Information on ACRP

- [www.TRB.org/ACRP](http://www.TRB.org/ACRP)
- Regular news and updates on:
  - Upcoming and ongoing research projects
  - New publications
  - Success stories
  - Announcements
  - Webinars
- Find ACRP on Facebook and LinkedIn
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December 14: Effective Stakeholder Relationships at Airports

You can register for and learn more about upcoming 2016 webinars by visiting: http://www.trb.org/ACRP/ACRPwebinars.aspx
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- **Apply by Friday, November 4, 2016.**
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Symposium on ACRP Research in Progress
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January 8–12, 2017

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http://www.trb.org/AnnualMeeting/AnnualMeeting.aspx

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Additional ACRP Publications Available on this Topic

- **ACRP Report 109**: Improving Terminal Design to Increase Revenue Generation Related to Customer Satisfaction
- **ACRP Report 130**: Guidebook for Airport Terminal Restroom Planning and Design
- **ACRP Synthesis 48**: How Airports Measure Customer Service Performance
- **ACRP Synthesis 56**: Understanding the Value of Social Media at Airports for Customer Engagement

You can learn more about these publications by visiting [www.trb.org/publications](http://www.trb.org/publications)
Today’s Speakers

Moderated by Matthew Cornelius, ACI-NA

1) ACRP Report 157: Improving the Airport Customer Experience
   • Joanna Paternoster, Butterfly Consulting

2) ACRP Report 161: Improving Airport Services for International Customers
   • Andrew Kirchhoff, Landrum & Brown
ACRP Report 157: Improving the Airport Customer Experience

Joanne Paternoster, CEO
Butterfly Consulting
Joanne Paternoster
Principal Investigator

• CEO, Butterfly Consulting
• Faculty, ACI Global Training Hub
• Former director of Airport Customer Services and Standards, The Port Authority of NY & NJ (JFK, EWR, LGA, SWF, TEB, ACY)
ACRP Report 157 Oversight Panel

Dominic A. Nessi, Los Angeles World Airports, Panel Chairman
Siegfried C. Adler, SC Adler & Associates, Inc.
Brian E. Davis, Allegiant Air
Stephen P. Gordon, Oakland International Airport
E. Lynn Hampton, Lynn Hampton Associates
Jack E. Thompson, Jr., C&S Companies
Maggi Villane, The Port Authority of NY and NJ
Scott W. Wintner, The Snowberry Group
Jared Raymond, FAA Liaison
Doug Mullen, Airlines for America Liaison
Aneil Patel, Airports Council International – North America Liaison
Theresia H. Schatz, ACRP Senior Program Officer
ACRP Report 157: *Improving the Airport Customer Experience*

- Serves as a Guidebook for customer service managers and others in airport management to improve the overall customer experience
- Provides a research-based customer experience management primer
- Identifies notable and emerging practices used by leading US and non-US airports with reputations for superior customer service
- Includes templates for evaluating and implementing customer satisfaction improvement programs
# Organization of the Guidebook

## ACRP Customer Service Overview

### Introduction
1. Overview of the Guidebook
2. Evolution of Approaches to Customer Service at Airports
3. Improving the Customer Experience – A Primer
4. Customer Service Needs and Expectations by Customer Type

### Developments and Trends in Customer Service
5. Customer Service at Leading World Airports
6. Airport-Wide Customer Service Management
7. Improving the Customer Experience – Terminal Design
8. Improving the Customer Experience – Services and Amenities
9. Improving the Customer Experience – People
10. Improving the Customer Experience – New and Innovative Technologies

### Implementation
11. Improving the Customer Experience – Summary and Implementation
12. A Template for Implementing Customer Satisfaction Improvement Programs
Research Approach

• Comprehensive Literature Review
• Review of ACI ASQ Program and Skytrax Airport rankings
• Email survey of ACI-NA Customer Service Working Group to identify airports with strong customer service reputations
• Case studies of five leading international airports outside the USA
• 40 Telephone surveys of 22 US Airports
• Separate interviews with 6 leading architecture firms with recent terminal design projects
• Overview of customer experience management in other industries
Overview of Customer Experience Management at Leading Non-US International Airports

1. Well-defined strategic airport-wide approach that stresses customer service
2. Close collaboration with partners & stakeholders
3. Extensive range of customer services
4. Rail service connecting airport with city
5. Premium services for high-end customers
6. Strong sense of place and local culture
7. Extensive commercial & expansion projects
8. Extraordinary attention to detail and ……
Get the Basics Right to Move from Ordinary to WOW!

To Move From Ordinary

TO

WOW!

Unique, Sense of Place

Surprise, Delight

People

Ambience

Men

Women

Constant Innovation

Opportunities To Wow!

Fun, Enjoyable
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<tr>
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<th>Recognition</th>
<th>Hub Size</th>
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<td>ACI ASQ 15 to 25 million</td>
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Research Results
Four Broad Airport Types of Leading US Airports

- Strategic Customer Service Brand Airport
- Programmatic Customer Service Airport
- Customer Service By Major Initiative Airport
- Customer Service Culture Airport

Shared Characteristics
Shared Key Attributes of Leading US Airports in Each Broad Type

Characteristics Include:
- Regulatory Compliance Driven
- Pax Are Airline Customers
- Process Driven, Hierarchical, In-focused
- Airport Operator Typically Not Accountable for Service Levels at Airport
- Limited Relationship and Little Collaboration with Business Partners/Stakeholders
- Airside Discipline Typically Not Extended to Landside
- Focused on Operations, Maintenance and Facilities

Characteristics Include:
- Airport Source of National/Local Pride
- Customer Centric
- Strategic Approach to Customer Service
- Service Excellence
- Collaboration with Business Partners and Stakeholders
- Airport Operator Accepts Accountability for Service and Directs Minimum Service Standards Across the Airport
- Strategic Plan, Master Plan, Capital Plan Integrated with Customer Service Philosophy
- Innovative
- Entrepreneurial
- Invest in People
- Focused on Total Customer Experience
- Sense of Place
- Positive Ambience
- Revenue Driven
- May Be Government Subsidized

Customer Experience Management Continuum of Airports Worldwide
“Strategic Customer Service Brand”

Airport

• At these airports, customer service was identified as a corporate priority

• A conscious decision was made and an initiative was launched by the CEO (or other executive) to define, implement, and manage a strategic airport customer service brand airport-wide working in collaboration with stakeholders and business partners and others in the airport community
“Programmatic Customer Service”

Airport

• At these airports, customer service was identified as a strategic or operational priority

• Service levels are enhanced airport-wide typically through identifiable customer service programs that are usually aligned and linked

• Customer service programs are often individually branded or branded as a group to make them more readily identifiable to those in the airport community who participate and/or to the airport’s customers
“Customer Service by Major Initiative”

Airport

- At these airports, customer service was identified as a strategic or operational priority.

- Airport-wide service levels are typically enhanced through major initiatives that often leverage technology to significantly improve service levels and distinguish the airport’s service delivery strategy.
“Customer Service Culture” Airport

• At these airports, customer service was identified initially as a corporate (airport operator) priority and subsequently woven into the fabric of the airport’s culture.

• Customer service is integrated into the way business is done by all

• Customer service and working collaboratively with the airport community are embraced and distinct attributes of the airport’s culture
Importance of Top Management Leadership, Commitment, & Support

Interviewees’ Advice to Others

Benefits:

- Alignment of the airport operator’s organization
- Funding for customer service investments
- Credibility with the airport community
- Support and buy-in for the airport community to “act as one” in order to enhance service across the entire delivery chain
- Recognition of customer service as second only to safety and security
According to the Architects: What Airports and Customers Want in a Terminal

1. Local Culture and Sense of Place
2. Streamlined passenger processing
3. To control their own processes and personalize the overall journey
4. Comfortable walking distances, natural light, cleanliness
5. Intuitive wayfinding, quality food offerings, and choices
6. Multimodal connectivity and better connectivity between terminals
7. Airports are destinations as well as multi-use facilities increasing the need for nursing areas, family restrooms, showers for long-haul travelers, free Wi-Fi, charging stations, and power outlets
8. Hospitality atmosphere where customers are treated like guests
Notable Practices Identified at US Airports

1. Comprehensive Top-Down Approach
2. Establishing Airport Brand
3. Formal Customer Service Programs including Customer Service Training & Reward and Recognition
4. Use of Customer Feedback Systems
5. Published Service Standards
6. Performance Management Programs
7. Customer Service Councils
8. Volunteer Programs
9. Ambience & Unique Sense of Place
10. Live Music Programs
11. Digital Signs, Directories, Interactive Kiosk
12. Customer Loyalty Programs
13. Quiet Terminals
14. Credit Card In & Out / Fast Pass Parking
Notable Practices Identified at US Airports

15. Premium Add-On Parking Services
16. Cell Phone Lots
17. Ground Transportation on Website, Mobi site, Apps
18. Concessions & Services Integration with Holdrooms
19. Sense of Place - Local Food
20. Healthy Food
21. Free Basic Wi-Fi
22. Children’s Play Area
23. Electrical Outlets Seats / Stations
24. Desk / Work Stations
25. Concessions for Meeters/Greeters/Well-wishers
26. Automated Passport Reader Readers
27. Social Media Strategy
28. Mobile Websites
Build an Airport-wide Brand

LAX Guest Experience Information Sheet

What is the Guest Experience?
- The Guest Experience is a culture change that fosters an exceptional guest experience ethic amongst all who work and do business at the airport.
- The intent is for everyone in the entire airport community (everyone in the service delivery chain) to share in a common vision that is customer-centric, keeping the customer at the center of everything we do. This includes everything from processes and procedures to terminal design and communications.
- It reflects a hospitality mindset with a welcoming and caring attitude to improve the overall guest experience.
- Successful companies that are customer service legends credit their success and profitability to their customer-centric service philosophy.

Why launch the LAX Guest Experience?
- Infrastructure and facility improvements alone will not guarantee that LAX delivers an iconic guest experience deserving of our iconic City.
- If we don’t change how we deliver service, it diminishes the value of what we have accomplished and we miss an opportunity.
- Our guests expect, and deserve, a premiere airport experience from a city with a strong global image such as Los Angeles.
- Mayor Eric Garcetti fully supports the Guest Experience which is in line with his customer-centric philosophy for our city.

Who’s involved? Is this just for LAWA?
This begins with LAWA employees, particularly, our front line employees. In phases, the Guest Experience will encompass all of LAX including tenants and those who do business with us. This is ultimately an airport-wide culture change.

What are the highlights of the Guest Experience? We will:
1. Adopt a hospitality-based mindset in all that we do. Passengers and meeters-and-greeters will be treated as guests. This is the industry standard for top-rated airports around the world.
2. Adopt an LAX airport brand statement that defines the service delivery strategy. This will serve as the overarching guide for all who work and/or do business at LAX.
3. Implement a guest satisfaction survey, a LAWA internal customer satisfaction survey, and a tenant survey to provide important feedback regarding guest experiences at LAX and satisfaction with the services LAWA provides to our internal customers and tenants.
4. Implement service delivery standards starting with guidance on the attitude, appearance, and knowledge of all airport employees. Performance management tools such as mystery shopping will be used to assure that service standards are delivering results that are aligned with the LAX airport brand.
5. Design and implement an LAX guest experience training program, which will be delivered to LAWA frontline employees and supervisors before being rolled out airport-wide.
6. Implement a rewards and recognition program to celebrate those airport employees who epitomize LAX service standards and advance the LAX airport brand.

LAX BRAND STATEMENT:
At LAX, we strive to make our guest visits efficient, hospitable and memorable by providing modern, world-class facilities and services that showcase the ambiance and excitement of Los Angeles and the lifestyle and warmth of sunny Southern California.

It’s all about an LAXepctional Xperience!

How does this fit in with LAWA’s overall mission?
Customer service is a significant part of LAWA’s overall mission:
To operate and develop first class, customer-friendly, safe and secure airport facilities that serve as travel and trade gateways to the world.

Where can I get more information?
You can contact the Guest Experience Team: guestexperienceteam@lawa.org

Source: Los Angeles World Airports

Change in Branding Strategy

Overall
Equity

Where Your Trip Gets Off To A Fast Start

Brand Character
World-class professionalism with Midwestern charm.

Building Blocks
Points of Difference:
- Faster airport services than other Midwest airports.
- Faster to the airport, Faster thru the airport, Faster home.

Points of Parity:
- Airport services that business travelers need
- Free WiFi, Info Screens, Recharging Stations, Business Lounges, Quiet Areas, Mobile Connectivity, etc.
- Direct flights to dozens of key business destinations.
- Competitive fares to key business destinations.

Design theme: Vibrant River City Mosaic

Source: Cincinnati/Northern Kentucky Int’l Airport
Airpor-wide Customer Service Plan

Five-year Strategy

Goal 1: Enhance Customer Experience
- Collaborate with business partners to ensure quality service.
- Enable passenger experience consistent with our brand attributes of local, fast, friendly and clean.
- Leverage use of technology to enhance customer facilitation.

Goal 2: Build the Right Team
- Attract, recruit, develop and retain a diverse, highly skilled and motivated workforce.
- Maximize relationships with business partners, government agencies, legislative constituents and other community-based organizations.

Goal 3: Strengthen Partnerships and Relationships
- Provide measurable stakeholder support for connecting Central Texas.
- Expand air services to new destinations and enhance services to current destinations.
- Ensure non-stop transpacific air service by 2020.

Goal 4: Connect Our Community to the World
- Ensure operational excellence.
- Permeate a culture of security, safety and risk awareness.
- Improve business processes.
- Leverage new technology to ensure efficient operation.

Goal 5: Ensure Efficient and Reliable Operations
- Improve operational processes.
- Permeate a culture of security, safety and risk awareness.
- Improve business processes.
- Leverage new technology to ensure efficient operation.

Goal 6: Plan, Design & Build Capital Projects to Meet Central Texas Area Growth & Demand
- Enhance the number of successful small businesses in Central Texas.
- Increase the number of successful small businesses in Central Texas.

Goal 7: Economic Sustainability
- Increase and Diversify Non-Airline Revenue
- Maintain and Enhance Our Competitive Cost Structure
- Strengthen Our Financial Position

Goal 8: Maintain and Enhance Our Competitive Cost Structure
- Maintain competitive airline cost per passenger.
- Increase brand ratings by 2020.

Goal 9: Strengthen Our Financial Position
-同伴

Goal 10: Environmental Stewardship
- Minimize our environmental impact on Central Texas.
- Continue improving environmental management program.
- Reduce waste generation and enhance recycling.
- Reduce energy usage.
- Reduce emissions and carbon footprint.
- Continue to promote ASA environmental program and accomplishments.

Source: Jacksonville International Airport

Source: Austin Bergstrom International Airport

JAA Customer Service Department
Business Plan FY 2013-2015

TABLE OF CONTENTS
1. Executive Summary
2. Strategic Goals, Benchmarking, and Implementation
3. SWOT Analysis
4. Business Plan
   - Purpose & Scope
   - Background
   - Consumer Choice
   - Effect of Airport on Region
   - JAA Goals and Objectives
   - Management Structure
   - Customer Service Department Functions and Numbers
   - Existing Plans and Studies

Appendix A: Business Assessment
- Current Business Environment
- Overall Economic Trends and Forecast
- Airport Operational Trends and Forecast
- Aviation Industry Sector Trends and Forecast
- How these forecast will affect the Customer Experience
- Customer Service Historical Expenses 2010-2012
- Customer Service Asset Inventory

Appendix B: Emrechedra and Survey Data
- AHQ Data
- Trends in Data
- Correlations
- Key Drivers
- Value Added Assets

Appendix C: Value of Customer Service
- Charts and Graph showing dollar value of Customer Service
Buy-in and Collaboration

McCarran
AT YOUR SERVICE

To enhance the quality of customer service at the airport, the McCarran Family, including the Department of Aviation, concessionaires, tenants, and federal partners, have collaborated to create McCarran At Your Service aka the MAYS program. The mission is simple. To deliver a customer experience that makes visitors want to return with their family and friends. As part of the program, a MAYS Committee was developed with representation from the McCarran Family to guide and maintain MAYS, and a Department of Aviation Internal Hospitality Team to assist in carrying out the goals and objectives of the program. Below are the program core values.

MAYS Core Values

**Collaboration**
People are the primary asset. Dedication, skills, and personalities. We work together as the McCarran family. Airport operator, airlines, concessions, and governmental agencies collaborate to achieve common goals.

**Commitment**
We are passionate about our roles and responsibilities. We strive to exceed expectations. You can count on us because we are accountable. We deliver in a timely manner.

**Safety & Security**
We are vigilant in protecting passengers, employees, and all other customers. Be watchful, communicate, and work together.

**Hospitality**
We welcome you to our home. Greet those we serve and exude friendly and positive attitudes. We are here to serve passengers, customers, and each other.

**Innovation**
We are creative and forward-thinking. We desire to be “the first.”

*McCarran International Airport — where hospitality takes off!*

Source: McCarran International Airport
Airport-wide Service Standards

The Principles of

R.E.A.C.H.

REVENUE ENHANCEMENT AND CUSTOMER HOSPITALITY

Source: PANYNJ

Source: San Francisco International Airport
Airport-wide Performance Management

### 2007 PERFORMANCE MEASUREMENT SCORECARD—GATE AREA

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<th>Mystery Shopping (# of Deficiencies)</th>
<th>Quality Assurance (# of Deficiencies)</th>
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### Specific Results
- Customer Satisfaction Score increased 1% point, remaining at Needs Improvement
- Mystery Shopping Deficiencies increased 1 point, remaining at Needs Improvement
- Quality Assurance Deficiencies unchanged, remaining at Needs Improvement

### Overall Progress Since 2006
- Customer Satisfaction Score increased 1% point, remaining at Needs Improvement
- Mystery Shopping Deficiencies increased 1 point, remaining at Needs Improvement
- Quality Assurance Deficiencies unchanged, remaining at Needs Improvement

### Notes/Recommendations
- Cleaning up the terminal/gate areas, improving/upgrading facilities, offering more comfortable seating, a larger gate area to reduce crowding, more frequent updates when there are delays, better lighting, more WiFi connections, more electrical outlets and more entertainment options are all key items that air passengers say needs attention in order to improve their rating of the terminal. Comfortable seating, cleanliness/condition of the gate area and concessions offerings near the gate area are rated lower than other gate elements, more so among business travelers.

- Remove heavy accumulation of dust at ceiling vents/fixtures, everywhere. More frequent cleaning of gate areas needed, especially during peak times (paper/food/debris/residue on floor/seats, windows smeared/smudged and debris on window sills at many gates, phones have adhesive residue and dust -- C9 phone bank damaged).

- Replace all damaged and/or missing ceiling tiles (present at most gates), ceiling damaged at A2, D10, HVAC cover damaged at C3). Repair scuffed/scratched/scraped/gouged walls/columns-doors in all concourses (e.g., wall vinyl curling/damaged at A7/ B1/ B3/C2/D1 outlet covers missing at A6, walls gouged at A1).

- Clean carpet in all gate hold areas to remove stains; also repair torn/worn/damaged carpet/floor at A2/A3—trim strip missing, A7—carpet taped and matted, stairs worn at B5A, B7 & B8.

- Some seating torn at A5-6, B1, B2, B7, C2, C4-6, D2, D6. Counters/podiums chipped/worn at most gates, some also have adhesive residue (graffiti on C5 jetway counter).

- Many non-working ceiling lights and/or missing light covers (e.g., A1, B4, C1-3, C5-6, C11). Lighting insufficient relative to IES standards at gates A5, B1-3, C10-11, D1-10.

Source: PANYNJ
Airport-wide Customer Service Training

Serve Well Training

SFO Serve Well Guest Services Training Program

In concert with SFO’s Travel Well program, the Serve Well Guest Services training program is a smart and creative approach to propel SFO to become the top-rated airport for service excellence. This program offers expert techniques that will heighten guest satisfaction and loyalty and benefit all employees who directly work with the public. These courses are available to all employees working at SFO at no cost.

Course Description (90 minutes each)

- INTRODUCTORY COURSE: TRAVEL WELL AMBASSADOR - Understand and perform the Travel Ambassador role at SFO with confidence, enthusiasm and pride (see overview video).
- WELCOME - Learn how to welcome our guests in a friendly and helpful manner to provide an exceptional airport experience.
- ENGAGE - Engage our guests to ensure the traveler’s journey in a seamless way that enables you to serve well.
- LEAD - Strive to be the best and lead from every position through knowledge and professionalism to create an innovative experience like no other in the world.
- LIFT - Elevate our guest’s spirits with by surprising them with exceptional experiences and creating positive memories for them.
- IMPROV - Learn how to thrive in a fast-paced environment that is constantly changing. This session focuses on listening, problem solving and adaptability.

All courses are available in two versions – one for ALL EMPLOYEES and the other for TEAM LEADERS.

Training Location – unless otherwise noted in the registration, courses are held in the SFO Training Room, 4th Floor, International Terminal.

Benefits

- Professional customer service training and experience.
- Familiarization with the airport, its vision, mission promise and most importantly, its guests.
- Improved confidence level.
- Practical skills.
- Relevant topics.
- Recognition and certification upon course completion.

Schedule & Registration

- Visit the Serve Well Schedule & Registration page and select the session you wish to attend. Current and following month training dates are posted.
- Click on the corresponding RSVP FOR THIS EVENT button.
- Complete the requested information.
- Click the ADD button to complete your registration.
- Once registered, you will receive a confirmation email and directions to the location before the actual training day.

For technical difficulties with registration, email us here.

Source: San Francisco International Airport
Airport-wide Reward & Recognition

Houston Airport System
Employee Customer Service Rewards and Recognition

Unified through Service

Presentation of Colors
Transportation Security Administration (TSA) Honor Guard

National Anthem
Joe Smith, TSA

Invocation
Perry Miller, William P. Hobby Airport General Manager

Welcome / Occasion
Karen W. Ellis, Director of Customer Relations
Mark McClinton, Operations Supervisor

Lunch

Introduction of the City of Houston Chief Development Officer
Mark McClinton

Introduction of the HAS Aviation Director
Mark McClinton

Remarks
Mario C. Diaz, Houston Airport System Aviation Director

Presentation of Awards
Mario C. Diaz
Gabrielle Dirden, Customer Service Manager

Recognition of Sponsors
Melissa Saxton, Management Analyst

Presentation ofHAS Superstar
Mario C. Diaz

Closing Remarks
Karen W. Ellis

Contents
2 Letter from the Mayor
3 Letter from the Aviation Director
4 Program
5 Customer Service Appreciation Award Recipients
6 Ambassador Award
7 Volunteer Award
8 Heroic Award
9 Unsung Hero Award
10 Superstar Award
11 Special Thanks
12 Gold Sponsors
13 Silver Sponsors

Bubba’s Bayou
Tyler Bennett

Houston Airport System
Alan Riley
Armin Rani
Anthony Shipp
Aurelien Cava
Cebio Delgado
Charles Chau
Cheryl Barber
Craig Franklin
Diamantina Rodriguez
Delores DeLeFuentte
Donna Prosser
Esperanza Palomares
Felipe Hernandez
Ferenc Mohamed
Hamid Ryad
Henok Jufara
Gloria Torres
Graciela Calvillo
Jay Cummell
Johanna Maradiaga
Jose Hernandez
Kenneth Motley
Kristin Krounson
Leonard Green
Leticia Mensah
Maria Stephit
Martha Castro
Mary McKnight
Melissa Estrado
Michael Johnson
Nicolas Espinel
Omar Regalado
Ray Griggs
Reyna Najera
Ross Williamson

Suchakrit Chindaksak
Timothy Maiden
Yuk Kuning

Hudson Group
Arie Brown
Chakultha Daniels
Jared Riley
Jermaine Doby
Nicole Ballards
Oswaldo Devallie
Paula Johnson
Rebecca Navarro
Terion Gails

Nuance
Cindy Joan Wong

Pappas Burger HOU
Adriana Davila
Amanda Garcia
Dominique Reyes
Gina Brown
Janelle Allison
Michael Belmar
Michael Specter
Ruth Gonzalez
Vanessa Vela
Yolanda Castillo
Zachary Mille

Pappadeaux
Blake Allison
Caitin Hall
Christina Chavez
Greg Davis
Jasnaa Sosa
Kaleigh Dudley
Lauren Hughey
Megan Nuncio
Ricky Salinas
Stephanie Mitakos

Pappasitos
Ashley Cole
Angelica Silva
Kristina Willerson
Priscilla Silventes

The Paradies Shops
Michael Whitfield
Priscilla Lim

Source: Houston Airport System
Emerging Practices at US Airports

1. Digital Signs
2. Robots
3. Virtual Assistants
4. Queue Management Systems
5. Processing-Related Media
6. Real-Time Parking Info on Website
7. Guaranteed Parking Spaces
8. Re-composure Areas
9. Spas
10. Museums
11. Libraries
12. Yoga Rooms
13. Airport Gyms/Health Clubs
14. Remote FIDS in Hotels, Transit Stations
15. Estimated Wait Times – Customs
16. Self-Boarding
Emerging Practices at US Airports

17. Permanent Baggage Tags
18. Chief Customer Service Officer
19. Walking Distances on Signs
20. Dynamic Waiting-Time Signs at Security
21. Pay Airport Lounges
22. Parking Guidance Systems
23. Automated Ordering
24. Lactation Rooms
25. Hotel Quality Restrooms
26. Restroom Attendants
27. Restroom Customer Feedback Mechanisms
28. Hydration Stations
29. Mix of Seating Styles
30. Smartphones – Airport Apps
31. Beacon Technology and Registry
Templates
Conclusion
Best Airports Approach to Service Excellence

Define Strategic Airport-Wide Brand

Airport-Wide Customer Service Plan

Set Service Standards Aligned with the Brand

Stakeholder Participation and Buy-in

Focus on Basics

Especially Cleanliness and Friendliness

Communicate Often

Constant Innovation

Modernize Facilities

Focus on Customer Priorities and Manage Performance

Design the Experience from the Customer Out

Employee Engagement and Empowerment

Optimize Operations

Excellent Ambience

Sense of Place, Unique

Leverage Technology

Continuous Improvement
For additional information:

ACRP Report 157: Improving the Airport Customer Experience

http://www.trb.org/Main/Blurbs/174127.aspx

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Principal Investigator

• Associate Vice President, Landrum & Brown
• Former VP at Corgan Associates
• Worldwide Terminal Planning Expertise
• Chair, TRB Standing Committee on Terminal and Ground Access (AV050)
ACRP Report 161
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Jason Shevrin, Arora Engineers
Edward Hart, Arora Engineers
John Duvall, AAE
Matt Farrell, US CBP (retired)
ACRP Report 161
Participating Airports

Amsterdam Airport Schiphol
Beijing Capital International Airport
Boston Logan International Airport
Chicago O’Hare International Airport (Terminal 5)
Dallas/Fort Worth International Airport, Texas
Hartsfield-Jackson Atlanta International Airport
Incheon International Airport
JFKIAT (Terminal 4), John F. Kennedy International Airport
Los Angeles International Airport
Miami International Airport
Munich Airport
Port Everglades
San Francisco International Airport
ACRP Report 161: Guidelines for Improving Airport Customer Service for International Customers

- Assists airport practitioners in implementing departure and arrivals process, passenger services, and wayfinding techniques for international travelers navigating through U.S. airports
- Seeks to improve overall communication with international travelers
- Identifies acceptable service and levels of service
- Discusses processing from origin through gateway airports in the U.S.
- Identifies key elements of the customer experience
- Provides service metrics for passenger processing
- Publication – October 2016
Introduction

- International share of passengers traveling through U.S. airports continues to increase
- Airline fleet changes, expanding global alliances and growing middle-classes from emerging markets are substantial factors in international air travel growth
- Experience at U.S. airports has shown that many international travelers have difficulty moving around in generally unfamiliar environments with different processes
- Research identifies ways to make passage more comfortable and information more accessible
Approach

- Extensive research conducted to identify recent innovations and emerging technology
- Site visits conducted at major international airports in the U.S. and abroad
  - Held meetings with airport, airline and federal agency stakeholders
  - Conducted passenger surveys
  - Performed an Unfamiliar Traveler Wayfinding Assessment
Organization of the Report

• Examination of the Customer Experience
  • Journey Segments
  • Factors Affecting the Customer Experience
• Analysis of each Journey Segment
  • Key Activities
  • Customer Needs and Expectations
  • Customer Service
  • Physical Environment
  • Information Dissemination
• Description of the Gateway of the Future
Indicators/Tools

• Iconography
• Journey Segment Evaluation Tool
• Implementation Considerations Matrix

Notable Innovation

| Applicability: All international arrivals terminals | Capital Cost Considerations: Building modifications to accommodate new process |
| Implementation Complexity: Requires detailed planning and design | Operating Cost Considerations: Additional staff |
| Customer Benefits: Reduced wait times, More calming environment | |
| Stakeholder Benefits: Customers have more time to shop and dine | |
| Entities Involved: Airport departments, Government entities | Beneficiaries: International arriving passengers, Airlines, Government entities, Service providers |
| Brand Relevance: Efficient passenger processing | Representative Airport(s): Foreign airport, U.S. airport |
The Customer Experience

- Journey Segments
  - International Departing Passengers
  - International Arriving Passengers
  - International Connecting Passengers
  - Precleared Arriving Passengers

- Factors Affecting the Customer Experience
  - Customer Expectations
  - Customer Challenges
  - Airport User Categories
  - Interaction with Airport Stakeholders
  - Physical Environment
  - Information Communication and Dissemination
Departing Passengers

- Pre-trip Planning
- Journey to the Airport
- Airport Roadway Access (including parking)
- Terminal Departures Roadway
- Pre-security Services and Amenities
- Ticketing/Check-in
- Security Screening
- Post-security Concessions and Amenities
- Boarding
Departing Passengers

Passenger Survey Results: Most Important Features

- Helpful Staff: 81%
- Ease of Wayfinding: 80%
- FIDS: 79%
- Short Lines at Security: 75%
- Short Walking Distances: 40%
- Shopping + Restaurants: 37%
Departing Passengers

Pre-trip Planning Journey Segment Evaluation Tool

Airport Websites with Animated 3D Mapping and Wayfinding

Applicability: Airports with large terminals (or multiple terminals) that want to provide additional wayfinding information via their websites.

Capital Cost Considerations: Creating the animation requires collecting data of the facility and building 3D models in sophisticated software.

Implementation Complexity: The process of gathering the data and creating the final product is complex, but done by a vendor. Once the videos are complete, they are delivered in a common video format that the airport’s webmaster can easily work with.

Operating Cost Considerations: Updating the data prints in the model if the facility is modified or services are moved.

Customer Benefits: Provides 3D animated videos that walk the customer through different airport experiences prior to arrival. Gives the customer confidence with knowledge.

Stakeholder Benefits:
- Customers have less anxiety about getting lost and can spend more time shopping or utilizing other services.
- Fewer Customer Service staff needed to provide customers with wayfinding instructions.

Entities Involved:
- Airport Marketing
- Customer Service
- Information Technology Departments

Benefits:
- All international and domestic passengers who are unfamiliar with the airport

Brand Relevance:
- Customer-friendly airport
- High-tech airport

Representative Airport(s):
- Atlanta International Airport
- Boston Logan International Airport

Implementation Considerations for Animated 3D Mapping and Wayfinding
Arriving Passengers

- Pre-arrival Planning
- Arrival Gate to Customs and Border Protection (CBP) Passport Control
- Baggage Claim to CBP Exit Control
- Arrivals Hall
- Terminal Arrivals Roadway/Ground Transportation
- Airport Egress Roadway
Arriving Passengers

Passenger Survey Results: Most Important Features

- Short Lines at Security: 85%
- Ease of Wayfinding: 79%
- Helpful Staff: 74%
- Short Lines at Customs: 70%
- FIDS: 60%
- Universal Symbols: 56%
- Shopping + Restaurants: 35%
Arriving Passengers

Arrival Gate to Passport Control Journey Segment Evaluation Tool

Color-coded Signage: Logan International Airport

Video Wall: Hartsfield-Jackson Atlanta International Airport
Connecting Passengers

INTERNATIONAL ARRIVALS
✓ Pre-arrival planning
✓ International arrivals corridor
✓ Passport Control
✓ International baggage claim
✓ CBP Exit Control
★ Airline recheck
✓ Security screening
✓ Post-security concessions and amenities
✓ Departure gate

DOMESTIC ARRIVALS
✓ Pre-arrival planning
★ Domestic arrival
✓ Security screening
✓ Post-security concessions and amenities
✓ Departure gate
Connecting Passengers

Passenger Survey Results: Overall Satisfaction with the Airport ("Excellent" or "Very Good")

Passenger Survey Results: Connecting Passenger Expectations Regarding Required Airport Processes
Connecting Passengers

Passenger Survey Results: Most Important Features

- Ease of Wayfinding: 87%
- Helpful Staff: 84%
- FIDS: 84%
- Short Walking Distances: 40%
- Shopping + Restaurants: 32%
Connecting Passengers

Airline Recheck to Security Checkpoint Journey Segment Evaluation Tool

Domestic Arrival to International Departure Gate Journey Segment Evaluation Tool
Precleared Arriving Passengers

- Pre-trip Planning
  - CBP Preclearance (located at foreign airport)
- Arrival Gate (domestic or international terminal) to Connecting Flight Departure Gate
- Arrival Gate to Baggage Claim
  - Baggage Claim to Arrivals Hall
  - Terminal Arrivals Roadway / Ground Transportation
  - Airport Egress Roadway
- Journey from the Airport
Precleared Arriving Passengers

Precleared Arrival Gate to Baggage Claim Journey Segment Evaluation Tool
Gateway of the Future

- Understanding Customer Needs and Expectations

Subjective Ratings of Importance of Airport Features versus Passenger Satisfaction
Gateway of the Future

• Understanding Customer Needs and Expectations
  • Customer Service
    • 81 percent of passengers rate helpful staff as “very important”
    • Technology allows personal customer service to be delivered in a variety of ways
    • Process performance – short lines at security checkpoints and CBP were rated “very important” by 75 percent and 72 percent of all passengers, respectively
Gateway of the Future

- Understanding Customer Needs and Expectations
- Customer Service
- Physical Environment
  - Ambiance
  - Natural Wayfinding
  - Cleanliness and Maintenance
  - Walking Distances
  - Spatial Requirements
Gateway of the Future

• Understanding Customer Needs and Expectations
• Customer Service
• Physical Environment
• Information Dissemination
  • Effective Communication – Flight Information Screens and Universal Symbols rated as “very important” by 79 percent and 57 percent of passengers, respectively
Gateway of the Future

- Enhancing Customer Service
  - Summary of Key Customer Service Elements
  - Summary of Key Physical Environment Elements
  - Summary of Key Information Dissemination Elements

<table>
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<tr>
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<td>• Information counter at Passport Control</td>
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</table>
Gateway of the Future

- Opportunities to Develop New Innovative Processes, Technologies and Strategies
  - Wayfinding Asset Management
  - Intelligent Messaging
  - On-Demand Customer Service
  - Active Level of Service Management
  - Adaptive Facilities
- Common Sign Design Elements
  - Bilingual and Multilingual Messaging
  - Terminology and Symbology
  - Color-coding
  - Lighting/Illumination
For additional information:

ACRP Report 161: Guidelines for Improving Airport Customer Service for International Customers

http://www.trb.org/Main/Blurbs/175168.aspx

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