inform when the answer is due.

If I receive a letter addressed to an employee of another company, and I cannot answer all the Customer's questions, I immediately forward it to the responsible employees and inform the Customer who sent the letter about it.

<u>If I am not working in the Customer Service Centre and I am writing an e-mail letter to a Customer:</u>

When communicating with a Customer, I follow the e-mail writing rules of the company where I work.

When I correspond with a Customer on social networks (if the situation requires it), I address him/her by name, I use the Lithuanian alphabet when I write, I do not make grammatical or style mistakes.

It is prohibited: To write words in capital letters, to underline, to address the Customer informally and to flirt, to ignore the Customer's letter for more than one day. To make grammar mistakes, to answer only part of the Customer's questions or provide incorrect information.

1.12. Resolution of conflict situations

It does not matter what is the cause of dissatisfaction, but when expressing it, a Customer expects:

- To receive help in solving his/her problem;
- To be heard and understood.

Before dealing with the situation, I show that I listen to the Customer and understand how he/she feels. It is not easy when the Customer expresses his/her dissatisfaction or makes accusations, but only by taking time to listen to the Customer and show understanding, I achieve the goal – we solve the problem together.

In the event of a conflict, I follow these rules:

1. I let the Customer "to let off steam" - I listen to him/her	When the Customer emotionally expresses his/her thoughts, I listen without interrupting. I understand that when you a person is angry or irritated, he/she hardly understand what is being said at the time, so it is pointless to immediately try to rationalize it. Without taking take time to listen to the Customer's emotions now, the Customer's emotions will not go away – they

without interrupting	will manifest later, for example, in personal accusations, rejection of proposals, etc. I show my attention to the Customer by facial expression, by nodding, by words: *"Yes...", "I understand that..."*, I maintain unobtrusive eye contact. Seeing that an angry Customer who expresses his/her thoughts out loud can disturb other persons, if possible, I invite him/her to go to a more secluded place or another room.
2. I specify the reason for the dissatisfaction	Before addressing any issue, I need to know exactly what happened, what exactly is causing the Customer's dissatisfaction. Thus I ask him/her questions and make clarifications in order to clearly understand the situation: *"So you are worried about whether you will be able to collect and register your baggage at another airport?", "Do I understand correctly that you are not satisfied with the quality of the food?", "I would like to clarify when you changed the flight date for this ticket", "Could you name what specifically worries you (what does not suit you)?"*
3. I show that I understand the Customer	Before expressing my opinion or the Company's position, and before making suggestions, I show that I understand how the Customer feels: *"I understand your anxiety", "Yes, it is an unpleasant situation", "I understand your disappointment. It is a shame you are not able to fly out on time on your holiday"*. Showing understanding does not mean that the Customer is completely right. By showing that I understand how the Customer sees the situation and how he/she feels about it (probably I myself would feel the same in such a situation), I stand on the same side of the "barricades" – I become an ally, willing to solve the situation together: *"I understand you, I would feel the same way if I were you", "I understand and I want to help you. How can we resolve this situation?"*

4. I apologize if the situation calls for it	If the Customer complains about something that happened due to me, my colleagues' or the Company's fault, after showing understanding, I immediately apologize. I apologize briefly and clearly, without blaming or making excuses: *"I am sorry for the delay of the plane", "I am sorry for the mistake that happened"*. It is not so important for the Customer what exactly caused the situation – more important is a sincere apology and quick correction of the error, offering a solution. If the situation was caused by circumstances beyond our control, I express regret: *"I am sorry/I am sorry that this caused you inconvenience (disrupted your plans, vacation)."*
5. I offer a solution to the situation or invite the Customer to look for a solution together	After listening to the Customer and showing that I understand him/her, I explain the situation, how I (the Company) see it and what are the possible solutions: *"Currently we can offer the following option: ...", "In this situation it is possible to..."* We are flexible, looking for a solution favourable to the Customer; compromises are not possible only with regard to the aviation security. If necessary, I explain why I propose this particular solution, I try to emphasize the benefits of my proposal to the Customer: *"This is the best option currently available for you to reach your destination with the least delay." "By checking-in this baggage now, you will avoid additional checks and requirements to check in the baggage later or during boarding."* If the Customer insists on solving the situation exactly the way he/she wants, I do not say: *"No, this is impossible."* I emphasize what I can do in this situation: *"We cannot..., but we definitely can...", "In this case, I am not empowered to make a decision, but what you say is important. We would be grateful if you would put the claim in writing and then the Company...", "I suggest that we look for a solution together."* I ask the Customer if the offered option is suitable for him/her: *"Do you agree with this option?", "Is this offer acceptable to you?", "What do you think about the available offers/options?", "What do you choose?"* After resolving the situation, which was influenced by the Customer's ignorance of certain things, I provide information on what should be paid

	attention to, and what should be known next time so that the problem does not occur again: *“It will be more convenient for you if you pay immediately for the baggage carried next time you buy tickets”, “When buying business class tickets, you may want to pay attention to what privileges are provided by a particular airline.”* If it turns out that the Customer’s situation can best be solved by the employees of another department or company, I mention this to the Customer and clearly indicate whom he/she should contact: *“In this situation, the employees of the ticket agency will help you. You will find the agency on the second floor of the departure hall.”, “These questions are resolved by the employees of the Customs Department. Please wait here, I will call the responsible employee right away.”* I do not force the Customer to repeat the complaint twice. Before referring the complaining person to a colleague or a representative of another company, if necessary, I inform them about what I have learned from the Customer so far. Thus, the Customer will understand that I listened to him/her and that I care about his/her situation. If the decision of other representatives of our Company or of another company is necessary to solve the situation, for example, if the Customer demands compensation, I ask him/her to put down the claim in writing and indicate when he/she will receive the answer: *“In order to help you, please explain the situation in writing. We will investigate (responsible persons of that Company will investigate) the claim. We will inform you of the decision within two weeks.”* I suggest that the dissatisfied Customer fill out a special feedback form “Write to us”, which can be found on the website of each airport, or I suggest submitting feedback by calling or emailing to klientu_aptarnavimas@ltou.lt. I offer this only after listening to the Customer and showing that his/her opinion is important: *“What you say is important. It would be good if you would put your complaint down in writing. You can find a special form for this... / Our airport e-mail address is...”*

	When I cannot answer or resolve the situation immediately, I inform the Customer when it will be done: *"In order to answer you, I have to contact the representatives of the airline. Please wait a minute.", "I will check the information and get back to you in 10 minutes."* When I cannot resolve a conflict situation on my own or when the Customer is not satisfied with my proposal, I inform my direct Manager (if possible, I invite him/her to the place of conflict resolution). The Manager, exercising his/her powers, can make a decision or, if possible, invite the Customer to seek a solution or compromise in a more secluded place.
6. I end the conversation on a positive note	I show my satisfaction that I have found a solution: *"I am glad that we have found an acceptable solution!"*, I thank the Customer: *"Thank you for your patience.", "Thank you for reporting the error."* I politely say goodbye.

When the Customer is hostile and aggressive, I do not allow myself to be provoked and do not react to emotional remarks. I do not object, I demonstrate the Customer my understanding. If a person abuses me, I firmly ask you to stop this behaviour: *"It will be difficult for us to communicate if you continue to behave like this.", "We will be able to continue the conversation when you stop."*

When the Customer asks to show my ID badge, I willingly show it and introduce myself by stating my name and the Company I represent, but I do not allow the ID badge to be photographed or filmed.

If the Customer is very talkative, I communicate with him/her patiently, I do not show boredom. When asking, I try to use closed questions to which he/she can answer *yes* or *no*. If the Customer is saying something at length, I intervene taking advantage of the pause – I show that I have heard the Customer and tell the necessary information: *"Yes, I understand. I want to remind you that the boarding will start in a few minutes – please go to the check-in."* When I have to interrupt the Customer to serve someone else or step back to perform other tasks, I try not to make the Customer feel left out: "I am glad to communicate with you, but now I have to go. ..."

When the Customer invites me to dinner, to go somewhere together, I politely refuse: *"Thank you, but no. I am at work and I have other tasks ahead of me.", "Thanks, but I have to go check. .."* and I try to end the conversation or divert the speech to business questions.

It is prohibited:

Belittling the Customer's situation	*"20 minutes late is really nothing."* *"You are not the first and only one whose baggage didn't arrive."* *"It's funny to be angry like this."*
Objection to and dispute with the Customer	*"It can' be so."* *"You're wrong."* *"This is impossible!"* *"My colleague couldn't say that because..."* *"Yes but…"*
Justification	*"It's not my fault."* *"I'm new here, I don't know all the procedures."*
Use of these phrases	*"It's none of our business."* *"I repeat to you again that..."* *"Everybody knows, even little children understand that..."* *"If you would listen carefully, then..."* *"Calm down, don't be nervous, don't be feverish."*
Ignoring the Customer	*Demonstration of non-verbal behaviour indicating "I see nothing, I hear nothing", "talk, talk, you will shut up eventually".*
Lecturing the Customer	*"What, you don't read the rules?"*
Displaying inappropriate body language	Turning away from the Customer, speaking through gritted teeth, smiling, raising eyebrows, rolling eyes, keeping arms crossed over your chest.

Constructive expression of requests and demands

Sometimes a Customer's actions are incompatible with the requirements of aviation security or individual airlines. For various reasons, individuals refuse to pay for excess baggage weight, want to carry hand luggage that does not match the dimensions, behave in an unacceptable manner, etc.

When expressing requests or demands, 2 things are important:

- Appropriate naming of desired actions and consequences;
- Self-confidence and firmness in saying it.

The realization that the Customer is obliged to comply with the legal requirements necessary to ensure flight safety helps to maintain self-trust and firmness, and I am competent to do my job and help the

Customer. It is most likely that the Customer will take the necessary actions if I express the request or demand in the following 3 stages:

1. I will specify exactly **what and what kind of behaviour** I am talking about: *"This suitcase exceeds the allowed weight of hand baggage by 5 kilograms.", "Smoking in the airport is allowed only in designated areas."*

2. I will state **what exact actions I require**: *"Please check in this baggage."*, *"Please put out the cigarette immediately."*

3. **I will mention the consequences** (at first – the positive consequences, if the Customer has to be prompted more times – then the negative consequences): *"Please register this baggage now. Thus, you will avoid additional checks and check-in requirements during boarding."*, *"If you do not check in this baggage now, you will not be allowed to carry it on the plane."*, *"There is a fine for smoking in a prohibited area.", "If you do not stop..., I will be forced to call security."*

The Conflict Management Memorandum is provided for in Annex 3.

2. SPECIAL PART

2.1. Customer check-in

Detail information on the process steps

1. I get ready for check-in

I arrive at the check-in counters or the baggage transporter earlier, so that I have time to do all the preparations and start the check-in at the exact scheduled time.

I prepare all the necessary tools for proper Customer service (baggage marking tools, labels, information stands, baggage size charts, pens for customers, etc.). If I have information about Customers with special needs in advance, before starting the check-in, I prepare the necessary documents, labels, and provide suitable seats for Customers with special needs on the aircraft.

I turn on the systems required for Customer check-in on the work computers, and before starting the check-in, I turn on the monitors above the check-in counters. I check whether the information on the airport stands and monitors is correct. If I notice a mistake, I contact the airport shift manager or the employee in charge of terminal operations.

I invite Customers waiting in line to stand closer to the yellow line in front of the check-in counter.

2. I check the documents.

I invite the Customer standing closest in line with the word: *"Please come."* or I show them to come with a look. I greet the Customer and ask him/her to provide the necessary documents: *"Good day. Please provide your documents."* I carefully check the Customer's and his/her flight documents.

If there are problems during the check-in of the Customer, I help him/her to solve the situation as much as possible.

3. I inform the Customer

I always inform the Customer about the non-compliance of his/her documents with the requirements: the wrong type of document, a too short period of validity.

4. I check-in the Customer's baggage

I always ask if the Customer has baggage that must be checked-in: *"Do you have check-in baggage?"*, *"Would you like to check-in baggage?"*

I ask the Customer to place the checked-in baggage on the scale. While the baggage is being weighed, I ask the mandatory security questions: *"Is this your luggage?" Do you have any items listed in this* *table in your baggage?", "Did you pack the items in your suitcase yourself?"* I ask the Customer whether he/she has left any prohibited items in his hand baggage (e.g. sharp metal objects, liquids, etc.).

If the airline collects a fee for checked-in baggage, and the Customer has not provided proof of payment, I inform him/her of the need to do so before completing the check-in: *"Checked-in baggage when flying with this airline is subject to payment. You can pay for the service at the ticket office serving the airline, located on the second floor." "Yes, you paid for one piece of baggage when you bought the ticket. But now you are registering two pieces, so you have to pay extra."* I provide all the necessary information myself: what are the possible payment methods, the amount, information about leaving baggage, actions upon return, etc.

If the weight of the checked-in baggage exceeds the requirements, I act according to the requirements set by the airline company: *"The weight of your checked-in baggage exceeds the permitted weight by 5 kilograms. We will be able to accept this baggage once you have paid for excess weight at the airline's ticket office. You can find it..."* or I offer the Customer another option – to transfer some items to other suitcases, to rearrange the suitcase, etc.

I ask the Customer to show the hand baggage and I assess whether its dimensions and weight meet the requirements. If I think that they are exceeded, I ask the Customer to put the bag in the hoops of special dimensions and/or I weigh the baggage. If the weight or dimensions are larger than those permitted to be carried inside the aircraft, I inform the Customer of the need to check-in such baggage: *"In order to ensure the safety of passengers inside the aircraft, it is prohibited to carry baggage larger (heavier) than the permitted norms. You have to check in this baggage."* If the rules require it, I mark hand baggage.

If the Customer checks in non-standard sized baggage, I inform the responsible person about this and invite him/her to accept the baggage (the responsible employee must come no later than within 10 minutes). I ask the Customer to wait, and I clearly indicate to the Customer where to drop off his non-standard size luggage.

If the Customer has items that he/she will need before boarding the aircraft (stroller, crutches, etc.), I attach the necessary labels to them and inform the Customer about handing over and returning the items to the aircraft: *"You will see our colleagues at the aircraft gate, please hand over the stroller to them."* After completing all baggage check-in procedures, I hand over the checked-in baggage label to the Customer together with the travel documents. I dispose of the label tape and other debris neatly in the trash. I show respect for the Customer's belongings. If necessary, I use special boxes to store checked-in baggage.

5. I issue a boarding pass

If there is an opportunity to take into account the wishes of the Customers, I ask what seat on the aircraft the person would like: *"Where you would like to sit – in the front or back of the aircraft?"*, *"Would do you like to sit by the window?"*

When issuing a boarding card, I indicate the boarding gate to the Customer and emphasize that the Customer should follow the information on the screens, as the gate indicated on the boarding pass may change: "Your boarding gate is indicated here – A6, but please follow the information on the screens, as the gate may be changed." Preferably that the planned time of the boarding start would be indicated: "*The boarding starts at .... You must be at the gate at that time."*

I make sure that all information is clear to the Customer: "Is everything clear? Do you have any other questions?"

If I understand that a person rarely travels by air, I give him/her more information: where is the boarding gate, what is his/her seat on the plane, etc.

When I check-in a Customer for multiple flights at once, I inform him/her on the course of the trip, mentioning the important things that I know would help the individual travel smoothly with a transfer.

After completing all the procedures required for the Customer's check-in, I politely say goodbye: *"Have a nice flight"*, *"Have a nice holiday"*, etc.

6. I manage the flow of Customers

If there is not much time left before the start of boarding or if I see that there is a long queue at the checkpoints, I encourage the Customers to go to the checkpoint immediately, I recommend the option of the Fast Track service. I remind the Business Class Customers about the privileges they have and how to use them: *"You are provided with the Fast Track service; it is right there." "There is a Business Club on the second floor, you are welcome to visit it.",* etc.

I finish the customer check-in exactly at the scheduled time. I carefully complete the final works, turn off the monitor, and leave the workplace in order.

Other cases in the Customer check-in process

Queue management. If I see Customers in the queue being serviced who could be given priority but they are waiting in a common queue and are experiencing difficulties (a small child is restless, crying, an elderly person has difficulty standing, etc.), I ask those standing closer in the queue for permission to serve those Customers first and I invite them. If I open an additional check-in counter, I invite the Customers who are closest in line to approach it: *"We will start check in at this counter soon – please come."* When a Customer who has checked-in online or by phone approaches me, I serve him/her as usual. If Customers express dissatisfaction, I try to control the situation according to the steps of conflict management. If the Customer who arrives at check-in seems to be in such a state that he/she could pose a threat to the safety of the flight, I assess the situation and act according to the airline's requirements. If necessary, I politely but firmly warn the Customer about his/her behaviour and possible consequences.

2.2. Customer aviation security checks

<u>If the airport has a ticket scanning station or automatic scanning gates:</u>

I greet the Customer and ask him/her to present the boarding pass: *"Please present..."*, *"Please show..."*, which I scan. I refer the Customers with valid boarding passes to aviation security. If the airport has automatic scanning gates and I work in this position, I greet the Customer and, if necessary, show him/her how to scan the boarding pass. If the Customer is not checked-in, I politely direct him/her to the check-in counter.

If a family is traveling (or one family member with a small child), a pregnant woman or a person with special needs, I direct them to a special queue (in Vilnius). I check the boarding passes of all members.

Detail information on the process steps

Distribution of roles for the employees at a single aviation security checkpoint:

- Employee No. 1 – Greets the Customer, instructs how to properly prepare for the aviation security check procedure, scans boarding passes (if there is no ticket scanning station at the airport).
- Employee No. 2 – Works at the monitor, monitors the contents of the baggage.
- Employee No. 3 – Manually checks the baggage if necessary.
- Employee No. 4 and No. 5 (man and woman) – if necessary, checks the Customers who have passed through the metal detector gate, regulates the flow.

In case of staff shortage, there may be other combinations. The distribution of roles for the employees and their number in the post is distributed by the Manager of the shift. An aviation security checkpoint must always be staffed with a male and a female.

1. I meet the Customer

If there is no ticket scanning station at the airport:

Employee No. 1:

After greeting the Customer, I ask for the boarding pass: *"Please present..."*, *"Please show..."*, which I scan. If the Customer is not checked-in, I politely direct him/her to the check-in counters. I refer the Customers with valid boarding passes to the further aviation security procedures.

If the airport has a ticket scanning station or automatic scanning gates:

Employee No. 1:

I greet the Customer and place a box for his/her belongings, if the Customer has not yet taken it himself/herself. I greet telling the phrases: *"Good morning"*, *"Good afternoon"*, making eye contact.

If a family is traveling with a small child, I suggest using a child seat. I ask if they would like to sit/put the child in a highchair designed for young children: *"Would you like to sit the child in/put the child in the highchair while you are preparing for the screening?"* If the family agrees, I take it out and place it on the table.

If one of the parents is flying with a small child, I pull out the chair and offer to sit/put the child in the chair while the Customer prepares for the check-in: *"You can put the child in the chair while you are preparing for the screening."* If the child is put/put in the chair, I make sure that it does not fall out of it until the parent has completed all necessary aviation security procedures.

If there are surprises for children at the airport security check, I kindly offer them to the children to reduce the fear and stress of the screening: *"We have these stickers/candies, would you like to pick one."*

I instruct the Customer on how to prepare for the screening: I ask him/her to take off his outerwear, remove metal objects, mobile phones from his/her pockets, remove larger electronic devices and liquids from the hand baggage, take off the sunglasses and put them in the boxes.

I make sure that the Customer's hand luggage and belongings placed in the box get to the X-ray machine in an orderly manner. I recommend placing the Customer's personal belongings (watches, telephones, documents, sunglasses, etc.) at the bottom of the box so that they do not fall out during the X-ray inspection.

2. I perform a security check

Employee No. 2:

I carefully monitor the baggage and identify potentially dangerous items.

If necessary, I check the baggage manually or again with an X-ray device and inform employee No. 3 about this*: "I need to check again. Please put the bag on its side into the machine.", "The gray backpack with black handles needs to be checked additionally."*

If necessary, I assist the employee No. 3; if he/she needs more time to check the baggage, I stop the baggage flow for a while to avoid the congestion behind the x-ray machine.

Employee No. 3:

I distribute the accumulated baggage, free the conveyor and neatly stack the boxes. I distribute the baggage in such a way that I make maximum use of the baggage claim tables (I tilt the boxes from a horizontal position to a vertical one). If there are empty boxes on the baggage claim tables, I collect them and put them back neatly (without throwing them).

If there is a need to check the baggage, I ask for the Customer's permission to check personal belongings. If possible, I perform the procedure separately from other Customer baggage traffic at the end of the baggage claim table or on the second lane to avoid congestion.

After identifying the owner of the baggage, I ask permission to check his/her baggage or belongings: *"Can I check your belongings?", "Do you mind if I check?"*

If the procedure requires more time (additional checking is applied) or the Shift Manager must be called to make a decision, I inform the Customer about this.

If it is necessary to additionally check the composition of liquids, I inform the Customer about this, politely ask to provide the liquids and warn how long it may take. I ask the Customer to go to the end of the baggage claim table so that there is no congestion, e.g. *"I will need to check the composition of the liquid, please give me that food bottle, the inspection will take about a minute.", "Please come."* If the inspection procedure takes some time, I inform the Customer about it, show, where he/she could wait, ask to sit, if there are seats: *"Unfortunately, in accordance with aviation security rules, we have to re-check you and your baggage." , "I have called the Shift Manager, please wait here until he/she comes, it will take a few minutes."*

If the Customer inquiries about the need for the procedures being performed, I answer him/her without leaving him/her in the dark: *“These are additional procedures aimed at ensuring your safety.”, “This is done for your safety.”* After the screening, I thank the Customer for his/her cooperation/I wish him/her a good flight.

After manually checking the baggage, I say goodbye to the Customer, wish him/her a good flight: *“Thank you for your cooperation.”, “Thank you for your time.”, “Have a good flight/good trip/good luck.”*

I remind the Customer to collect all his/her belongings if he/she has left some in the box: “*Sir, don’t forget your...”, “Your phone is still in the box. Don’t leave it.”*

If the Customer who had left his/her personal belongings has just left the checkpoint and I can identify him/her, I catch up with him/her and inform about the items left at the checkpoint.

If the Customer asks for information, I answer by showing the direction with my hand: *“Your boarding gate is A6, you will find it by walking in this direction.”, “You will find the Business Club on the second floor of the airport.”* The direction is shown with the hand.)

In case of finding prohibited items, see Item 3.

<u>Employees No. 4 and No. 5:</u>

I invite the Customer to pass through the archway metal detector. I invite with the words: *“Please go through the detector”* or (also) with a wave of my hand.

If the signal sounds and the situation requires it, I ask the Customer to go back and put the things he has with him in a box. If it is necessary to take off the shoes, I suggest the Customer to sit down, use the foot bags and put the shoes in the box: *“Please come back and pass again.”, “Please come back and pass through again after taking off the shoes. Put them in the white box in front of the detector, this is where you can sit down, take off your shoes, here are the bags for your feet.”*

If the signal sounds, before checking, I ask for the Customer’s permission: *“Do you agree to be checked manually?’, “Can I check you manually?”* If the Customer does not speak the main foreign languages (English/Russian), I ask him/her with a look, gestures.

If a signal sounds when a child passes through an archway metal detector, I ask for the permission to make a check the child’s parent or accompanying persons: *“Can I check your child?”* Before starting the check, I say hello and inform the child about the upcoming procedure: *“Hello, can I check you?”* I try to communicate with the child at his/her eye level, bending or squatting.

If there are surprises for children at the airport security check, I kindly offer them to the children to reduce the fear and stress of the screening: *"We have these stickers/candies, would you like to pick one."*

If the Customer does not agree to be checked in front of other persons, I suggest checking him/her to perform the check in a detailed inspection room. If he/she refuses, I warn the Customer about the possible consequences and pass the solution to the situation to the Shift Manager: *"Persons who refuses the personal inspection and the inspection of belongings will not be allowed on the aircraft."* If the Customer categorically does not agree to being checked, I inform the head of the aviation security shift and pass the further solution to the situation to him/her.

After the inspection, I thank the Customer and say goodbye. After the manual check, I thank the Customers, say goodbye, wish him/her a good flight, and direct to baggage claim: *"Thank you, have a good trip, don't forget your hand baggage.", "Thank you/Good luck/Your baggage is here."*

If, during the screening, items are found that are not allowed to be carried in hand baggage:

3. I inform the Customer

I inform the Customer what specific items he/she cannot carry: *"I see, there is... in your bag. It is forbidden to carry this amount in hand baggage."*

I provide information on what choices the Customer has in this specific situation: for example, to hand in items as checked-in baggage or to throw them away, to donate food products to charity. I recommend register the items as checked-in baggage, if there is an opportunity at the airport, sending them by post or delivering them for safekeeping, I inform you that this is a paid service, and the staff providing the service (in Vilnius and Kaunas) will provide more information the service. I also explain the Customer about other options: I suggest leaving unauthorized items in the car (if it is left in a long-term storage area) or handing them over to accompanying persons if they have not yet left.

If items prohibited for transport by air are found during the screening:

Depending on the nature of the found items, I inform the relevant services (the Customs, Police) and act in accordance with the documents regulating aviation security.

Other cases related to the screening process

If the Customer is in a hurry and wants to go through the screening check without standing in line, I suggest him/her to ask for a permit from those standing in line or to purchase the Fast Track service.

Management of queues at the screening checkpoints. If there is a long queue of Customers, i.e. more than 30 people are waiting for the screening or I see a large group of people coming, I suggest opening an additional checkpoint (the decision is made by the aviation security shift Manager/Deputy).

Customers with special needs and families with young children and pregnant women are given the opportunity to access the general checkpoint without queuing (as indicated in the picture or, if there is no separate passage at the airport, if I notice them waiting, I invite them from the general queue, giving priority). It is recommended that the Manager of the shift or an employee carrying out his/her instructions perform this.

2.3. Customer check at the Fast Track post

The Fast Track service (express service/quick check service, hereinafter referred to as the Service) is provided to passengers at the aviation security checkpoint of the departure hall of the passenger terminal of Vilnius Airport throughout the entire working hours of the departure hall of the passenger terminal. The Service provides an opportunity to perform the necessary aviation security screening procedures without waiting in a general queue. The target Service rate (for the purpose of queue management): 95% of the cases the Customers' waiting time in the queue is no more than 5 min.

When performing an aviation security screening at the Fast Track Service checkpoint, a Customer is given priority over employees of the administration, ground service companies or aviation security.

The Service can be used by:

- Passengers who have purchased the Service (have paid for the Service, have privileges or corresponding loyalty cards, have a business class ticket and otherwise as described in the Service provision procedure).
- Employees of the ground service companies or other services providing services in the sterile zone, who are on duty and have a permanent employee certificate, and persons accompanying them, who have a temporary airport permit.
- Employees of the airport administration and the screening employees, as well as persons accompanying them, who have a temporary airport permit.
- Persons who are escorted/deported by border guards, giving priority to passengers and airport staff.

The following persons cannot pass through the Fast Track Service checkpoint:

- Crews when they pass the screening <u>outside their working time</u>, i.e. with when they fly with tickets as passengers without obtaining the Fast Track Service.
- Passengers accompanied by employees or crew who do not have proof of purchase of the Service;
- Unaccompanied baggage transported by a ground service company's personnel.
- Families with young children, pregnant women, disabled persons and children accompanied by ground service staff who do not have proof of purchase of the Service – they are given the opportunity to go through the screening without queuing in the general screening.
- Late passengers who do not have a Service document – I recommend them to purchase the Service.

Detail information on the process steps

Distribution of roles among the employees at the Fast Track Service checkpoint: This post is always staffed by at least two staff members – a male and a female. The employees exchange the functions depending on what is being served: when a male is being screened, the functions No. 4 and No. 5 are performed by a male, when a female is being screened – by a female. Other functions are performed by the employees in rotation, depending on the available qualifications.

1. I notice the Customer

If there are no Customers being screened at the Fast Track Service checkpoint, I show that I have noticed the arriving Passenger, I greet him/her by approaching with words: *"Good morning", "Good day"* or by nodding my head from afar, making eye contact, and smiling.

The Passenger is encouraged to independently scan the boarding pass or other service document following the gate operating instructions. The employees using the Fast Track Service checkpoint must open the turnstiles using the employee pass.

2. I approach the Passenger

If the gate does not open upon the attempt by the Customer, or the person does not understand the instructions for the operation of the gate and delays or does not even try to open it, I approach him/her as soon as I finish the screening procedure. If the aviation security check of other Customers is being carried out at that time, I always inform the Customer waiting at the gate that I will come after I have completed my work: *"Please wait, I will come right away and help you."*

3. I provide information regarding the purchase of the Service

If the Customer does not have the right to use the Service (e.g. the loyalty card is invalid, the Customer has not purchased the service, the QR code has already been used, etc.), I politely inform him/her of the situation, stating the reason why I cannot provide the Service, and offer possible options for purchasing the Service: in the check-in hall or by an SMS message: *"Unfortunately, your loyalty card does not allow you to use the Fast track Service, you can buy it at the machine in the check-in hall or go to the general queue.", "Unfortunately, your ticket is without the Fast Track option, if you want to use this Service, you can purchase via text message..."*

4. I record the Service interruptions

If, upon approaching the Customer, I find out that the Service can be provided to the Customer, but the gate does not open for technical reasons (e.g. the loyalty card scanning does not function, it is not possible to scan the QR code, the sending of SMS message fails, etc.), I let the Customer through the gate by opening it in an emergency way or through the staff passage, opening with my own permission. After completing the screening procedures, I record such service malfunctions on the service malfunction sheet. When letting the Customer through the gate, I apologize to the Customer for the malfunction of the Service: "We apologize for the inconvenience."

5. I open the gate

If, upon approaching the Customer, I find out that the service can be provided to him/her, I explain how to open the gate. Seeing that the Passenger does not understand what he/she should do or does not dare/does not understand the explanation, he/she is provided with assistance by selecting the necessary option. After opening the gates, I continue to perform the procedures for the Customer Aviation Security Check described in the section "Customer Aviation Security Checks".

6. I perform an aviation security check

If the Customer understands the operation of the gate and, after selecting the Service option and scanning the necessary documents, the gate opens immediately, the procedures for the Customer's aviation security check are carried out, described in the section "Customer Aviation Security Checks".

Other cases of at the Fast Track Service checkpoint:

If the Customer is not checked-in or the flight details do not match, I direct him to the check-in counters to check in there: *"Sorry, the boarding pass is not valid (the flight date does not match), please go to the check-in counters located at..."*

If there are a lot of Customers, employees, and service personnel at the Service checkpoint at the same time, I give priority to Customers and crews. In such a case, I politely remind the employees about the priority of Customers and crews or invite the latter to approach first: *"Please wait in line while we serve the Customers."*, *"Please approach the Passengers who have purchased the Fast Track/ Express Service..."*, etc.

The memo "Customer Service at Aviation Security Checkpoints" (Annex 4) and the memo "Frequently Used Phrases at Aviation Security Checkpoints " (Annex 6) are provided for in the annexes.

2.4. Customer service in the Business Club

Detail information on the process steps

1. I meet the Customer

When the Customer hands me a boarding pass after arriving to the Business Club, I greet him/her by making eye contact: *"Good day."*, *"Welcome. It is nice to see you again."*

When I work alone, after leaving the workplace for a longer period of time (more than 5 minutes), I place a plate on the check-in counter so that the Customer sits at the table himself/herself. If the Customer arrives at the counter in my absence and sits down at the table, when I notice the Customer, I approach him/her, say hello, take the boarding pass from him/her, scan it and return it to the Customer at the table.

2. I offer the Customer to purchase the Service

If the Customer does not have the right to use the Business Club service free of charge or the Customer pays for the use of the Business Club services, I always suggest purchasing a privilege card following the 5-step structure described in the section "Customer service at service/sale points".

3. I serve the Customer

I always communicate with Customers quietly so as not to disturb other Customers of the Business Club.

I explain the principles of using the service to the Customer who comes to the Business Club for the first time: the self-service at the food and beverage bar, the possibility to use a stationary computer, the possibility to print the necessary documents, use the wireless Internet (I tell the access code) and other benefits.

I periodically check whether all products and utensils are available in the food and beverage bar. If required, I replenish the stock. I check that there is no shortage of printed publications.

I provide necessary assistance to the Customers, for example, I switch the desired TV channel, show how to use the coffee machine, lend a computer or phone charger cable, etc. I offer my assistance to Customers with special needs. I answer Customers' questions.

If there are passengers with small children in the Business Club, I offer activities for children (colouring tools, toys, etc.).

If a conflict occurs, I try to manage the situation according to the conflict management steps described in the chapter "Resolution of Conflict Situations".

If the Customer's flight is delayed, I help him/her as much as possible: I draw the Customer's attention to the fact that his flight is delayed, if necessary, I contact the employee responsible for check-in for a specific flight by phone to search for other connecting flights and allow the Customer to communicate with him/her directly or pass on the received information.

4. I farewell the Customer

If I notice the Customer leaving, I try to make eye contact and say goodbye: *"Have a nice flight!", "Have a nice vacation!", "Goodbye".*

After the Customer leaves, I clean the table and, if necessary, the space around it. If necessary, I call the cleaning person.

2.5. Customer boarding

Detail information on the process steps

1. I prepare for the boarding

I arrive at the boarding gate earlier so that I can do all the preparations and start the boarding on time:

- I activate the systems required for the boarding of customers on the work computers, I activate the boarding pass readers. If necessary, I ask the terminal coordinator to turn on the lights in the boarding area.
- I prepare other tools necessary for boarding: the Customer information texts, baggage labels, new boarding passes for Customers (if such were issued), etc.
- I check if the way to the aircraft or bus is open (the gallery is empty and on/the bus has arrived, etc.)

- I make final coordination of the boarding of Customers with special needs (disabled, unaccompanied children, etc.) and very important persons (hereinafter referred to as VIP persons): who and when (at the beginning or end of boarding) will accompany them to the aircraft.
- I turn on the screen above the boarding gate. I check that the information provided is correct. In case of identifying the error, I contacted the responsible employee.

2. I inform the Customers about boarding

I only start boarding Customers after receiving permission. The first information message sounds exactly when the boarding process was scheduled to begin. If there is a delay in starting it, I inform the Customers about the new boarding time or the time of the next announcement.

I inform the Customers about the start of boarding through the airport's sound system, indicating the name of the company performing the flight, the flight number, the flight route and the boarding gate number in the informational text. I ask the Customers to be ready to submit personal documents and boarding passes (unless the airlines require otherwise).

I turn on the status "Boarding" on the screen.

I additionally inform about the ongoing boarding through the airport's sound system after a larger part of Customers has passed. In the informational text, I indicate the above mentioned flight details, the boarding gate number and call for late Customers to arrive at the gate. If 2–3 Customers are missing, I invite them by name, if allowed by the airline rules.

3. I check the Customers' documents

Taking the documents from the Customer, I thank him/her and try to make a short eye contact, and I smile.

I carefully check the boarding pass, paying attention to whether the flight number, date and route, the Customer's name and surname match.

I politely say goodbye to the Customer: *"Have a nice flight!"*, *"Have a good trip!"*, *"Have a nice vacation!"*.

If I notice Customers in the queue who can be served applying priority service, I invite them to come first.

I pay attention to the Customer's hand luggage and assess whether its dimensions and weight meet the requirements. When I am sure that they are exceeded, I inform the Customer about the need to pay for such baggage: *"In order to ensure the safety of passengers inside the aircraft, it is prohibited to carry baggage larger (heavier) than the permitted norms."* and I myself indicate all the necessary information: what are the possible payment options, methods, amount, etc.

4. I post information about the completed boarding on the screen

I post information about the completed boarding on the monitor. I activate the status "Gate closed" in the system and clean the workplace.

5. I ensure smooth access of Customers to the aircraft

If the Customers are transported to the aircraft by bus and most of the Passengers are already on the bus, and it takes time to search for late Customers, I recommend the driver to close the bus door (in winter).

Other cases of boarding process

If, during the boarding, a Customer appears to be in such a state that it could pose a threat to the safety of the flight, I assess the situation and act in accordance with the airline's requirements. If necessary, I politely but firmly warn the Customer about his/her behaviour and possible consequences.

2.6. Service of Very Important Person (VIP)

The service of Very Important Person (VIP) consists of Customer departure and arrival processes. The definition of Very Important Person (VIP) includes both members of state delegations and Customers who purchase such a service. While serving these Customers, I may encounter the situations and protocol requirements described in other sections. Before starting my work, I familiarize myself with all the rules and requirements relevant to serving Very Important Persons.

2.6.1. Departure of Customers

Detail information on the process steps

1. I meet Customers

If I perform the aviation security function:

- I greet the car driver with the words: *"Good day."*, *"Good evening."*, I greet other persons, if I make eye contact with them, by nodding.
- Before letting a car into the airport area, I check the necessary documents and make sure that the number of people and their identities match the information received when the order was placed (if I notice discrepancies, I immediately inform the responsible airport staff and wait for their decision, I do not react immediately (I do not respond negatively to the Customers).

If I perform the VIP admin role:

- I greet the arriving persons: *"Welcome," "Good day, it is nice to see you again."* I ensure their smooth access to the premises and the separation of their baggage, taking into account whether the persons must participate in the screening.
- If Customers who are required to participate in the aviation security screening are walking along with the persons to whom the screening is not applied, I calmly but firmly emphasize that they must go through the other door: *"Sir, please go here. In order to ensure everyone's safety, screening of passengers and accompanying persons is mandatory."*

2. I register Customers for the flight

If I perform the function of a representative of a ground service company:

- I register Customers for the flight in accordance with the principles and guidelines of the Customer check-in process.

3. I accept the checked-in baggage

If I perform the function of a representative of a ground service company:

- If the Customer has check-in baggage, I accept it and ensure that the loading staff arrives on time and takes all the baggage to the aircraft. I pay attention to the Customer's hand luggage and assess whether its dimensions and weight meet the requirements. If I am sure that they are exceeded, I inform the Customer about the need to pay for such baggage: *"In order to ensure the safety of passengers inside the aircraft, it is prohibited to carry baggage larger (heavier) than the permitted norms."* and I myself indicate all the necessary information: what are the possible payment options, methods, amount, etc.

4. I perform the screening procedures

<u>If I perform the functions of an aviation security employee:</u>

- I carry out the screening of the Customers and their hand luggage in accordance with the principles of the Customer Aviation Security Check process and behavioural guidelines (available in the section "Customer Aviation Security Checks"). While performing these actions, I take into account, as far as possible, the wishes expressed by the Customer or his/her representatives at the time of ordering.

5. I service the Customers

<u>If I perform the VIP admin role:</u>

- I am always visible to the Customers and ready to help them, to listen to them, but if I am not serving the Customers at a particular moment, I do not stand too close to them and avoid looking at them carefully.
- Whoever is the person who addresses me, I answer their questions, respond to their needs; if I need to address high-ranking officials or other important persons who have their own representatives, I do not contact them directly but through their representatives.
- I introduce the services provided to the Customer visiting the VIP terminal for the first time and encourage them to contact me if they have any questions.
- I serve Customers who wish to use the bar services:
    - I find out their needs: *"I am listening to you.", "What would you like?"*. If Customers order more items, I check if I have recorded everything correctly.
    - When presenting the purchased goods, I make short eye contact, smile: "Your coffee, please.", "Please. Enjoy your meal." If I am serving a group of several people, I serve the items to the women first, then to the men.

6. I accompany Customers to the aircraft

<u>If I perform the VIP admin role:</u>

Taking into account the wishes of very important persons and the possibilities of the situation, I board them later (at the end of the boarding) than the main flow of Customers.

I make sure that the car that is to transport the Customers arrives on time.

I invite the Customers: *“Dear Passengers, we invite you to board the plane.”*, *“Dear Sirs and Madams, please proceed to the car waiting for you.”*, *“Your Excellency, we invite you to procced to the car.”*

I say goodbye to the Customers boarding the plane: *“Have a nice flight!”, “Have a nice trip!”*.

2.6.2. Arrival of Customers

Detail information on the process steps

1. I greet the Customers and escort them to the VIP terminal
<u>If I perform an aviation security check function:</u>

I greet the car driver with the words: *“Good day.”, “Good evening.”*, I greet other persons, if I make eye contact with them, by nodding.

Before letting a car into the airport area, I check the necessary documents and make sure that the number of people and their identities match the information received when the order was placed (if I notice discrepancies, I immediately inform the responsible airport staff and wait for their decision, I do not react immediately (I do not respond negatively to the Customers).

<u>If I perform the VIP admin role:</u>

When I am the only one to meet the arriving Customer, I arrive at the aircraft on time and wait for the Customer to get off the plane. If the person is not known to me, I hold a neatly printed sign (with the indicated surname, company name, etc.) in my hands. In rainy weather, I always have an umbrella with me and hold it for the Customer.

I smile at the arriving Customer and greet him/her: *“Welcome back”, “Nice to see you again”*.

2. I ask the Customer about checked-in baggage
<u>If I perform the VIP admin role:</u>

I ask the Customer (or his/her representatives) whether he/she has checked-in baggage. If the answer is “yes”, I take the baggage tag and hand it over to the employee of a ground service company standing at the plane as quickly as possible. We go to the VIP terminal with the Customer without the baggage.

3. I find and return the Customers’ luggage
<u>If I perform the VIP admin role:</u>

I ensure the smooth delivery of the baggage (depending on the wishes of the Customer or his/her representatives, the baggage can be delivered to the VIP terminal, directly to the car, etc.).

4. I perform the check procedures

If I perform the aviation security function:

As required, I carry out customer aviation security screening procedures, described in the section "Customer aviation security screening".

5. I ask the Customer about the need for additional services

If I perform the VIP admin role:

I offer drinks and snacks to the arrived Customer while he/she is waiting for his/her baggage.

If no one is meeting the Customer, I ask if I can call a taxi for him/her. I say goodbye to the Customer: *"Good evening. We will be waiting for you when you return!", "Have a nice weekend!".*

Other cases in the VIP service process

If the Customer's flight is delayed, I inform the Customers (his/her representatives) in a timely manner and explain the situation. I ensure that the responsible persons makes use of opportunities for the Customer to reach the destination at a different time, route or way as soon as possible. I take care of the Customer's comfort.

2.7. Customer service in case of flight delays

Detail information on the process steps

Description of actions

1. I inform the employee of the Operations Management Department

Upon receiving information about a flight delay or cancellation, I immediately inform the airport staff performing operational management functions, who must immediately change the information in the system.

2. I inform the Customers

I ensure that in the event of a flight delay, concise information and all the necessary assistance are provided to the Customers at the Customer's location (at the check-in or boarding area) in a timely manner.

If it is known about the delay is already during the check-in process, I inform each Customer personally during the check-in. I do this by expressing my regret (see steps for managing conflict situations). At the Customer's request, I briefly explain the reason for the flight delay (do not mention the reasons that may cause doubts regarding the safety, and I emphasize positive points (e.g. "aircraft maintenance works" instead of "technical failure").

When boarding is delayed, I make an announcement about a later boarding time or a delayed flight no later than at the original boarding time.

I specify the new estimated time of boarding or flight (if it is known) or the time of the next announcement. I announce the updated information no later than at the promised time or, if there is none, I repeat the previous information and indicate the time of the next announcement.

As soon as I receive updated information about the flight, I announce it immediately.

3. I ensure the comfort needs of the Customers

I provide Customers with everything that is due to passengers in the event of a flight delay according to the general rules of aviation and specific airline companies: printed documents on the Passenger Rights, drink and food coupons; I ensure the Customers the opportunity to call or send an e-mail, I pay attention to Customers with special needs.

I make sure that all requesting Customers receive accurately completed documents confirming the flight delay or cancellation (I provide the documents myself or indicate the website where the Customer can print the documents himself/herself).

4. I provide assistance to the Customers

I help the Customers as much as possible. I inform the Customers about flight alternatives offered specifically to them by airlines or direct them to the companies' representatives. Depending on the situation, I provide the Customers with information on possible actions, such as going to an intermediate airport or staying at the place, identifying the advantages and possible risks. The final decision must be made by the Customer himself/herself, but my sincere help makes him/her feel safer in a difficult situation.

If the Customer reacts negatively, insists on inviting the "responsible person", I confirm that I am authorized and competent to solve the issues arising in the specific situation: *"In this situation, I represent the airline and I have the latest information about...", "I am the person entrusted with ..."*, etc. If the Customer cannot be calmed down, I call the Manager.

Other cases in the process of informing Customers about flight delays

My actions when a flight is cancelled or delayed for more than 6 hours, and this is known in advance:

- I inform you about the new estimated flight (departure) time.
- I hand over a document on the Passenger Rights to each Customer.
- I inform about the hotel service and hand over a hotel coupon.
- I call a taxi and inform about the name of the taxi and the place of arrival.
- For Customers of connecting flights, I emphasize the working hours and location of the ticket sales centre in the terminal.
- Upon request, I provide exact contact details where the Customer can apply to in case of questions.
- When the Customer emotionally expresses dissatisfaction, I try to control the situation according to the steps of conflict management.

2.8. Returning Customers' baggage and searching for delayed or lost luggage

Detail information on the process steps

<u>If I perform the operational management functions:</u>

I use free baggage carousels to deliver the Customers' luggage, so that it is convenient for the Customer to access and wait for the baggage moving on the conveyor belt. If there are no free baggage carousel, only in this case I assign one baggage carousel for baggage from two flights.

<u>If I perform the function of a representative of a ground service company:</u>

When the baggage is moving on the conveyor belt, I am nearby and monitor the situation. If I notice Customers whose baggage has not arrived, I invite them to the office to fill out the documents. If after 1 hour after the beginning of the baggage drop-off, there are pieces of unclaimed baggage, I take them to the Company's premises.

If I notice that there are free baggage carousels and at least one baggage carousel is assigned for baggage from two flights, I inform the terminal coordinator of the airport's operational management group.

1. I service the Customer

I politely greet the Customer: "Good afternoon", "Good evening" and listen to him/her without interrupting. I make sure that the Customer applies for lost baggage in a timely manner (within the period specified by the airline – within 21 day). I briefly inform the Customer about the baggage search procedure: *"Now we will fill out a special form, according to which the baggage search will be started. As soon as it arrives at our airport, we will inform you and agree on the delivery of the baggage."* I fill out the baggage search file as accurately as possible. I ask additional clarifying questions while explaining why this is important. I observe how confident the Customer is in his/her answers, and I record the data that the Customer is really sure about. By taking enough time to find out these details now, I increase the probability of identifying the suitcases faster, saving my time and the Customer's time for follow-up questions later. When communicating with the Customer, I use positive statements: *"The baggage usually arrives the next day," "I will do everything possible.", "I am trying to help you."*, etc.

When the baggage is delayed, I hand over an Overnight Kit to the Customer who does not live in Lithuania, but will spend a night here, or I inform about other options, taking into account the airline's procedure.

If already at this stage I know when the Customer's baggage will arrive, I tell the Customer and agree on its delivery (pickup): *"As far as we know, your baggage has been sent and should arrive on another flight, at 9 p.m. How would it be more convenient for you: should we deliver the baggage, or will you come to collect it yourself?"*

When talking about when the baggage could reach the Customer, I always estimate the time of transportation to another city. At the Customer's request, I provide the documents necessary to receive insurance benefits.

At the end of the conversation, I provide the Customer with all contact details so that he/she can contact us if necessary: the landline and mobile phone numbers, e-mail address and case number. If the airline with which the Customer flew offers the possibility to monitor the status of the search online, I inform the Customer about this.

I politely say goodbye to the Customer: *"Goodbye. I will call you as soon as I have information about your baggage."*

2. I inform the Customer and agree on the transfer of the baggage

I inform the Customer about the arrived baggage and specify the agreed arrangements of delivery (pickup). If the baggage is detained at customs, I inform the Customer about the situation by phone and explain whom to contact.

If the baggage is not found during the primary search, I start a secondary search of the baggage (according to the items inside the baggage) no later than within 5 days of the Customer's request. If necessary, I contact the Customer to verify information about the items inside the suitcases.

3. I inform the Customer and ask him/her to fill out the form

If the baggage is not found within the time specified by the airline, I contact the Customer and ask him/her to fill out a form detailing the contents of the baggage and the prices of the items contained in it. I pass the data on to the responsible employees of the airline who make decisions on compensation.

If the Customer wishes to file a claim for compensation for delayed, lost or damaged luggage:

- I explain that these issues are decided by the responsible employees of the airline and that claims must be addressed to that company.
- I show the Customer my desire to help: I mention that I can mediate in the submission of a claim to the airline. If I know that claims in a certain language (e.g. English) are processed faster by the company, I inform the Customer about this.
- When it is not necessary, I avoid naming the possible amounts of compensations.

If the Customer files a claim regarding damaged baggage:

- I make sure that the Customer files a claim on time (within 7 days).
- I inform him/her of the possible actions: to repair the baggage in a shop and submit a receipt according to which the airline would refund the money, or, if the repair is not possible, to obtain a proof of this from the shop and submit a request for compensation to the airline.

If the Customer files a claim regarding a theft (disappearance of items) from inside the baggage:

- I make sure that the Customer files a claim on time regarding the missing items (within 7 days).
- I ask the Customer to fill out a statement, indicating what specifically went missing, when it was purchased, at what price.
- I forward the statement to the responsible employees of the airline or suggest that the Customer do it himself/herself. I inform him/her that all further decisions will be taken, and the Customer will be informed by the representatives of the airline.

If the Customer is angry, in the event of a conflict, I try to control the situation according to the steps of conflict management.

2.9. Customer service at service/sales points

Detailed information on the process steps

I follow a 5-step structure when servicing Customers at the service/sales points:

1. I notice an incoming Customer, greet him/her politely, by nodding, make eye contact and smile. Informal greeting are inappropriate (*"Hi"*, etc.). If possible, I immediately approach and engage into a conversation. If I am busy at that time and cannot serve the Customer, I show that I have noticed him/her and inform him/her that I will serve him/her soon, e.g. *"Good afternoon, I will service you soon...", "As soon as I finish servicing the other Customer, I will come to you immediately ..."*. If the Customer does not understand how he/she will be serviced after entering, I inform him/her as soon as I notice, for example, *"Please come to the cash register.", "Please sit down at a table, I will come soon.", "We have self-service, please choose what would you like to buy..."*, etc.
2. I ask and find out the Customer's needs by asking open questions such as *"What products are you interested in?"* and closed-ended questions such as *"Do you have any allergies?"*; I show that I care about the Customer cares and that he/she can get my help if needed, e.g., *"If you have any questions, please ask"*, etc. I am able to hear and understand the Customer, if necessary, I ask additional questions in response to the information provided (*"I understand you want a sandwich with meat, but what kind of bread should I make the sandwich with?"*), I do not interrupt, I do not rush the Customer. If the Customer's needs are complex, I repeat the understood need in my own words, e.g. *"Do I understand correctly that...", "As far as I understand..."*.
3. I offer the product/service according to the need expressed by the Customer, for example, I use the phrases spoken by the Customer and provide accurate information, for example, I give recommendations for use/carrying products on the aircraft, offer additional, suitable products, and also show the benefits that the Customer will receive when purchasing a product/service. If I do not know the answer, I inform the Customer about it and, if possible, I find out the answer and inform the Customer accordingly. If the Customer has to wait for more than a few minutes, for example, while a meal is being prepared or while goods are being brought from the warehouse, I inform him/her in advance, let him/her know how long he/she will have to wait, and ask if the Customer will have that much time. I keep my promises, I am not late, I thank for waiting when I

come back, I apologise if I am late. When serving the Customer, I also use additional sales models depending on the situation (see more information in the section “Additional sales models”).

4. I submit the receipt and all the change when settling with the Customer. If the Customer is satisfied with my service, he/she will decide for himself/herself whether to leave a tip and how much it will be. I do not decide myself how much the service is worth, I leave to decide it to the Customer.
5. I thank the Customer for the visit/purchase. This will encourage him/her to come back next time: *“Thank you for your purchase.”*, *“Thank you.”* I say goodbye to the departing customer with the words: *“Good luck / Have a good flight / Goodbye...”* or by nodding and smiling.

See the memo “Customer service at sales and service points” (Annex 5).

2.9.1. Upsell models

While serving the Customer and selling goods or services, I also follow upsell models. In the description of each model, I can find information about: what it is, how to properly prepare, when is the right time to apply the corresponding model, what to sell, arguments that help to apply the model and make additional sales, the sequence of actions required when applying an upsell model, what are the possible threats and what to do if these threats emerge.

Upsell	
What is it?	This is a model where the Customer is offered to purchase a significantly more valuable, larger product for a relatively higher amount of money spent and receive a higher value/quantity. *For example: 50 ml of perfume costs 100 Eur, and 75 ml – 125 Eur.* It is also possible to offer to buy a larger quantity of the same merchandise, spending more money but getting more value. *For example: to buy two coffees with a 20% discount.*
How to prepare?	• To check whether there are alternatives to the product more expensive than the selected product in the product stock. • To select alternative options. • It would be good to know how the more expensive product is superior to the one chosen by the Customer.

When to apply? (appropriate situation)	When the Customer has chosen a product and buys it or is ready to buy it.
What to sell? (resource)	Available more expensive alternatives.
What helps sell a more expensive merchandise?	• It pays off – spending more gets allows to get a significantly more value. *For example, would you like to buy two coffees with a 20% discount. I see you are traveling with your family; I suggest you buy 2 bottles of water because it often costs more on the plane.* • Product upgrade – paying more allows to get a better version of the product. • Advantage - I show that the more expensive product will exceed the Customer's expectations. For example: *if you choose this shade of lipstick from the new collection, you will get not only colour, but also oils that will nourish your lips.* • I educate the Customer when I offer something that the Customer did not know about a more expensive product. • Seasonality, fashion – The Customer buys the most fashionable item of the season by paying more. For example: *This new handbag is in line with the latest fashion trends of this season and costs only X euros more than the old model handbag.* • Exclusivity – a more expensive item will help to feel or look exclusive. • Sharing the experiences of other Customers who have purchased a more expensive product. For example, *After choosing this more expensive headphone model, our Customers praise it for its high sound quality.* • I allow to test (smell, hold, taste, etc.) the offered more expensive product.
What do I need to do to make it work?	1. To see that the Customer has chosen a product or to help him/her choose it.

	2. To understand what product to offer. 3. To think about what arguments to use. 4. To hear what the Passenger says and respect his/her choice. I provide polite service if the Customer buys the product of his/her choice.
What are the possible threats and what to do?	• The Customer does not see the value – to describe the value in detail, to emphasize the numbers. • “Too much pressure” on the Customer – to offer no more than 2 times. • I offer the wrong product – proper preparation. • Too expensive – to use other methods.

Cross sell	
What is it?	It is a method when an additional product is sold to the same Customer, which is not related to the features and functions of the main product or service but complements them. For example, *When buying a coffee, a sweet is also offered; when buying perfume, a deodorant of the same scent is offered, when buying a phone, a case is offered, etc.*
How to prepare?	• To check whether there are additional product options in the product stock. • To select available sets. • To know the functions of the main product.
When to apply? (appropriate situation)	When the Customer has chosen and decided to buy the main product, with which it is possible to sell additional products.
What to sell? (resource)	Products that complement the main product, ready-made combinations of additional products.
Who helps sell the complementary product?	• A discount applied to accompanying items. • Complementary items allow you to use the main item. For example, *When the Customer is buying cigarettes, I offer a lighter.*

	• A well-designed set can help to sell your main and ancillary products. For example: *You may buy a set of perfume with shower gel, and it will cost you 20% less.* • Recommending sets purchased by other Customers. For example, *Customers who bought this product also purchased...* • Allow to test the purchased main product with the additional product offered. For example, *Try this coffee with our freshly baked cake, we have small pieces here.* And if the Customer likes it, I offer to buy some. • To inform how the additional product will increase the benefits and value of the main product. • To form the need, to educate the Customer about the use and value of the additional product. For example, *I suggest purchasing a case for your new phone.* • To allow you to try an additional product along with the main one.
What do I need to do to make it work?	1. To see that the Customer has chosen a product or to help him/her choose it. 2. To form a need for an additional product. 3. To provide an offer for the purchase of an additional item for the train. 4. To offer up to 3 additional items.
What are the possible threats and what to do?	• Unsuitable additional product – to offer another product. • The Customer does not see the value – to mention the value by explaining the benefits to the Customer. • "Too much pressure" on the Customer – to offer no more than 3 additional products.

Down sell

What is it?	This is a method when the Customer is offered a cheaper product than the one he/she was considering buying but is inclined to decide not to buy it due to its price or features (for example, the product is too large – it does not fit in hand baggage). A cheaper product can also be offered seeking to sell more. For example, *Instead of the desired perfume, a smaller amount of the same scent or a deodorant is offered, etc.*
How to prepare?	• To review the assortment and assess whether there are cheaper alternatives to the merchandise. • It would be useful to know how a cheaper product differs from the chosen one.
When to apply? (appropriate situation)	Such an offer should reach the customer not when he/she is just starting to be interested in the products, but precisely when, after hesitating because of the high price or inappropriate features of the product, he/she decides not to buy it.
What to sell? (resource)	A cheaper product, but it is important to emphasize that its value will not be significantly lower than the value of the product under consideration.
What helps to sell a cheaper product?	• Promotions and special offers for a cheaper product. • Arguments showing that even with a cheaper product, the Customer's need will be satisfied. For example, *If the Customer hesitates about the price of a pizza, offer to buy a slightly smaller pizza for less.* • To emphasize that the product is simpler, but not worse or cheaper. • To compare both options and emphasize their benefits that the Customer seeks. For example, *When the chosen book does not fit in the baggage, the same book in a smaller format may be offered.* • Testing a cheaper product.
What do I need to do to make it work?	1. To recognize the moment when the Customer hesitates about the price or features of the product.

	2. After hearing doubts about the price, features, to offer another (cheaper, more convenient, etc.) option. 3. To reason the offered product. 4. To praise the Customer's choice to buy and respect the choice not to buy.
What are the possible threats and what to do?	• The Customer decides not to buy the product – to respect the choice. • The Customer decides to allocate a larger amount than planned – to apply the model of upsell. • The Customer thinks that the cheaper product is worse – to offer another product, no more than 2 times.

2.10. Customer service using self-checkouts

If vending machines are used for sales purposes at the airport, they are subject to the following quality requirements:

- A vending machine is functional. If not, a sign must be hung.
- The shelves are at least 50% full.
- The cleanliness and tidiness of the device is ensured – clean showcases, surfaces, all parts are functional, all accessories, the body is in order, not broken, the goods are neatly stacked.
- Sufficient information is provided – the prices, names, numbers of the goods are specified, which coins or banknotes are accepted, instructions for use, whether payment by card is possible, whether change is given.
- The information provided is of high quality – it is correct, in Lithuanian and English, the labelling is not faded, not peeled off.
- Relevant information in case of failure is provided – the Customer service phone number, other information, e.g. the vending machine number.
- The specified Customer Service number is working. Upon calling, a consultant answers, if there is no answer, the next action is initiated – a callback, SMS, answering machine, etc.
- When receiving a call to Customer Service by phone, the requirements of Customer Service by phone are met.

2.11. Customer service using the airport taxi service

When serving Customers at taxi service locations, I adhere to the following regulations:

- When I notice a Customer, I say hello, nod my head or smile.
- I communicate with the Customer in Lithuanian, English or Russian (if I know these languages), depending on the language in which the Customer addresses me.
- I politely answer the Customer's questions, provide correct information.
- When we agree on the trip, I ask the Customer about the baggage – will there be any items that he/she would like to leave in the trunk of the car. After finding out, I put the Customer's items to the trunk myself.
- If the Customer needs a child's car seat during the trip, I suggest those waiting to wait inside the car until I bring the seat.
- When playing music in the car, I ask the Customer if it is not too loud. If the Customer asks to turn it down, I ask if he wants the music to be turned off.
- After arriving at the agreed place and upon paying by the Customer, I always give a receipt and all the change without round it (when the Customer pays in cash), because if the Customer is satisfied with the service, he/she will decide for himself/herself whether to leave a tip and what amount.
- After settling with the Customer, I try to be the first to get out of the car and open the car door for him/her, and I firmly and safely place the items taken out of the car trunk.
- Saying goodbye, I wish the Customer a nice stay/day/evening.

It is prohibited: To apply rates higher than those approved by the airport, to round the change and not give it to the Customer, not to issue a receipt, not to take the Customer's baggage, not to follow the general CSS rules, to listen to loud music, not to follow the traffic rules, to operate a dirty car (including its interior), to smoke in the car.

2.12. Customer survey

I adhere to a more relaxed business dress code ("Smart casual") when conducting a survey. For men, it is recommended to wear a jacket in a classic style, it is allowed to wear jeans (preferably not ripped or brightly coloured, of course), a fitted shirt or polo shirt with a collar, and classic shoes. Women may wear a dress or a two-piece suit, a matching shirt, and dark jeans are also allowed.

I behave unobtrusively, i.e. if Customers do not agree to fill out the questionnaire, I just thank and wish a good day/good flight.

I communicate with the Customers politely, maintain a positive or neutral tone, use the words *“Please”*, *“Thank you”*, give the Customers the opportunity to choose the questionnaire from at least from three languages (e.g. Lithuanian, English, Russian). Along with the questionnaire filled out on paper, I always offer the Customer a writing instrument and a solid basis for writing (except when the interviewee sits at a table, or the interview is conducted using electronic devices). I communicate with Customers in Lithuanian, if knowledge of a foreign language is needed, I can explain in English/Russian. If I do not know the language, if I have a chance, I ask my colleagues for help.

It is prohibited: To use of logos of the Lithuanian airports if the survey is ordered not by the airports, to talk on a mobile phone during the survey, chewing gum, to falsify the survey data, supplementing for the Customer, if the Customer himself/herself has not answered all the questions of the questionnaire.

2.13. Customer service at the hotel

Customers at the hotel are served both by the hotel’s own staff and by employees of partners. Depending on the specifics of the job and the functions performed, I follow either the processes described in this section, or the requirements described in other sections, such as “Customer service at the points of sale of goods and provision of services”.

2.13.1. Customer check-in at the hotel

Detailed information on the process steps

1. I prepare for check-in.

The check-in service is available 24 hours a day, 7 days a week. Before starting work, I come to my workplace a little before my shift starts. I check whether I will have all the tools necessary to serve the Customers at the workplace – check-in forms, pens, material for the Customers (local information material, etc.), umbrellas, the latest magazines, newspapers, a supply of hygiene products (e.g. toothbrushes, toothpaste, chargers), etc. I also make sure that the information provided to the Customers is sufficient and of high quality (valid, up-to-date, multilingual). The facilities are ready for smooth service – filled printers, shoes shine machines, vending machines, functional information screens, orderly item storage and the rest of the room. I check the bookings in the system.

2. I greet the arriving Customer.

I meet the arrived Customer and greet him/her saying *“Good day”, “Welcome”*. If the Customer speaks another language, I communicate in a language that both of us understand. I ask the Customer if he/she has made a reservation. If the Customer has booked a room in advance, I ask to provide the documents required for check-in – personal identification document, credit card details, etc. If the Customer has not booked a room in advance, I ask how long he/she plans to stay, what kind of room he/she wants (single, double, etc.), how long the Customer plan to stay and other information relevant to the reservation. After receiving the information, I check the availability of the rooms in the hotel system and inform the Customer about the possibilities. If there are no rooms available, I inform the Customer about this and provide information about nearby accommodation facilities. If I find a room(s) that meets the Customer’s needs, I inform about the terms of service – the price, deposit, etc. I ask if the Customer would like to order services. If yes, I perform further procedures, if not, I say goodbye. I ask the Customer if he/she has any special requests, e.g. a bed for a small child, transport, and provide information about the conditions for their provision.

3. Filling out the check-in form.

While I am filling in the data in the system, I ask the Customer to fill in the check-in form *“Please fill in the check-in form”* and I indicate that the Customer should feel free to contact me if there are any questions while filling in the form. The Customer submits the documents and fills in the check-in form.

4. Finding out additional needs.

I ask if there are any additional questions.

4.1. No. I continue the check-in process.

4.2. Yes. I specify the data, explaining how to fill in the form.

5. I introduce the Customer to the main hotel rules and additional services.

I thank for filling in the form. I inform the Customer about the main rules of the hotel – related to smoking, check-out time, etc., and provide basic information – the time and place of breakfast, restaurant opening hours, internet, local information materials, parking options, etc. I inform about additional hotel services – a mini bar, massages, other services and indicate where the Customer can find all the necessary information about these services, and that he/ she may order them by calling the reception phone (I also indicate the number).

6. To find out whether the Customer needs additional services.

I ask if the Customer needs additional services.

6.1. No.

6.2. Yes. I inform the Customer about additional services and coordinate their provision conditions and order them.

7. Payment for the services.

I check whether the payment for the services has already been made. If not, I ask the Customer when and how he/she wants to pay for the services? If the Customer wishes to pay during the check-in, I ask if an invoice is needed? Depending on the payment method chosen by the Customer, I prepare documents, accept payment and provide payment documents, such as a bill.

8. I give the room key.

I give the Customer the key to the room and inform how to get to the room – on which floor, where the stairs are, the elevator, which side the room is on. I also remind that if the Customer has any questions, he/she may contact the reception 24 hours a day directly or by phone, the number of which can be found in the room/on the key. I wish a good stay and rest**.**

2.13.2. Customer check-out

Detailed information on the process steps

1. I greet the Customer.

I notice the incoming Customer and greet him/her, for example, by saying *"Good morning/afternoon/evening"*.

2. I check the data regarding the use of additional services.

I ask the Customer if he/she had used additional services, such as a mini bar. If so, I ask to pay for the additional services provided. If not, I check whether the Customer has already paid for the services. If so, I say goodbye to the Customer. If not, I ask how the services will be paid for, will a bill be required? Depending on the payment method chosen by the Customer, I prepare the documents, accept the payment and provide the payment documents if the Customer requests a bill as well.

3. Finding out the need for additional services

I ask the Customer if additional services are needed – transport, baggage storage, etc. If the Customer is not going directly to the airport, I inform him/her that it is recommended to arrive at the airport 2 hours before the flight. I order additional services requested by the Customer.

4. I say goodbye to the Customer.

I say goodbye to the Customer and wish him/her a good rest/time

2.13.3. Room service

Detailed information on the process steps

1. I answer the call and find out the needs

I answer the call by introducing myself by name. I ask what I can do to help, and I find out the Customer's needs.

2. I inform about the provision/non-provision of a service/product

I inform whether the Customer's need can be satisfied. If not, I inform about recommended suppliers of services/goods. If the needs can be satisfied, I provide information about the provision of the service, such as how long it will take a maid to come, the prices and conditions of provision of additional services, etc. I coordinate the terms and conditions of the service provision and the quantities.

3. I say goodbye and ensure the provision of the service/goods ordered by the Customer

I ask if the Customer has any additional questions. I say goodbye and order the requested service/product.

4. Provision of the service

I knock on the door, say hello, introduce myself and ask if I may enter into the room: *"Good afternoon, room service, may I come in?"*. With the Customer's permission, I enter in and perform the ordered services.

5. Farewell

I say goodbye to the Customer and wish him/her a good rest/time.

2.13.4. Customer accompanying service

Detailed information on the process steps

1. I greet the Customer.

I greet the arriving Customer – I nod and say *"Welcome to Hotel X"*.

2. I accompany the Customer to the check-in desk.

I indicate where the Customer can find the registration desk, or I accompany him/her to it.

3. I ask if bags must be picked up and carried.

4. I accompany the Customer to the room.

After the check-in, I ask which suitcases belong to the Customer, take them and accompany the Customer to the room.

5. I say goodbye to the Customer.

I ask the Customer where to leave the baggage. I place the suitcases carefully and say goodbye to the Customer, wishing him/her a good rest.

2.14.Customer service during emergencies

The following emergency situations are possible when serving Customers at the terminal: danger of explosion, fire, dangerous infectious disease, other incidents and accidents.

• **Preparation**. I prepare myself and prepare my work environment – I attend fire and civil safety training, familiarize myself with the Passenger Terminal User Rules, evacuation plans, meeting places, check whether all the marking tools related to an emergency are provided and their quality is adequate, analyse what kind of airport information I can get by phone/e-mail and plan my actions after receiving a certain message, e.g., cash register, personal belongings, informing Customers present in the premises, recording the number of Customers in the premises, etc.

If an emergency occurred during work:	If the emergency continues during work:
I follow the information sent by Lithuanian Airports. I take care of myself and help the Customers around me – I reassure them, I emphasize that the situation is known and under control. I act in accordance with Annex 3 of the Passenger Terminal User Rules. I also provide the Customer with information on how to behave – I show the emergency exits and indicate the meeting places, if available; I direct the Customers to the rooms designated for them, I indicate how the employees managing the situation look like (e.g. wearing vests). I urge the Customers to take only the most necessary things, not to leave things on the aisle, I urge them not to stand or obstruct the passage of other Customers. If there are Customers with disabilities present, I help them by providing information and accompanying them to meeting places. When I leave my workplace, I make sure no Customers have left.	I inform Customers about the rules in force during an emergency and ask them to follow those rules, e.g. to keep a distance from other Customers, to follow seating rules (do not sit at marked tables), disinfection, etc. If necessary, I inform about the method or conditions of providing services/goods during an emergency situation, e.g. if food is only for take-out, I ask Customers to wait if it is established that only a limited number of Customers can be present in the room. I answer the Customers' questions related to the emergency situation; if I do not know the answer to the Customers' question, I direct them to competent persons. When serving the Customers, I also follow the information provided by Lithuanian Airports.

• **Customer service during an emergency.** An emergency may occur during work hours or continue for a longer period of time; therefore, the is to be continued in the event of an emergency. Depending on when the emergency occurred, I follow the guidelines below:

Recommended: To have personal protective equipment at the workplace, such as masks, respirators, gloves. In case of questions or proposals regarding an emergency situation, contact e-mail: emergency@ltou.lt.

It is prohibited: To ignore the signals of the airport, not to follow the established rules. To share information about emergency situations in the media or the social space.