

# Each of Us Making JAL What It Is

JAL REPORT 2014



10:30

Travelers mixing and flowing into the lobby  
Voices filled with anticipation for journeys  
Our eyes greet many approaching smiles

# Putting Ourselves in the Customer's Position

Our sensitivity, values, decisions and actions are all rooted in the JAL Philosophy as we put ourselves in the position of our customers.

## ► Customer Service Line

We interact with our customers every day through our service system, reservations over the phone and check-in operations at airports, and always adhere to our goal of providing ever-refreshing, unparalleled services for the people we serve.

## System

### High Quality Services Made Possible by IT

**PHILOSOPHY** ► Today Should Be Better Than Yesterday; Tomorrow Better Than Today

Yoshinori Tanino  
Passenger Systems, International,  
Japan Airlines Co., Ltd.

I am in charge of the airport check-in system for international flights. JAL's reliable reservation and check-in system ensures that making reservations, checking in at the airport and boarding all proceed smoothly for customers. We are continually improving our systems by using the most advanced technologies, which enables us to provide services of ever higher quality so that our customers can comfortably depart from any airport in the world, arrive on time and, above all, enjoy the world's No. 1 flight experience.



## ► Flight Operation Line

Unseen by customers, we provide backstage support for our flight and business operations in the areas of aircraft procurement and maintenance, piloting, sales and cargo handling. We strive to ensure safety and security by putting ourselves in the customer's position.

## Network

### Building Networks that Offer New Value

**PHILOSOPHY** ► Conceive Optimistically, Plan Pessimistically, and Execute Optimistically

Tatsuro Asami  
International Network Planning,  
Japan Airlines Co., Ltd.



My job is to plan international routes and the number of flights. The most enjoyable aspect of my work is developing the image of a new route network, based not only on data, but also on the

many requests we receive from customers. Then I conduct extensive research on the feasibility of these routes to make sure they can be recommended with confidence, since opening routes that prove to be unprofitable and short-lived is a disservice to customers. I intend to continue creating valuable new options that people will appreciate.



## Mileage

### Making it Easier to Save and Use Mileage Points

**PHILOSOPHY** ▶ Put Yourself in the Customer's Position

Sayaka Sugiyama  
Loyalty Marketing,  
Japan Airlines Co., Ltd.

I'm responsible for developing mileage alliances with other airline companies. By flying with a partner airline, travelers have a wider choice of destinations they can choose from. Their journeys become even more enjoyable and exciting when they are able to save and use mileage points. In seeking new partners, or while planning privileges and campaigns, I always keep in mind we're offering a service that people can feel is easy to use and convenient for saving points and redeeming them.



## Products

### Developing Top Quality Seats

**PHILOSOPHY** ▶ Face Challenges with Courage

Junta Nishigaki  
Product & Service Strategy Development,  
Japan Airlines Co., Ltd.

My role at JAL is to develop passenger seats. To provide ever-refreshing services, we apply the principle "Designed to evoke a 'one-class higher' feel" for seats of all classes on our JAL

SKY SUITE 777 and JAL SKY SUITE 767 for international routes. We have achieved an unparalleled level of comfort and functionality by addressing customer needs and breaking away from the constraints of conventional thinking. We will continue to take on the challenge of creating new products to deliver traveling experiences that exceed customer expectations.



## Procurement

### Procuring the World's Most Preferred Aircraft

**PHILOSOPHY** ▶ Think Through to Visualize the Results

Yusuke Hatakeda  
Purchasing Fleet Transactions,  
Japan Airlines Co., Ltd.

I work in aircraft procurement, where we strive to procure the world's most preferred aircraft. A lot of consideration goes into the procurement of an airplane; however, our most important objective

is to obtain aircraft that simultaneously satisfy the needs for safety, comfort and economy. Customer feedback, as well as negotiations and discussions with aircraft and engine manufacturers and related internal departments, have led me to believe we can ultimately find aircraft that offer an optimal balance by thinking through all the options and visualizing the results.



## Cargo

### Guaranteeing Consistent Operations

**PHILOSOPHY** ▶ Strive for Perfection

Shuko Nakagawa  
Reservation Coordination Group, First Sales Division,  
Japan Area Cargo Sales Branch, Japan Airlines Co., Ltd.

In my job I deal with reservations, arrangement of cargo space and cargo transport. Reliable work by a number of staff members is required in determining whether to accept certain cargo and ensuring its safe delivery. Focused attention and verbal confirmation are vital; and if you are paying attention only 90% of the time, you may lose track of what is happening. Working together

as one team, we strive for perfection on a daily basis so that our operations can always ensure the secure delivery of our customers' valuable cargo and earn their trust.



## Call Center

### Conveying Our Gratitude with a “Smile” in Our Voices

#### PHILOSOPHY ► Be Thankful

Rina Ishikawa  
Domestic Division First Group,  
JAL Navia Co., Ltd.

I handle reservations and ticketing over the phone and offer guidance in response to various queries. I always try to provide assistance that's easy to understand, and to respond appropriately to each customer's tone of voice and manner of speaking. Since the call center is the first point of contact between JAL and its customers, we must be sincere and, with a “smile” in our voices, express our gratitude to them for choosing JAL. I intend to continue making an effort to provide ever-refreshing services for our customers with a smile in my voice.



## Airport

### Face Challenges with a Can-do Attitude

#### PHILOSOPHY ► Face Challenges with Courage

Parker Daran  
Passenger Traffic Section, London Airport Office,  
Japan Airlines Co., Ltd.



Heathrow is one of the busiest airports in the world, operating at 98% capacity, and therefore vulnerable to disruption under the slightest adverse weather or situation. We strive at London to deliver the best customer service. This is only possible through effective teamwork, effort and creativity in our desire to improve and includes building strong relationships with all airport stakeholders. Our customers expect JAL to provide a great product and services, with both passenger and baggage arriving on time, every time. When we face challenges, having the desire and a can-do attitude, we prove that what seems at first to be impossible becomes possible.

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## Sales

### Winning the Competition by Setting Our Sights One Step Ahead

#### PHILOSOPHY ► Decide and Act with Speed

Takuji Oharu  
First Sales Group, International Sales Department, Head Office,  
JAL Sales Co., Ltd.



Through various travel agencies, I sell overseas package tours and group tours including tickets for international flights. I'm involved in a broad range of business, including sales for chartered flights and joint sales with member airlines of the same alliance, in addition to selling tickets for regular flights featuring new products such as the JAL SKY SUITE 777. In the fast-paced tourism market, quick decision-making and action

is important to make full use of these attractive products, so my goal is to keep our customers satisfied with JAL by consistently looking ahead in our sales activities.

## Maintenance

### Ensuring Safety and Security for Customers through Quiet Dedication

#### PHILOSOPHY ► Accumulate Tedious Efforts

Tatsuhiro Yasui  
#1 Team, Line Maintenance Office #5 Section, Line Maintenance Department,  
Aircraft Maintenance Center, Narita, JAL Engineering Co., Ltd.

I undertake maintenance work to make sure that our operations remain safe. An aircraft combines cutting-edge technology that involves a massive accumulation of information. Mechanics must go through various training to receive the best information about repairing aircraft. In addition to expanding their knowledge, they have to develop skills for applying their knowledge on the job while also accumulating years of experience. This is why we are all working hard to build up our expertise. I'm convinced this is the only way we can ensure customer safety and security.



## Cabin

### Creating Services that Stand Out from the Competition

#### PHILOSOPHY ► "Workfloor" Management

Natsuko Saito  
Operations Group, Cabin Quality Planning Department,  
Japan Airlines Co., Ltd.

My job is to improve the in-flight service provided by our cabin attendants to satisfy customers in response to their feedback and requests. To ensure that customers select us over the many other airlines, we must thoroughly understand their changing needs as well as trends while staying ahead of the curve to offer services that set us apart from the competition. While respecting our tradi-

tion, we must also be flexible in our thinking at all times as we strive to create ever-refreshing services toward our goal of becoming the world's No. 1 airline.



## Customer Center

### Acting as a Company Representative from the Customer's Standpoint

#### PHILOSOPHY ► Possess Opposing Extremes

Asuka Nakamaru  
Customer Support,  
Japan Airlines Co., Ltd.

In my role I communicate with customers over the phone and by email. Occasionally, a customer will call to complain about a particular flight. Although it is extremely important to understand how they feel and defer to their desired course of action, there are times when we must deny a request due to safety reasons. I make sure not to draw any biased conclusions, and I always seek to maintain opposing views while aiming to strike a proper balance that will satisfy customers as far as possible.



## Ground Handling

### Offering Our Customers the Highest Quality

#### PHILOSOPHY ► Work with Voluntary Attention

Yusuke Hayashi  
#2 Team, #3 Cabin Group, Maintenance Service No. 2 Division,  
Narita Branch Office, JAL Ground Service Tokyo Co., Ltd.

When cleaning a cabin, I pay attention to every seat so that customers will experience absolute comfort during their flight. Once I've finished cleaning an area, I sit down in a seat to double check my surroundings from the customer's perspective. To create a finer sense of luxury, I meticulously arrange the in-flight magazines and seat amenities. I always think about ways to make our customers happy by reading their feedback and requests to better understand their expectations for cleanliness.



## Cockpit

### Providing the Best Service through the Best Teamwork

#### PHILOSOPHY ► Put Yourself in the Customer's Position

Masayuki Nakahashi  
777 Flight Crew,  
Japan Airlines Co., Ltd.

Pilots are seldom in direct contact with customers, so we always imagine our families, friends and ourselves among the passengers each time we operate a flight, while also placing top priority on safety with due consideration to on-time performance and comfort. Ultimately responsible for the flight, I make sure to demonstrate good teamwork with the cabin attendants and airport ground staff, who are in direct contact with customers. This creates an environment where staff members in every position are able to perform as top professionals.

