



CASE STUDY: LOS ANGELES INTERNATIONAL AIRPORT



July 16, 2018

PROJECT SUMMARY

It was the vision of Los Angeles World Airports (LAWA) CEO Deborah Flint to develop a program to improve the customer service culture and the guest experience ethic among all who work and do business at Los Angeles International Airport. The goal of the initiative is to enhance the collective ability of the LAX airport community to deliver excellent, seamless, and consistent airport experiences across the continuum of services provided to LAX guests, regardless of who is responsible for delivering the services.

The Challenge:

As part of the LAXceptional Xperience program, the LAX guest experience initiative strives to unite the entire LAX airport community with a common, guest-centric vision. The fifth busiest airport in the world, LAX is comprised of 9 terminals, covers 3,500 acres and serves nearly 85 million travelers annually. Due to the ever-expanding volume of passengers at LAX, the challenge of the LAX guest experience initiative is to reach and engage 54,000 employees (only 3,500 of whom are LAWA) to provide an efficient, hospitable, and memorable airport experience to every guest.

The Solution:

The LAXceptional Xperience initiative is a multifaceted approach to optimize guest satisfaction and involves a \$17-billion investment in facilities, process efficiencies, ambiance, and people who work and do business at LAX. To institutionalize the guest experience initiative airport-wide, in 2017, CSE designed and began implementing a comprehensive strategy of training, mystery shopping, performance management and rewards and recognition for Gold Star Performance. In collaboration with the LAX Guest Experience Partners Council, CSE initiated a thriving airport service culture across LAX departments and service entities, resulting in higher levels of satisfaction to both guests and airport employees. Strategic components include:

- Airport-wide service standards
- Custom interactive training
- "Train the Trainer" program
- Training impact communications plan
- Airport-wide mystery shopping
- Performance coaching/consulting
- Motivating rewards and recognition program

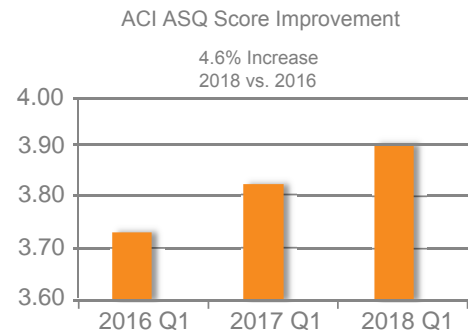


LAX Brand Statement:

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

Results and Details:

ACI/ASQ: The ACI (Airports Council International) ASQ (Airport Service Quality) benchmarking program provides quarterly guest satisfaction scores for 300 airports, ranked on a scale of 1-5. 69% of guests gave LAX a score of 4 or 5 for overall satisfaction in the first quarter of 2018. LAX ratings have improved 4.6% since 2016.



SKYTRAX: For Skytrax's annual Top 100 Airports Worldwide survey, LAX ranked 9th of 15 U.S. airports in 2018. More impressively, LAX jumped to #72 world-wide, a 25% improvement from the #98 position in 2015. Scores are based on a traveler experience survey of 550 airports worldwide.

- 2015 – LAX was ranked #98
- 2016 – LAX was ranked #91
- 2017 – LAX was ranked #86
- 2018 – LAX was ranked #72



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Deborah Flint, CEO, Los Angeles World Airports:

"This kind of improvement doesn't happen by chance; it happens with a strategic, programmatic and intentional approach, as well as airport-wide collaboration and you are all a part of that team effort. In particular, we'd like to thank all the members of the Guest Experience Partners Council [...] and the executive team of Los Angeles World Airports. Together, we have charted our course to transform the airport with LAXceptional experiences including gold-standard facilities, processes and of course, people."

Barbara Yamamoto, Chief Experience Officer, LAX:

"We are extremely excited to launch our first ever airport-wide employee recognition program. It's the icing on the cake that brings to life our airport-wide training and mystery shopping program – all important parts of the LAX transformation that includes facility improvements and people improvements. [...] It's nice that we now have a tool that allows us to show our appreciation to those who are working hard to create exceptional experiences for our guests!"

J.D. POWER: In the J.D. Power 2018 Guest Satisfaction Survey of 64 North American airports, LAX has climbed 23 points from 712 to 735 (on a 1000 point scale) since 2017— a 3.2% increase and the largest improvement in its "mega airport" size category.

iCARE Training Participation May 2017-June 2018:

- 12,701 employees have been trained on iCARE standards (3,299 LAWA and 9,402 non-LAWA)
- 173 iCARE trainers have been certified on iCARE standards through "Train the Trainer" workshops

Computer Based Training (CBT) Launched June 2018

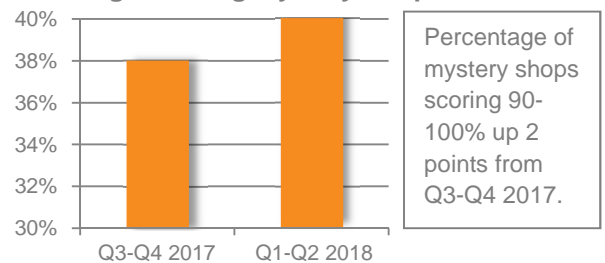
In one month a total of 1300 employees have completed iCARE training via CBT.

Mystery Shop Results:

Findings are based on 2,579 mystery shops conducted July 2017 through June 2018 evaluating the delivery of iCARE Standards.

- Informative**
- Courteous**
- Approachable**
- Responsive**
- Efficient and Effective**
most improved iCARE standard—up 1.29%.

High Scoring Mystery Shops



Gold Star Service Rewards and Recognition Program:

The first-of-its-kind in the airport industry, the LAX Gold Star Service Rewards and Recognition Program launched in February 2018. Both passengers and employees can recognize the execution of iCARE behaviors.

- Total Passenger Recognitions: 193
- Total Employee Recognitions: 667
- **Total Recognitions – 860**



Public Service Team Accomplishment Award

In July 2018, the Greater Los Angeles Federal Executive Board awarded the "Public Service Team Accomplishment Award" to LAX, along with TSA. The collaboration of LAWA and TSA stakeholders propelled the success of the iCARE training initiative, eliciting an enthusiastic response from the LAX/TSA workforce:

"Everyone who takes the training is excited that finally, as a team, all employees working at LAX receive the same customer service training."