



**AIRPORT
SERVICE QUALITY
CUSTOMER EXPERIENCE**



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AIRPORT SERVICE QUALITY (ASQ) CUSTOMER EXPERIENCE GROUP

The Airport Service Quality (ASQ) customer experience group within Airports Council International (ACI) World provides a 360-degree view of airport customer experience management with a unique suite of solutions. ACI helps around 400 airports worldwide to manage and deliver the best experience for their customers, based on a proven expertise in airports, marketing research, customer experience management and delivery.

ASQ is the world's leading airport passenger service and benchmarking programme. Since 2006, ASQ has measured passengers' satisfaction while they are travelling through an airport. The ASQ programme provides the research tools and management information to better understand passengers' views and what they want from an airport's products and services.

Mission

With ASQ's team expertise and leading suite of customer experience solutions, we support and enable airport management's efforts to manage the customer experience which in turn will generate a high level of customer satisfaction. ASQ delivers guidance, insights and best practices to the airport community.

AIRPORT CUSTOMER EXPERIENCE MANAGEMENT

WHAT IS CUSTOMER EXPERIENCE?

Airports cater to diverse passengers with different profiles, trip purposes, and expectations of what constitutes a stellar airport experience. Customer experience management is the practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty, advocacy, and revenues as well as reduce service costs.

More specifically, airport customer experience is how the customer perceives its interaction with your airport and can be defined as the sum of all the interactions a passenger has with the airport community. These interactions can be delivered in person, over the internet, through self-service booths, or through other channels. Together, these all add up to the critical moments—what we call touchpoints or moments of truth—that create an organization's overall customer experience.

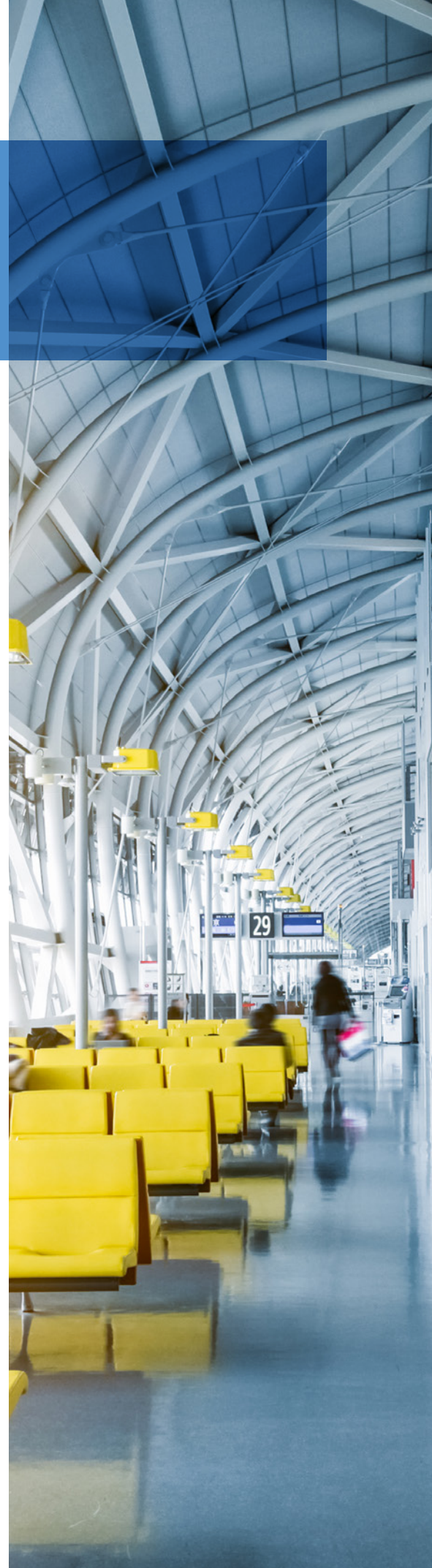
WHY IT SHOULD MATTER AT YOUR AIRPORT?

In 2016, ACI World illustrated through the research report "Does passenger satisfaction increase airport non-aeronautical revenues?" that customer experience is the single best way to increase non-aeronautical revenues (NAR). Analysis of the ASQ data shows that:

- An increase of 1% in the number of passengers leads to a growth of non-aeronautical revenue ranging from 0.7% to 1%
- An increase of 1% in the size of the commercial area leads to a growth of NAR of 0.2%
- An increase of 1% in global passenger satisfaction (as defined in the ASQ Survey) generates, on average, a growth of NAR of 1.5%



Source: 2016 ACI Report *Does passenger satisfaction increase airport non-aeronautical revenue?*

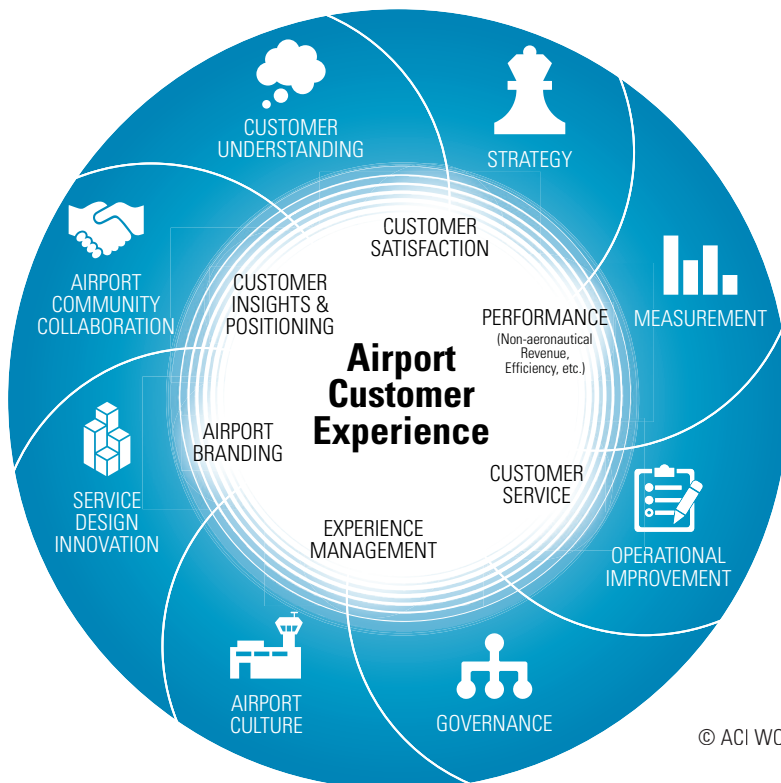




WHAT IS AIRPORT CUSTOMER EXPERIENCE MANAGEMENT?

Airport customer experience management is a structured concept and system developed by ACI that allows airport management to achieve the highest level of customer experience in the global airport industry. As airports are interlinked with various organizations and companies which have different business objectives and goals, it is very important for all involved parties to have a common view of the overall standard and experience for passengers alike.

To address this challenge, ACI developed the following Airport Customer Experience Model which includes eight key domains:



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ASQ – THE SOLUTION FOR CUSTOMER EXPERIENCE MANAGEMENT

We have shown that managing customer experience in an airport is a very complex business, with a lot of people involved from different airport teams and other stakeholders such as airlines, retailers, governments and more. A driving force that makes the ASQ programme so powerful is its ability to get all stakeholders on the same page to focus better on the customer experience.

One Experience - One Brand - One Airport







THE VOICE OF CUSTOMERS

BEST PRACTICES METHODOLOGY: ALL SURVEYS ARE NOT EQUALED IN TERMS OF RELIABILITY

ASQ administers the surveys at the same time as the respondent is living the experience. This “Day of Service” survey is the only way to have a true assessment of the quality of one’s experience moving through all the touch points of their journey. Without the day of service research, biases are likely to influence scores in numerous ways. Completing web-based questionnaires hours, days or weeks after the experience means guests may not be evaluating a specific experience at the airport, but rather several experiences based on numerous visits failing to account for any changes in airport services, facilities or infrastructure over time.

For ASQ surveys, passengers are randomly selected at the boarding or arrival gates of pre-selected flights. Flights are selected based on destination or origination, and carrier, in order to obtain a representative sample of all departures or arrivals. The survey covers all operating hours, each day of a week, and every month of a quarter. This methodology assures the airport that resulting samples are representative of the true distribution of its passengers, allowing the extrapolation of results to all passengers.

Departures, Arrivals and Commercial surveys are based on the same robust and scientific methodology in order to allow comparisons between some of the key measures and obtain a full view of the journey.

REPORTING

Unique online feedback from the ASQ survey provides quarterly reports, including Airport Performance Report and Benchmark Results, further supported by a range of analytical tools on the ASQ online portal. Real time access to data is also available with the tablet devices employed.



ASQ DEPARTURES SURVEY (in print or on tablet devices)

Each passenger's perception of their airport service experience is influenced by every interaction with the airport environment and staff. A simple overall assessment – even a 'good' one - is of minimal use to the airport. The ASQ Departures Survey goes much deeper than a simple assessment.

Benefits

For your passengers

- Ensuring elevated brand service delivery for your passengers to retain their loyalty and return to your airport

For your airport:

- Providing solutions to enhance customers satisfaction and increase non-aeronautical revenues
- Optimizing initiatives and identifying where to invest financial and human resources
- Establishing service targets-creating realistic goals and incentives to motivate managers and teams
- Setting and monitoring targets and service level agreements with key stakeholders
- Gaining support with regulators through up-to-date analysis
- Benchmarking the results against airports across the globe from different sizes

Scope

Carefully shadowing the passenger journey, the Departures Survey investigates 34 service elements across 18 segmentation fields, giving the most complete picture of the departing passenger experience at your airport, including:





ASQ ARRIVALS SURVEY (on tablet devices)

Every departing passenger journey leads to an arrival journey, creating another crucial element in the customer service story.

The ASQ Arrivals Survey focuses on the specific needs, mindset, and priorities of the arriving customer – which are significantly different to the scenario of their experience in departures. The programme adopts the same ‘live’ questioning format, capturing the customer’s thoughts right in the heart of their airport experience.

Benefits

FOR YOUR PASSENGERS

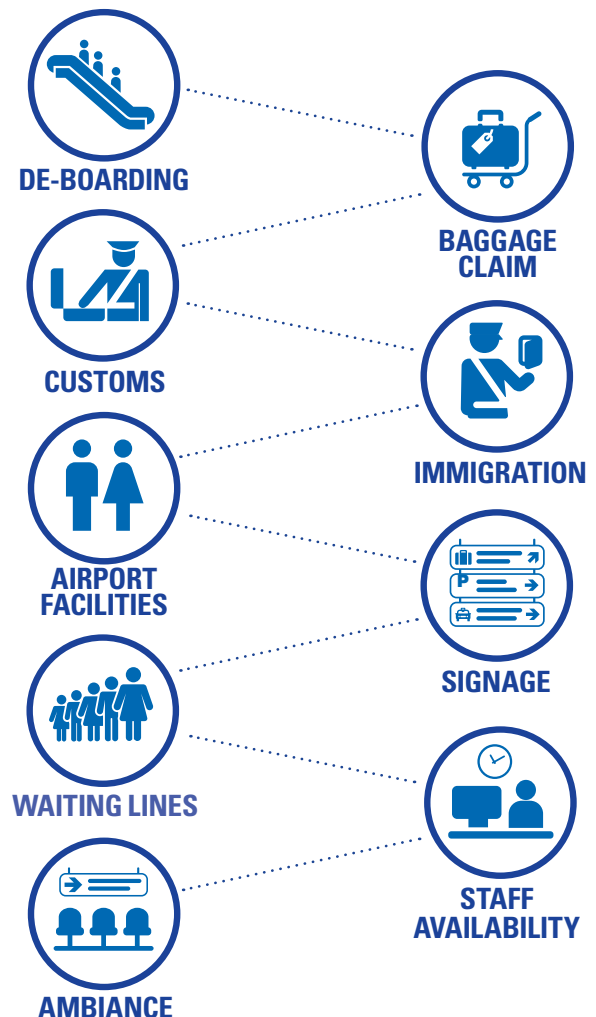
- Creating an avenue for passengers to provide dimensions that contribute to a positive arrival experience

FOR YOUR AIRPORT

- Combining the Arrivals and Departures surveys gives the fullest insight across the whole customer service experience, from start to finish, enabling the airport to develop its branding strategy
- Establishing service targets-creating realistic goals and incentives to motivate managers and teams
- Setting and monitoring targets and service level agreements with key stakeholders
- Gaining support with regulators through up-to-date analysis

Scope

ASQ Arrivals investigates 37 service elements across seven segmentation fields, giving the most complete picture of the arrival passenger experience at your airport, including:





ASQ COMMERCIAL SURVEY (on tablet devices)

From customer loyalty to retail spending, stronger service levels drive greater commercial performance and support diversification of income streams. Recognising the critical importance of commercial revenue streams across retail, food & beverage and paid services, ACI has developed the **Commercial Survey** to help managers optimise **Non-Aeronautical Revenues**.

Passengers increasingly expect an experiential journey through the airport, ASQ Commercial Survey is structured to assess not only the service aspects of the journey but also the customer's perception of the whole experience.

We have seen previously that the customer satisfaction is not the only driver of increase in non- aeronautical revenues. Increase in the number of passengers and increase in the size of the commercial area also lead to increases in non-aeronautical revenues.

Benefits

FOR YOUR PASSENGERS

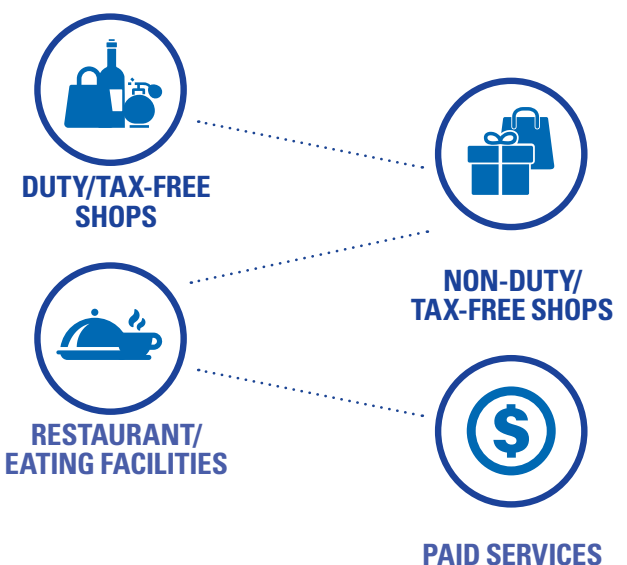
- Allows them to communicate their experiences, needs and expectations
- Enhances the retail, food and beverage experience

FOR YOUR AIRPORT

- Optimizes non-aeronautical revenues by focusing on commercial drivers which are critical for your business model
- Allows airports to have a deep understanding of the different profiles of consumers and non-consumers to identify opportunities missed in buyers and non-buyers at the source
- Prioritizes investment initiatives
- Make your airport a great destination for passengers—even before they begin their flights, delivering a stronger customer service experience

Scope

ASQ Commercial measures 21 satisfaction Key Performance Indicators (KPI), six commercial KPIs and nine passenger profile questions, giving a unique perspective on the passengers spending and not spending on the following offers:





MAIN, REGULAR AND UNIQUE : THREE CORE PRODUCTS OF THE ASQ DEPARTURES, ARRIVALS AND COMMERCIAL SURVEYS

ASQ caters to airports of all sizes across the globe with a flexible and adaptable programme, with three core products: Main, Regional and Unique.

CHARACTERISTICS	ASQ MAIN	ASQ REGIONAL	ASQ UNIQUE
Need the information	Continuously	Regular basis	Snapshot
Frequency	4/year every quarter	2/year every semester	Once/any quarter
Global Benchmark	Airports in main	Airports in regions	N/A
Group Benchmark	Available	N/A	N/A
Comparison of passenger profiles	Available for groups of airports in main	Available for groups of airports in regions	Industry average only
Eligibility to ASQ Awards	Available	N/A	N/A



ADDITIONAL OPTIONAL SERVICES

ASQ provides a flexible menu of survey and support options, enabling you to tailor the programme precisely to your airport’s needs.

	DESCRIPTION
Passenger Comments Analysis	This dynamic report (Departures only) collates the free text comments from the participating airport’s completed ASQ Departures Survey questionnaires on a quarterly basis. Each comment is coded and categorized, allowing more in-depth analysis and comparison over time.
Dissatisfied Passenger Probe	The Dissatisfied Passenger Probe is specifically designed to understand the root cause of a passenger’s dissatisfaction (Departures only). The ASQ Departures Survey fieldwork agent is provided with Dissatisfied Passenger Probe forms. The fieldwork agent uses the form to ask the passenger supplementary questions and to record the reasons for that low score. These forms are analyzed, and a report is provided along with the quarterly deliverables.
Terminal Analysis Report	This illustrates the performance of airport terminals, shows which of the terminals is performing better/worse than others, which services needs improvement. A summary table of average scores per item by terminal and traffic type, the ability to filter data by many criteria is provided with a graph of the trend over-time comparing the scores of your terminals, gates and airlines for advanced option.
Comprehensive Insight Report	<p>The Comprehensive Insight Report (CIR) provides comprehensive analysis of the participating airport’s strengths and weaknesses during the annual assessment over the four quarters of surveying. It provides deeper insight to the factors that drive passenger satisfaction and presents this analysis as actionable management information, enabling the participating airport’s executive team to develop an improvement action plan that prioritizes initiatives and investments in the most important areas.</p> <p>Further analyses that are included in the CIR:</p> <ul style="list-style-type: none"> • Passenger satisfaction data by airlines and by country of citizenship • Gap analyses (e.g., your airport’s passenger satisfaction level regarding shopping facilities vs. other airports in your region) • Development of satisfaction levels within your customized panel of airports (comparison with previous year)
Airport Executive Presentation	<p>The presentation is designed to provide the participating airport’s top management team with an executive summary of the results, analysis, benchmarking and insights for that airport from the ASQ Survey. Content is designed individually and can be customised to the audience.</p> <p>The presentation is provided in person or remotely by ACI’s own or contracted market research professionals, who will also be able to facilitate discussion on the opportunities for improvement and the importance of customer service.</p>



DEEP DIVE IN YOUR CUSTOMER UNDERSTANDING

Customer Experience Toolkit

Passenger Personas

Knowing that passengers are not visiting one airport only, ASQ has developed a typology of six worldwide passenger personas using the database of passenger satisfaction at departures. Each persona represents the real-life behaviour of a significant body of passengers and enables the airport to focus on a manageable and memorable cast of characters. Personas allow the creation of different customer experiences to meet the needs of different kinds of passengers—enabling us to design an airport experience for a specific type of person, rather than a generic experience for everybody.

Using the same approach, ASQ provides customized analysis to quantify the proportion of each persona at the airport as well as their level of satisfaction. The analysis outlines the different profiles in terms of demographics, motivations, travel habits and expectations.

The Passenger Personas are then incorporated in the Customer Journey Mapping exercise.

Customer Journey Mapping

Working with ACI extends the range of possible options to get a deep understanding of passenger journeys. Using the ASQ Departures Survey as the main data source, ASQ provides an integrated solution where a passenger journey map is produced for each of the passenger personas (departing and connecting).

The journey mapping offered by ASQ relies on deep analysis and knowledge of the airport industry. The purpose of the journey mapping is to provide a holistic view of the customer experience by uncovering positive and negative experiences throughout a series of interactions. Findings are provided in a visual interpretation of every touch point from the moment passengers access the airport until they are ready to board the plane.

The journey mapping is taking the passengers' perspective and emphasizing every moment of truth in order to get a deep understanding of key interactions that leave a lasting impression known to generate an emotion.

The overall airport journey is then analyzed from every persona's point of view since each persona has different needs, goals, thoughts, feelings, expectations, and pain points.



ASQ QUALITY CONTROL AND QUALITY ASSURANCE

This one-of-a-kind programme has one of the most extensive quality systems applied to a passenger survey programme. ASQ applies a three-level quality funnel process which combines both remote and on-site auditing to review more than 150 unique check points:

What does quality mean to ASQ Participants?



RELIABILITY OF MY AIRPORT DATA

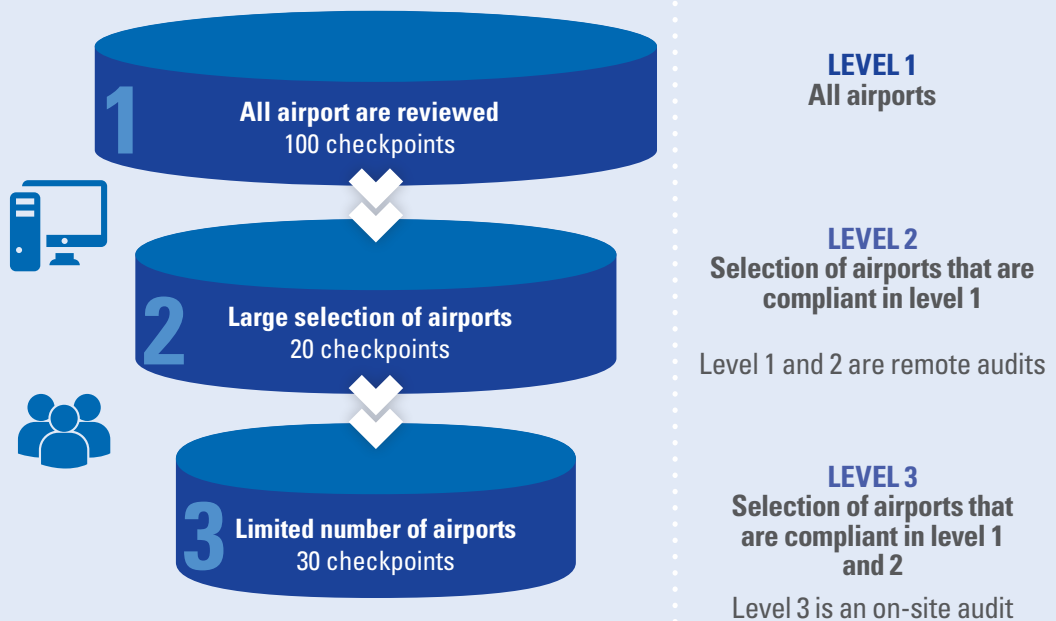


RELIABILITY AIRPORTS' BENCHMARK

**150+
CHECK
POINTS**

**3 LEVELS OF CHECKS TO
PROVIDE RELIABLE DATA**

WHO IS SELECTED?



Level 1 and Level 2 correspond to **remote audits** which are complemented by Level 3 **on site evaluation**

ASQ delivers a true representation of an airport's service quality by using a proactive quality system that detects anomalies in data collection with regards to who, when, where, and how surveys are collected. The number of quality checkpoints, airports reviewed and audits, play an important role in the early detection and assurance of quality data. The quality system's unique design allows for its application of surveys collected on paper or electronically.

- 1** **Level 1** of the quality system reviews more than 100 different checkpoints focusing on the distribution of surveys during a quarter. This is to ensure that surveys collected represent a true sample of domestic/international traffic, months, days, hours and passengers. All participating airports are reviewed each quarter for their adherence to all the checkpoints in this level.
- 2** **Level 2** consists of more than 20 checkpoints focusing on how airports collect their surveys. Airports can be randomly selected for Level 2 verification or specifically chosen if an airport flags for quality check points reviewed on Level 1, displays significant increase in quarterly scores, constantly displays high scores across multiple quarters, or ranks high in their region/size.
- 3** Complementing remote audits in Levels 1 and 2 is the on-site evaluation which constitutes **Level 3** of the quality system. For this step, ACI engages a third-party auditing firm to observe that data collection follows ASQ guidelines. On-site evaluation is conducted over two days and auditors verify more than 30 different checkpoints.

The ACI quality department follows ISO 19011: Guidelines for auditing management systems to ensure established audit practices are in place to monitor the reliability of ASQ data.





In any business, fully engaged employees drive significantly higher performance. Airport staff and stakeholders are the link between your airport and your customer and, from back office roles to face-to-face encounters with the customer, everyone at your airport influences the quality of the customer experience.

EMPLOYEE SURVEY FOR CUSTOMER EXPERIENCE (ECE)

Complementing the ASQ programme, the ECE was developed to reinforce the customer experience culture among the employees and stakeholders as well as measuring their commitment. It is an online self-administered survey, deployed to the entire airport community, whether they work on the frontline or back office. It, therefore, addresses the challenge that airports have where customer experience is influenced by partners.

Benefits

FOR YOUR CUSTOMERS

- Improved airport experience through better relationships with airport employees

FOR EMPLOYEES AND STAKEHOLDERS

- Understand if there is a need to increase their commitment/engagement to achieve the feeling of valued contribution and belonging to the airport community

FOR YOUR AIRPORT

- Get the voice of employees/stakeholders annually, prioritize areas of improvement to increase their productivity and retention, measure their progression
- Unified pursuit of a seamless customer experience
- Benchmark customer experience initiatives and share best practice
- Cross-referencing data with other surveys conducted to maximize needs understanding and optimize the prioritization of improvements
- Actionable recommendations to increase employee engagement for customer experience regarding for example, communication, rules and procedures, recognition issues.



D

E

F

G

Flight No.	Destination	Time	Status
CA123	Beijing	10:00	On Time
CA456	Shanghai	11:30	Delayed
CA789	Guangzhou	13:00	On Time
CA101	Chengde	14:30	On Time
CA202	Xi'an	16:00	On Time
CA303	Wuhan	17:30	On Time
CA404	Chongqing	19:00	On Time
CA505	Harbin	20:30	On Time
CA606	Qingdao	22:00	On Time
CA707	Jinan	23:30	On Time

E

Scope

The Employee Survey for Customer Experience measures the employees' and stakeholders' commitment through the following elements:

DESIRE

to contribute to the vision and mission of the airport and increase customer satisfaction

Airport Commitment
Unit Commitment
Customer Orientation
Airport Values

ABILITY

to act now to satisfy customers

Support for management
Level of agreement
Self-empowerment

DETERMINATION

to build positive relations with customers and colleagues

Level of influence
Personal Consideration
Recognition







AIRPORT EXPERIENCE MANAGEMENT/ADVISORY

Customers have a range of service experiences throughout their daily lives, delivered by other businesses unrelated to airports. These individual interactions shape their overall definition of an outstanding experience.

Airports are tasked with meeting and exceeding passenger expectations through different providers including airport operators, airlines, ground handlers, retailers, governmental agencies and more.

If the management of the experience is crucial, the execution is fundamental. A good experience is when:

- A customer accomplishes their goal with a positive emotion, in accordance with their needs and expectations, and is effortless
- An airport constantly delivers a good experience over time and meets customer's expectations, in accordance with the brand promise

ASQ is in a unique position to help airports with the following mandates:

- **Customized Market Research** – ASQ designs customized surveys and methodology adapted to the needs of airports. It also provides support in the interpretation of results. For example, it might be useful to ask meeters, greeters and well-wishers to assess the impact of the airport's customer initiatives and its brand awareness in the community. They will probably have a different perception of the experience than the passengers. Nevertheless, their experience with the airport will probably drive their future choices for travelling.
- **Preliminary assessment** – An assessment of the airport's customer experience management with observations, surveys and the development of a branding strategy, providing a baseline report and initial recommendations for the next steps.
- **Comprehensive Review of Customer Experience Management** – Complete support of airport's top management on the customer experience strategic planning, in accordance with the eight domains presented on page 6.
- **Customer Experience Execution (tactical)** – Provides the airport's top management and operational teams with tools to support future investments to enhance customer experience. This exercise is data driven and use predictive modelling to identify what areas should be improved to get the biggest impact on the overall satisfaction.

AIRPORT CUSTOMER EXPERIENCE ACCREDITATION – *THE ONLY 360° VIEW OF AIRPORT CUSTOMER EXPERIENCE MANAGEMENT*

ACI developed this first and only customer experience accreditation in aviation industry, in order to deliver a better service to its member airports and provide 360° view of airport customer experience management. This multilevel certification guides airports to excellence in customer experience management, according to the eight different domains: Customer Understanding; Strategy; Measurement; Operational Improvement; Governance; Airport Culture; Service Design/Innovation; and Airport Community Collaboration.

Benefits

- The accreditation programme will help airports to reach new heights in terms of customer satisfaction, providing a direct impact on ASQ results
- It is designed to enhance an airport's customer experience management and its communication with stakeholders
- Constitutes an opportunity to engage stakeholders in improving the customer experience at the airport
- Airports will also be able to identify new practices they should develop in their short-term and long-term plans, in order to reach the next level of accreditation
- Will allow those in charge of customer experience to see all customer experience-related activities in their airports comprehensively and will help them enhance their competency with and knowledge of various customer experience management practices
- Will provide airports with a marketing tool to communicate and promote the airport's efforts to improve customer experience among stakeholders (airlines, passengers, regulators, etc.)



Scope

There are five levels of accreditation and level five is the most difficult and requires the airport to achieve a certain maturity level in customer experience management. The highest level attained by the airport must be renewed annually to maintain it. There is a verification process to ensure that standards are met and the airport still qualifies.

If the airport is an ACI member, it is eligible to apply for the accreditation. This accreditation is a complementary solution for ACI ASQ existing programme, however, it is required for airports to at least subscribe to ASQ Departures regardless of its type (main, regional, unique).

The Designation Programme is an integral component of the Airport Customer Experience Accreditation programme. As part of the accreditation process, each airport must nominate a number of employees to take the course so that they have a clear understanding of customer experience and are competent to lead the airport in terms of customer experience management.

INVESTING IN THE CUSTOMER EXPERIENCE COMMUNITY

INDUSTRY RECOGNITION OF EXCELLENCE

ASQ Awards



The annual Airport Service Quality (ASQ) Awards recognize and reward the best airports in the world according to ACI's ASQ Departure Survey and Arrivals Survey. These awards represent the highest possible accolades for airport operators and are an opportunity to celebrate the commitment of airports worldwide to continuously improving the passenger experience.

Airport Customer Experience Accreditation Recognition



Airport Customer Experience Accreditation is a multilevel accreditation developed to guide airports to excellence in customer experience management. There are five levels of accreditation, each level is unique and meaningful and should be celebrated as a significant achievement.



INDUSTRY RECOGNITION OF EXCELLENCE

Director General's Roll of Excellence

The ACI Director General's Roll of Excellence recognizes airports that have consistently delivered excellence in customer service by winning multiple ASQ awards over a five-year period.

INDUSTRY EVENTS

Annual ACI Customer Experience Global Summit

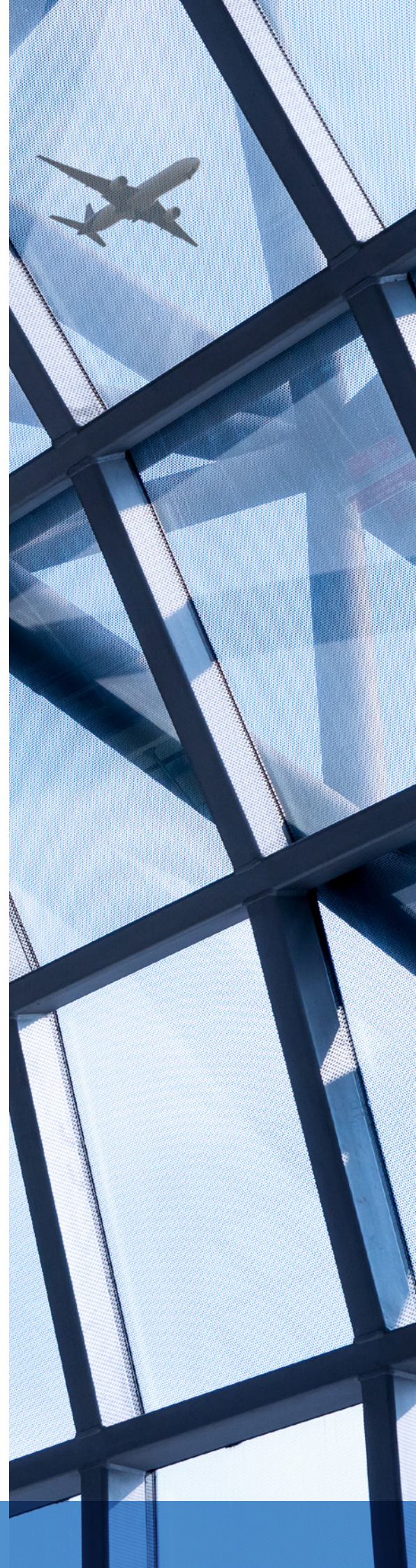
The Global Summit attracts hundreds of delegates from around the world to explore industry best practice in delivering a better experience for passengers at airports. It is also during the Summit that the prestigious annual ASQ Awards and Recognition ceremony is taking place.

ASQ Forums

ASQ Forums allow for face-to-face discussions between the airports of the world and the members of the ACI ASQ team on the key findings and learnings from ASQ and how the programme can continue to be enhanced.

ASQ Training

The ASQ Training is suited for airports that have recently joined the ASQ programme, airport employees new to the ASQ programme who want to learn more or any ASQ members who need a refresher or further explanations. Occasionally, airports members are invited to a co-creation activity workshop during the training.





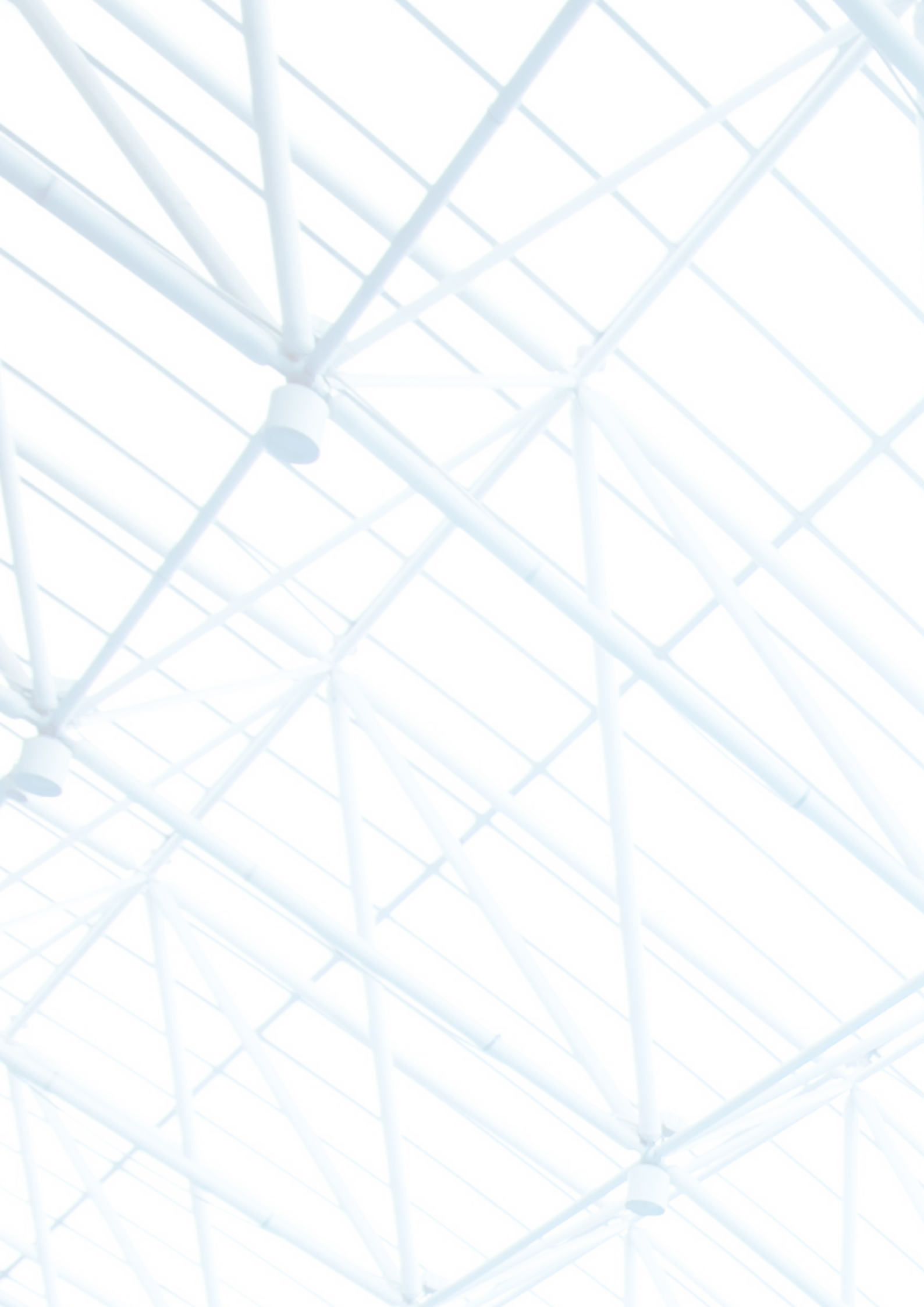
PROFESSIONAL DEVELOPMENT

ACI Global Training, the world's leading provider of airport management and operations education, is offering executive leadership, professional accreditation, subject-matter competency and personalized in-house training courses, as well as a wide range of web-based coursework

The Airport Customer Experience Designation Programme, which is also an integral component of the Airport Customer Experience Accreditation described previously, can also be completed as a stand-alone programme and any airport is welcome to designate additional employees to take the course – participants will work towards attaining the following designations: The Airport Customer Experience Specialist or the Airport Customer Experience Professional.

Professional Certificate Courses

- Accommodating Passengers with Disabilities (APD) Workshop
- Developing a Customer Service Culture at Airports
- Exceptionally Human Airport Customer Experience
- Implementing Branded Customer Service Programmes at Airports
- Managing Service Quality at Airports
- Passengers with Reduced Mobility (PRM) Workshop
- Passenger Experience Management
- Disability Sensitivity Training





Airport Service Quality

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