

出國報告(出國類別：會議)

**參訪加拿大多倫多機場
以及出席 ACI Customer Excellence
Global Summit 報告**

服務機關：交通部/桃園機場公司

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派赴國家：加拿大

出國期間：107.09.06~107.09.15

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報告提要

報告名稱：參訪加拿大多倫多機場以及出席 ACI Customer Excellence Global Summit 報告

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內容摘要：

「國際機場協會」(ACI, Airports Council International) 成立以來一直將旅客服務品質列為重要發展項目，其中又以創立「機場服務品質評比」(ASQ, Airports Service Quality) 建立全球機場服務品質評鑑機制，廣受各機場所採用，進而成為全球標竿評比所引用之標準。近年來由於空運市場蓬勃發展，全球機場在硬體部分持續投資外，受到彼此競爭的影響，服務品質也日益受到重視。有鑑於此，ACI 決定自 2017 年起，原本只是配合 ACI 年度世界年會進行頒獎的 ASQ 項目，特別將之獨立出來成為一個全球論壇，並取名為「Customer Excellence Global Summit」，訂於加拿大 Halifax 的 Nova Scotia 舉行第一屆會議及 2017 年度頒獎典禮。

桃園機場 2017 年獲得 4000 萬以上旅客分組第三名，除了被表揚之外，持續提升旅客服務品質方為核心重點，因此特派員參與首屆大會，並利用轉機機會，順道參訪加拿大多倫多機場。此行除了在旅客服務品質方面與各機場互相切磋，同時亦有機會觀摩與桃園機場運量相當的北美機場，收穫十分豐碩。

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壹、目的

1.1 Customer Excellence Global Summit

「國際機場協會」(ACI, Airports Council International) 成立於 1991 年，為一非營利組織，專職作為全球機場會員與其他國際組織之間的溝通平台，重點在於機場發展的標準、安全與品質。根據 ACI 最新統計，截至 2017 年底，ACI 有 641 個會員，涵蓋 176 個國家或地區，總計管理 1,953 個機場。

在服務品質方面，ACI 早年即著手發展「機場服務品質評比」(ASQ, Airports Service Quality) 計畫，初期僅是提供各機場作為旅客服務的參考依據，桃園機場於 2007 加入 ASQ 計畫，2008 年開始獲得成績登錄。然而由於全球空運蓬勃發展，隨著運量逐年攀升，各機場紛紛投入機場建設，造成機場之間的競爭也日益提高，隨之而來的，便是旅客藉由旅行之便，開始對機場的服務品質進行比較，也因此讓 ASQ 計畫越來越受到重視，甚至成為機場行銷吸引旅客的策略之一。

桃園機場在 2008 年加入 ASQ 計畫時，全球僅有約 120 個機場導入 ASQ，截至 2017 年底，全球已有 388 個機場，10 年之間成長 3 倍，其中又以亞洲 124 個機場，歐洲 118 個機場為多數。此外由於參加機場數量暴增，為了鼓勵這些參與者，ASQ 自 2013 年起也改變作法，採取旅客運量分組的作法，讓更多機場能夠分享得獎的榮耀，桃園機場在 2016 年得到 2,500~4,000 萬旅客分組第一名的佳績，晉升至 4,000 萬以上分組，2017 年即得到第三名的成績。

但在機場競爭日趨激烈的同時間，ACI 也擔心到若照此發展下去，各機場將淪為分數上的比賽，失去旅客服務品質的初衷，因此在 2016 做出重大決定，原本 ASQ 的頒獎典禮都是配合 ACI 年度全球會員大會進行，自 2017 年起，ASQ 將獨立成為單一論壇，取名為「Customer Excellence Global Summit」，並訂於加拿大 Halifax 的 Nova Scotia 舉行第一屆會議及 2017 年度頒獎典禮。

除了 ASQ 的重要性提升之外，此次會議論壇內容也精心設計，主要分為三大部分，第一天為訓練課程 (Training)，主要是針對第一線調查人員或直接督導的機

場人員或主管，由 ASQ 核心團隊說明及展示 ASQ 調查問卷回送後各項查核、統計及分析，第二天為論壇（Forum），邀請若干機場分享各自的調查經驗或與 ACI 合作進行中的試驗計畫，第三、四天則為高峰論壇，依照不同主題安排主講及與談人，提供與會觀眾分享。

由於這是桃園機場參加 ASQ 評比 10 年以來第一次重大變革，因此桃園機場此次也特別邀請主管機關交通部航政司一同派員與會，除了響應 ACI 對於旅客服務品質的重視外，也對於 ASQ 調查機制進行更深入的瞭解，同時還有機會與來自全球標竿機場的工作夥伴一同討論，機會非常難得。

1.2 加拿大多倫多機場

加拿大多倫多皮爾遜機場（Toronto Pearson Airport）位於加拿大安大略省多倫多，為加拿大最繁忙的機場，擁有 5 條跑道和兩座客運航廈，2017年客運量約為 4,705萬人次，航班起降架次約46.5萬架次，桃園機場2017年客運量為4,488萬人次，二者在伯仲之間，多倫多機場位於加拿大東部，為連接北美地區重要的樞紐之一。

近年來多倫多機場也進行了多項投資與建設，機場服務設施翻新，國際航線大幅提升，旅客服務方面也大有進步，在國際間贏得不少掌聲與獎項，因此藉由本次會議在加拿大Halifax舉行，位居東部沿海地區，由多倫多機場轉機便利之機會，特別安排多倫多機場參訪行程，藉由運量相當機場之觀摩機會，學習及吸收多倫多機場之長處，希望提供桃園機場持續提升旅客服務品質之借鏡與參考。

貳、行程：

參訪加拿大多倫多機場以及參加 ACI Customer Excellence Global Summit 會議

行程表：

日期	時間	活動
107.09.06	19:40~21:55	BR 36 TPE – YYZ
107.09.07	10:00~15:00	參訪加拿大多倫多機場
107.09.08	08:00~17:00	會議資料準備
107.09.09	12:50~15:54	AC608 YYZ – YHE
107.09.10	08:00~17:00	Day 1: ASQ Training
107.09.11	08:00~17:00	Day 2: ASQ Forum
107.09.12	08:00~17:00	Day 3: Summit 1
107.09.13	08:00~17:00	Day 4: Summit 2
	20:40~22:05	AC625 YHE – YYZ
107.09.14	01:45~	BR35 YYZ – TPE
107.09.15	05:05	返抵桃園機場

參、參訪加拿大多倫多皮爾遜國際機場

3.1 加拿大多倫多皮爾遜機場(YYZ)機場介紹

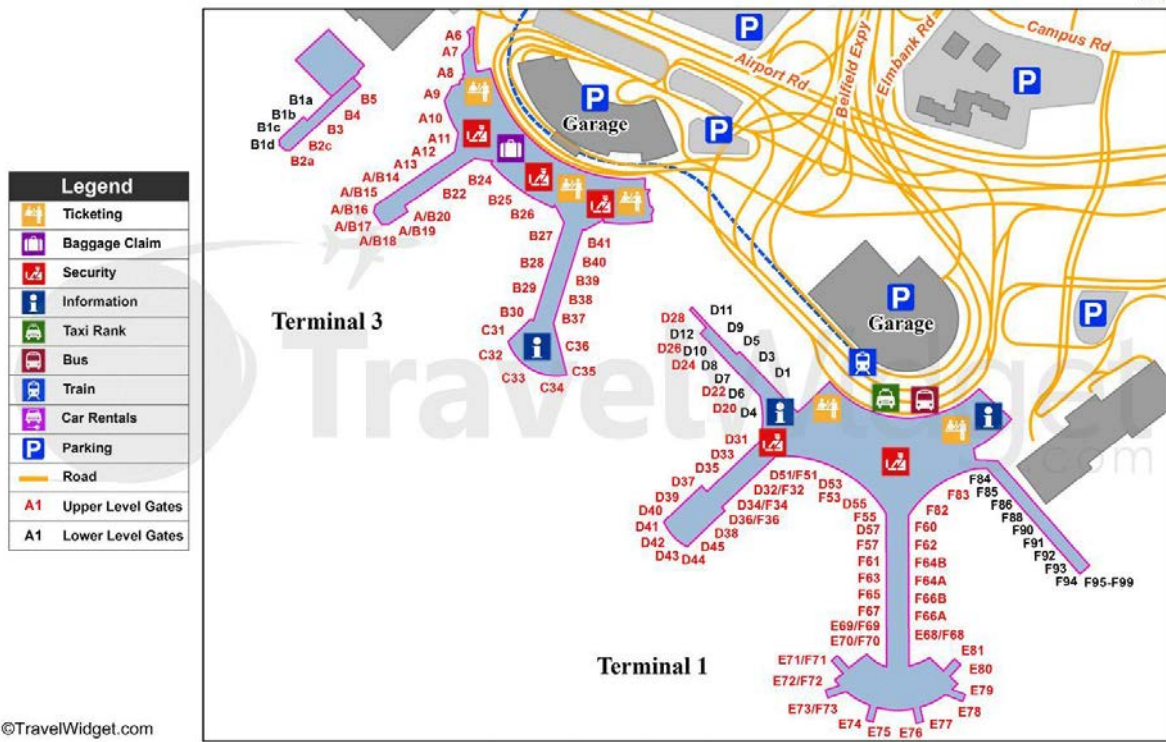
加拿大多倫多皮爾遜機場 (IATA代碼：YYZ；ICAO代碼：CYYZ)，為加拿大安大略省多倫多地區之主要機場，皮爾遜機場離多倫多市中心西北約22.5公里，實際座落於密西沙加市東北角之馬爾頓區 (Malton)。皮爾遜國際機場是加拿大最繁忙的機場，擁有 5 條跑道和兩座客運航廈，機場內設施包括零售商店、餐廳、免費 WIFI 無線上網、行李寄存、藝術展覽、美甲沙龍和免稅購物。2017年旅客運量約4,705萬人次，航班起降架次約46.5萬5,555架次，旅運量排名世界機場第29名，航班起降架次排名世界機場第22名。

皮爾遜機場為加拿大航空及加拿大航空快運之樞紐基地，亦為星空聯盟主要樞紐機場之一，皮爾遜機場前由加拿大交通部負責管理，目前由多倫多機場管理局負責管理，隸屬於加拿大國家機場系統。



圖 1 加拿大多倫多皮爾遜機場(YYZ)俯瞰圖

Toronto Pearson International Airport (YYZ) - Overview



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圖 2 加拿大多倫多皮爾遜機場(YYZ)平面圖



圖 3 加拿大多倫多皮爾遜機場(YYZ)旅客行李報到及空側設施

3.2多倫多皮爾遜機場-美國境外入境審查服務

加拿大目前擁有最多的美國境外入國審查點，多倫多皮爾遜機場亦設有美國境外入境審查服務，當旅客於出發地機場完成境外入國審查作業後，抵達美國國土時即不再須接受任何審查，身分如同國內航線旅客。另簡要說明美國境外入境審查如下：

- 一、美國「境外入境審查」(Preclearance)係指飛美航班於出境國機場將由美國海關暨邊境保護局(U.S. Customs and Border Protection, 下稱CBP)人員進駐，針對旅客及其行李於登機前，事先進行入境美國之證照查驗、海關檢查及農產品檢疫。
- 二、旅客在完成出境國之通關查驗後，前往「境外入境審查」指定查驗專區進行入境美國之通關檢查，經查驗之旅客及行李，其等候區及登機動線須與未查驗者有效區隔；且完成查驗之旅客至登機前所使用之接駁車、商店、餐飲及貴賓室等空間及通道，皆須受CBP管制。
- 三、凡經完成「境外入境審查」之旅客，抵美後無須再次排隊查驗，可直接入境，有助出境國赴美旅客之便利。
- 四、境外審查負面影響是旅客有可能在起飛機場接受審查時等待很長時間，從而使得其錯過原先離境的航班，繼而錯過所有後續航班。



圖 4 加拿大多倫多皮爾遜機場-美國境外入境審查

在美國國外建立境外入境審查點，美國聯邦政府必須與審查點所在國政府達成協議。審查點不享有其他治外法權，當航空器或船舶尚未離開審查點所在國，即使旅客已經通過審查點，也須受審查點所在國法律管轄。另駐守審查點的美方人員有權審查旅客或檢查行李，但無權力進行逮捕，僅審查點所在國執法機構有權執行公權力才進行逮捕。目前已實施前站查驗之國家計有加拿大、愛爾蘭、阿拉伯聯合大公國、百慕達、巴哈馬及阿魯巴等6國，計16個機場、港埠及車站。

3.3多倫多皮爾遜機場聯外交通運輸系統

多倫多皮爾遜國際機場位於多倫多市區的西北方，機場與市區聯外運輸方式主要分為皮爾遜機場快線（Union Pearson Express，UP Express）以及機場接駁巴士兩種，簡要說明如下：

一、Union Pearson Express：

1. 聯合車站－皮爾遜機場快線是加拿大安大略省大多倫多地區一條機場聯外鐵路線，連接地區內兩大主要交通樞紐（多倫多市中心聯合車站與密西沙加多倫多皮爾遜國際機場）。皮爾遜機場快線每天提供約140班列車服務，每日旅運量約5千人次。
2. 機場快線營運時段約由每天早上5時半至翌日凌晨1時，服務時數達19.5小時，每15分鐘有一班列車，車程全長約25分鐘，沿途一共會停靠四站；成人單程票價為CAD\$12.35，來回票價為CAD\$24.70。





圖 5 Union Pearson Express 列車 (圖片來源：多倫多皮爾森機場官網)

二、機場接駁巴士：多倫多運輸局(TTC)目前提供往返市區與皮爾森國際機場之接駁巴士共有 192 Airport Rocket、52A Lawrence West、300A Bloor-Danforth、332 Eglinton West及GO Transit等5種;成人單程票價為 CAD\$3.25，65歲以上老人/13-19歲學生單程費用為CAD\$2.10，另車站內還有販售搭乘交通工具專用的代幣(Token)。



圖 6 地鐵站內的 Token 販賣機 (圖片來源：Toronto Star)

3.4 多倫多皮爾遜機場航廈商業設施及候機空間

多倫多皮爾遜國際機場設有各種貼心設施和服務，機場全區皆提供免費 Wi-Fi 上網服務，兩座航廈內設有跨宗教祈禱處、尿布更換室、擦鞋服務區、出境區郵箱、行李搬運員服務、行李推車與行李寄放設施等；另針對地區季節特性特別提供冬衣寄放服務，以便於旅客前往溫暖地區。

多倫多皮爾遜國際機場在餐飲部分，航廈內的出入境區設有多元化餐廳及酒吧，包含義式小吃、漢堡、愛爾蘭酒吧與速食店等。另在購物部分，兩座航廈分別提供當地特色商品、國際知名品牌衣服皮件及免稅商店等，提供旅客多樣式之豐富購物選擇。

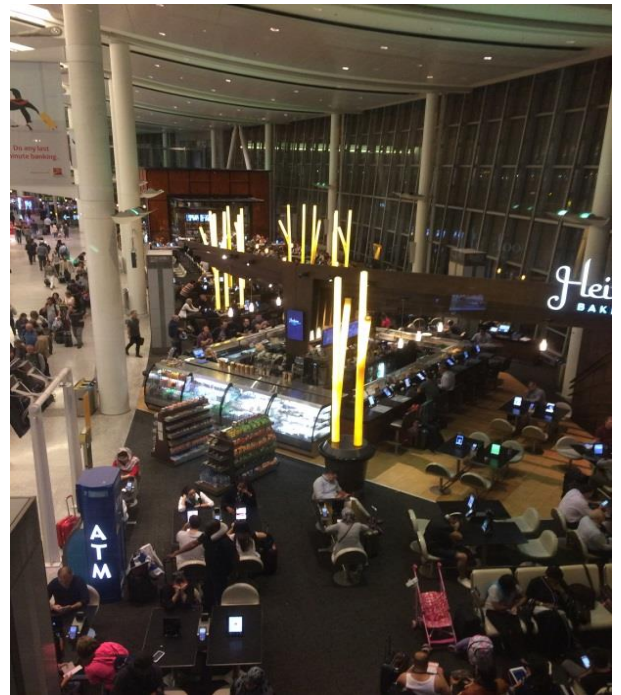
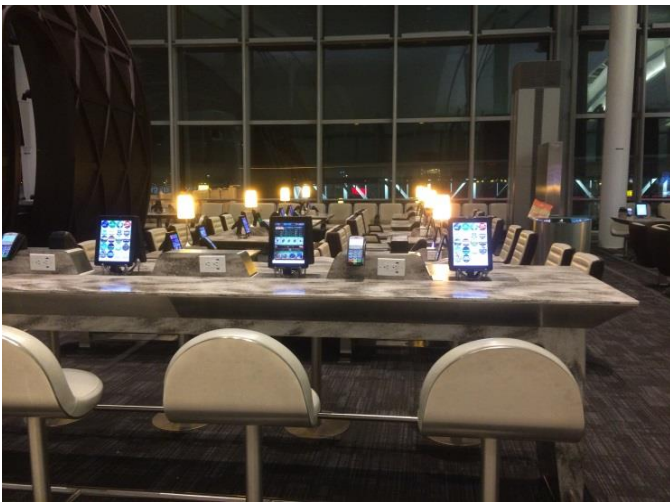


圖 7 加拿大多倫多皮爾遜機場航廈商業設施及候機空間

肆、出席 Customer Excellence Global Summit

本次會議為 ACI 舉辦之第一屆 Customer Excellence Global Summit 高峰論壇，會議地點在加拿大 Halifax 的 Nova Scotia 會展中心，地理位置如下：



圖8 Nova Scotia與多倫多皮爾遜機場地理位置

大會日期共四日，分為 3 個主題，相關主題及重點說明如下：

一、 Day 1: ASQ Training

- Fieldwork preparation and management
- ASQ deliverables
- Workshop: Interactive team exercise

二、 Day 2: ASQ Forum

- ACI new products and services
- ACI employee survey for customer experience
- Presentations from ASQ member airports

三、 Day3: Summit 1

- Opening Keynote: Shashank Nigam

- Return on experience: why delivering the best is a must
- Collaboration for the customer
- Insights from the best: ASQ award winning airports CEO panel
- Human to human
- Keep calm and carry on

四、 Day 4: Summit 2

- Keynote opening: Brian Shapiro
- Seen one customer, seen one customer
- Smart investment: big impact
- Measuring and monitoring in more ways than one
- One size doesn't fit all
- Passenger experience technology: the seamless experience



圖9 ASQ主要工作團隊

4.1 ASQ Training

ASQ 團隊目前八位主要成員全員到齊，並分別由概論、調查、問卷品質、統計、查核、分析等步驟，一一細部說明 ASQ 團隊各步驟的工作及重點，由於與會者均為第一線調查團隊或機場監督工作人員，因此提問十分踴躍，同時藉由提問的互動中與會者也吸收了許多經驗，對於未來的 ASQ 問卷管理增進了許多知識與技能。其中有幾項未來的發展重點分析如下：

4.1.1 擴充 ASQ 調查對象

傳統 ASQ 調查對象為出境旅客，由 ASQ 團隊依據各機場航線及航班分布情形，制訂調查班表，再交由調查團隊進行調查，但近年來的發展，單純旅客的問卷調查已經無法滿足快速變動的環境需求，因此各國機場紛紛導入另一個新的研究領域，稱為「旅客服務設計」，或「旅客經驗」，藉由瞭解旅客的實際需求，再經過流程或環境的設計，使得機場提供的服務能貼近客製化的方式提供給旅客，這樣一來滿意度更為提高，最終將反映在消費行為或產生忠誠度，機場的收入也就隨之成長。



圖 10 ASQ 推出更多調查計畫

因此 ASQ 團隊在經過與一些機場的試驗合作後，計畫推出另外三種調查計畫：入境旅客調查、機場員工調查、以及商業購物調查。目前桃園機場僅參加出境旅客的問卷調查，不過以 ACI 的影響力及公正性，待未來成熟之後，相信有相當大的機會參與更多的調查類別，更加提升旅客以及員工的服務滿意度。

4.1.2 提升 ASQ 調查正確性

由於 ASQ 的第一線調查係由各機場自行委託方式辦理，ASQ 位居幕後查核，因此問卷填答的正確性非常關鍵，有鑑於此，ASQ 特別針對查核提出說明，共可分為三層次，包含一般查核（每季）、隨機查核、以及異常查核。桃園機場至今均通過每季的一般查核，尚未出現異常查核狀況，未來將配合 ASQ 有可能進行隨機性的查核，將密切與調查團隊聯繫，做好充分準備。

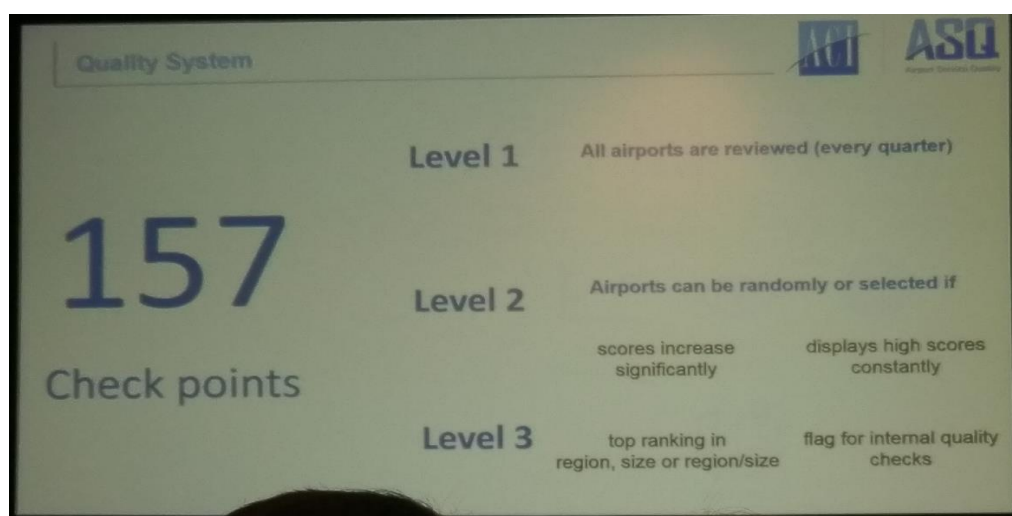


圖 11 ASQ 三種層次查核

4.1.3 實例演練

為促進與會人員對於 ASQ 的認識，特別設計將所有打散分組，共設計五道 ASQ 關卡題目，分別依照：實地調查、報告撰寫、資料統計、品質控管以及旅客性格，讓大家進行練習，實際跟來自不同國家機場討論之下，確實激盪出不同火花，對於 ASQ 分析內容有進一步的瞭解與體驗。

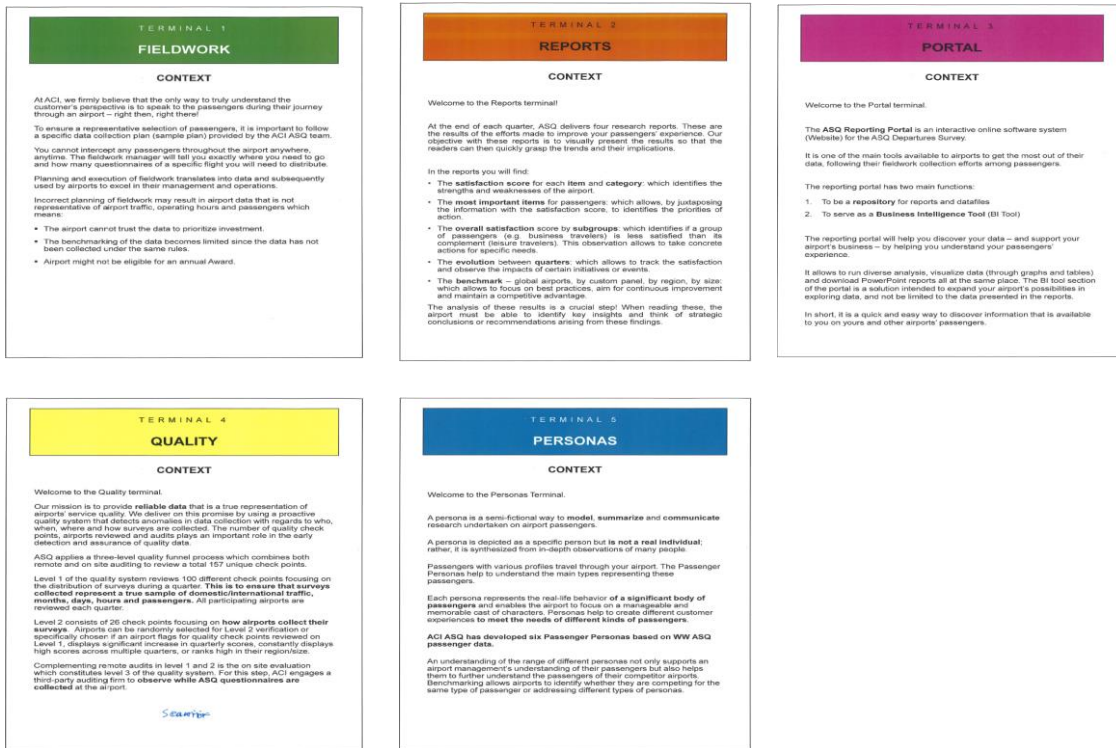


圖 12 ASQ 實例演練

4.2 ASQ Forum

ASQ 論壇則是邀請今年得獎的若干機場發表其得獎的主要原因分析，或者有主要投資改善項目可以分享給與會代表，其中包含前章所參訪的多倫多機場，特別就幾個項目分享其獲得北美區 ASQ 幾項的原因，包含：WIFI、出境流程自動化、聯外交通、以及整體效率提升。

仔細分析多倫多機場的檢討流程，發現與桃園機場有極為類似之處，2010 年起由於第一航廈進行整建，航廈內部及周邊動線進行調整，使得 ASQ 評比節節退步，由於旅客服務成績相對下滑，以及受到列管等因素，當時檢討的方式即成立專案小組，並藉由每週開會，針對 ASQ 評比 36 個項目各個擊破，只要旅客提出客訴的項目及內容，立即交代負責處室形成行動方案，馬上進行改善，歷經三年改善時間，逐步由個別項目帶出整體效果，果然在 2013 年當第一航廈改善完成後，重新獲得好的成績，對於分享經驗的機場彼此都有所領悟。

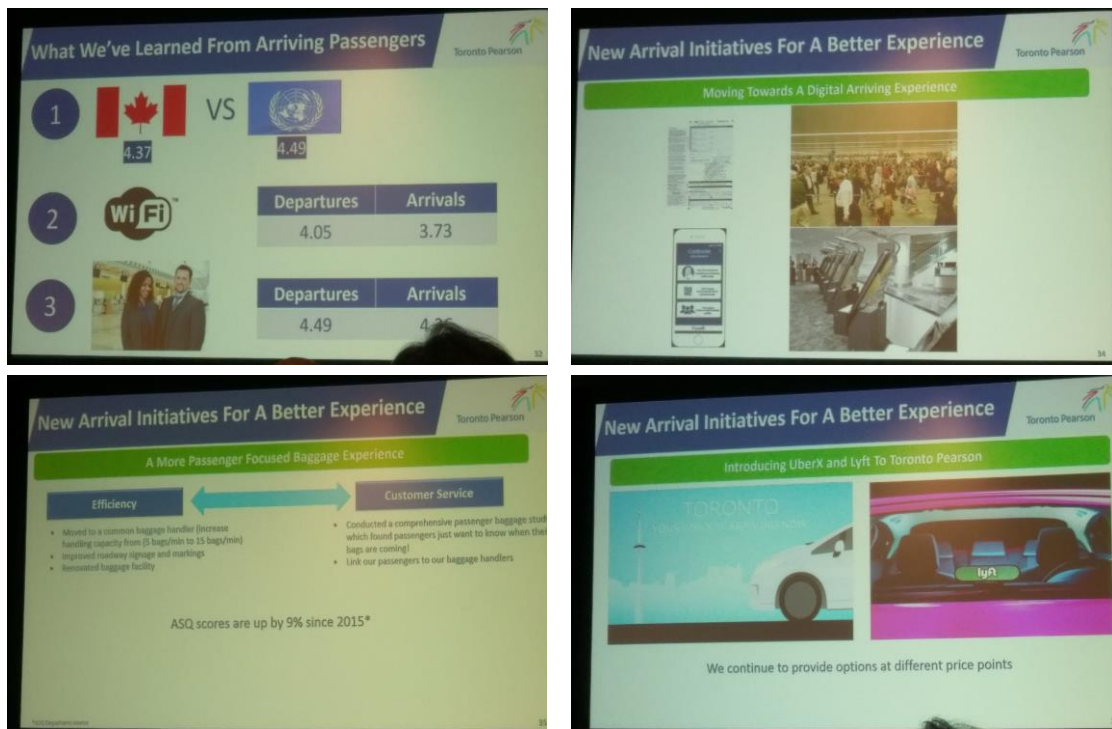


圖 13 多倫多機場案例分享

4.3 Summit

此次共有 2 位大會演講，一位是 Shashank Nigam 先生，從小周遊列國，具備獨到觀察力，創設 SimpliFlying 公司，出版 SOAR 一書，分析航空公司如何以創新的手法與概念，成功地創造旅客經驗，使他們成為忠誠客戶，並為公司創造營收。其目的在於鼓勵現場機場從業人員，學習相同的創新理念，打造機場旅客體驗，相信也同樣能替機場帶來更高的加值體驗。

Nigam 先生所提倡的概念，正好與目前桃園機場創新中心所執行的旅客服務設計一致，創新中心已經持續進行旅客脈絡訪查 2 年的時間，2018 年即將整合旅客需求資料，配合機場 APP 更新以及藍芽微定位專案，推出貼心服務，包含：導航、導覽、導資、導流、導購等五導服務，服務內容與先進標竿機場如香港機場幾乎同步，此次大會聽聞 Nigam 先生演講，以及 ASQ 團隊的報告，相信 2018 在桃園機場，已經踏出創新的第一步，未來將秉持創新熱情的理念，繼續推出更多創新服務的作為，提升機場服務品質。

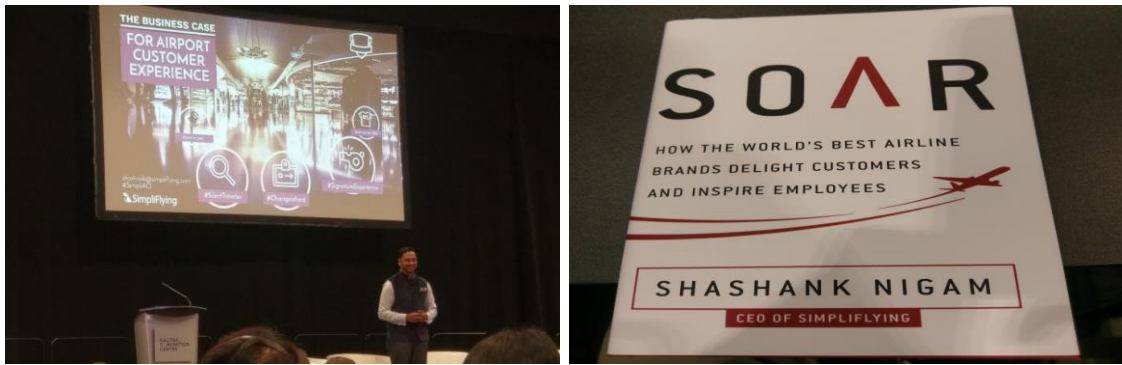


圖 14 Mr. Shashank Nigam 及其著作

另一位主講者 Brian Shapiro 也是顧問專家，開設 Shapiro Communications 公司，他則是採用一人扮演多種角色的方式，包括：旅客、航空公司櫃檯、清潔工、搬運工、餐廳服務生…等多達 10 人，分別表達不同機場利害關係人對於機場服務的期待，整場演講肢體發揮淋漓盡致，博得許多好評。同時也提醒身為機場管理單位者，應該多以不同工作性質的觀點來看待旅客服務，即使是一顆小小的螺絲釘，在機場整體服務的運作下，也有其發揮價值貢獻之處，千萬別忽略任何小地方。



圖 14 Mr. Brian Shapiro 演講

Shapiro 先生的理念則與近年來桃園機場公司所提倡的服務大聯盟理念相同，由於桃園機場的旅客量逐年攀升，特別是進入 4,000 萬以上分組之後，有感於機場公司員工無法兼顧所有機場服務，加之又非第一線服務人員，因此實有必要將服務理念傳播給所有機場工作人員，讓大家都具備及維持相同的服務水準，這樣才能在運量成長之際，桃園機場的服務水準也隨之提升，達到運量與服務同樣具備大聯盟的標準。

在其他的論壇當中，大部分都在闡述服務價值與理念的概念，以及類似第二天論壇由標竿機場發表 ASQ 得獎的心路歷程，其中有另一個值得特別學習之處，就是許多機場提到近年來的趨勢之一，ICT 資通訊的發展與旅客服務有著密不可分的加成作用，主要可以分為兩大類：一是基礎建設協助機場作業單位加速處理旅客流程及服務，例如近年來「機場協同支援決策」(ACDM, Airport Collaborative Decision Making) 應用，或是加速旅客流程 Fast Travel 落實，另一類則是直接提供旅客客製化訊息服務，例如前述機場 APP 及微定位服務。

前述幾類不同系統的發展，其實就是近年智慧機場 Smart Airport 發展的方向，因此在大會尾聲，最後一場進行結論之時，就特別安排加拿大 Edmonton 機場及英國 Heathrow 機場談論如何落實 ICT 對於旅客服務的藍圖及發想。二機場對於智慧化應用都有值得借鏡之處，特別是策略發展架構的思考邏輯非常清楚，有了明確的上位指導原則，下層應用程式的發展才有所依據，對旅客的服務更上一層樓。



圖 15 加拿大 Edmonton 機場與英國 Heathrow 機場 ICT 應用

伍、心得與建議

5.1 心得

1. 世界各國在考量空運量逐漸攀升情況下，為能及時擴建機場並以有限人力維持機場一定服務品質及水準，目前世界各先進機場從旅客報到、通關查驗、安檢查驗、轉機報到劃位及行李托運等作業模式，皆可觀察機場管理單位係以設置智慧化自動設備及便利化服務等方式，大幅降低整體人貨通關處理及旅客等待時間，並進而提升機場與航空公司之經營效率。
2. 隨著科技發展與旅客特性變化，機場提供之各項服務須與日俱進，並匯集人流、物流、金流與資訊流，同時扮演了國家門戶的角色。世界各國機場管理單位無不致力於提供理想之機場服務品質，並盡力滿足旅客需求，讓機場不再只是機場，進而可作為旅客及國人休閒娛樂之最佳處所，展現機場城市化的理想願景。

5.2 建議

1. 桃園國際機場是國家門戶，也是行銷臺灣觀光的最佳平台，國際標竿機場亦有逐漸強化獨特風格來提升旅客體驗的趨勢，目前桃園機場已提供多元服務設施，未來建議桃園機場公司可多加運用公共空間充分展現臺灣國門意象與觀光文化特色，並會同相關駐站單位提供旅客豐富臺灣體驗，留下美好印象。
2. 桃園國際機場近年客運量快速成長，102年時旅運量已超出第一、二航廈之總容量(3,200萬人次)，在設施擴建速度不及旅客成長速度情況下，未來在第三航廈完成前，設施容量不足之情況將持續存在。未來建議桃園機場公司善用智慧科技和管理手法提升服務效率及品質，諸如可受理在家提前辦理登機手續等(如「在家列印行李標籤」後，即可直接至機場辦理行李託運)，將機場智慧

服務延伸至旅客家中，增加旅客便利性及提升機場作業效率。

3. 在智慧服務持續推廣的過程中，機場公司也應該同步思考整體智慧化的架構，尤其智慧機場課題近年來已經逐漸成為全球趨勢，配合旅客服務設計將成為新世代機場發展（Airport 4.0）的主流，特別是台灣素以電腦科技發展與應用聞名，建議桃園機場應該把握最佳時機，充分結合資源，領先推動智慧機場，這樣才能在競爭激烈的亞洲機場之間取得領先地位，順應潮流，提升機場服務品質，再創佳績。

附錄：大會手冊



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10-13 SEPTEMBER 2018

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PRIME MINISTER · PREMIER MINISTRE

September 10-13, 2018



Dear Friends:

I am pleased to extend my warmest greetings to everyone attending the 2018 ACI Customer Excellence Global Summit, being held in Halifax, Nova Scotia.

This conference brings together airport representatives from around the world to discuss the latest customer relations trends and issues. I am certain that delegates will be inspired by the presentations and will benefit from this opportunity to network with their peers.

I would like to thank the organizers for putting together an informative and stimulating program for everyone in attendance. I hope that participants will also take advantage of this opportunity to explore everything that Halifax has to offer.

Please accept my best wishes for a productive conference.

Sincerely,

The Rt. Hon. Justin P.J. Trudeau, P.C., M.P.
Prime Minister of Canada

Dear Delegates,

It is with great pleasure that I look forward to welcoming you to Canada's Atlantic gateway, Halifax, Nova Scotia, for the World Premier Airports Council International (ACI) Customer Excellence Global Summit, 10–13 September 2018.



From one horizon to another, airports have made the world a smaller place. As airports increasingly find themselves in a highly dynamic and competitive environment, they are increasingly focussed on their response to global customer needs and passenger preference. Indeed, choice and competition in the airport sector has become a key driver for innovation and improvement in customer experience. ACI World is committed to helping its members gain a deeper understanding of what drives passenger satisfaction.

Our long-term success as an industry will depend on how we use our resources and how we create value for customers. This is what the Summit is all about!

This event is by invitation only. We will take the occasion to welcome our 2017 Airports Service Quality (ASQ) Awards winners to receive their recognition and celebrate with their peers at the Awards Gala dinner. ASQ Programme participants will be able to share best practices during their exclusive ASQ Forum.

With more than 400 airport experts expected to attend, this prestigious summit is your opportunity to learn, exchange and explore the competitive spirit. ACI proudly recognizes your commitment and accomplishments and we look forward to helping you to continue your dedication to delivering the highest-quality customer experience.

Let me extend my warmest congratulations to our 2017 ASQ Awards winners and once again I look forward to welcoming you to what I know will be a most enjoyable event.

Sincerely,

A handwritten signature in black ink, appearing to read 'Angela Gittens'.

Angela Gittens
Director General
ACI World

Halifax International Airport Authority, a proud ASQ member, is thrilled to welcome you to the 2018 ACI Customer Excellence Global Summit. It is an honor to have been selected as the first North American airport to host this inaugural conference and ASQ Awards ceremony, and to have the opportunity to showcase the city of Halifax and the province of Nova Scotia.

2018 ACI Customer Excellence Global Summit offers an incredible opportunity to learn, collaborate and network with like-minded airport representatives from around the world who strive to provide excellence in the area of customer relations and service. During the conference week, you will have an opportunity to discuss new and trending topics of interest to the airport industry with the historical city of Halifax, Nova Scotia, Canada, which embodies hospitality and excellence, as your backdrop.

We encourage you to come early and stay late so that you can experience all that our city and province have to offer. Within walking distance of the Halifax Convention Centre and our downtown hotels, there are many historical and cultural activities for you to experience. The Halifax Citadel National Historic Site, the Maritime Museum of the Atlantic with its Titanic exhibit, and the Canadian Museum of Immigration at Pier 21 are venues not to be missed. You'll want to savor our extraordinary cuisine, including Nova Scotia's delectable seafood and award-winning wine, beer and spirits while you are here. Don't forget to leave some time to explore our five UNESCO designated sites or have your picture taken at Peggy's Cove, the most photographed and visited lighthouse in Canada.

We look forward to welcoming all ACI delegates to Halifax to experience Canada's East Coast hospitality first-hand.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joyce Carter'.

Joyce Carter
President & CEO
Halifax International Airport Authority





MONDAY, 10 SEPTEMBER

Halifax Convention Center, Argyle Suite

- 08:00-13:00** Delegate registration
- 9:00-9:30** Welcome & general overview of ASQ Programme
- 9:30-10:30** Fieldwork preparation & management
- » Sample plan methodology & tools
 - » Data collection rules and guidelines
- 10:30-11:00** Coffee break
- 11:00-12:00** ASQ deliverables
- » Quality control process
 - » Reports and portal
- 12:00-13:00** Lunch
- 13:00-15:30** Workshop: Interactive team exercise
- Go a step further in your learning experience! The best way to learn and assimilate the concepts is when you are placed in real life situations. In teams, delegates will have to solve different challenges: Can you adapt your strategy based on your passengers' profile? What should you recommend to your different stakeholders? Is it easy to plan your fieldwork schedule? Calling on respective creative and analytical skills.
- 15:30-16:00** Coffee break
- 16:00-16:45** Workshop debrief

TUESDAY 11 SEPTEMBER

Halifax Convention Center, Argyle Suite



- 07:30-18:00** Delegate registration
- 09:00-09:20** Welcome remarks by ACI
- 09:20-09:45** Welcome and presentation by host
- 09:45-10:30** Recent ASQ developments
- 10:30-10:45** Coffee break
- 10:45-11:45** ACI presents new products and services, with insights into ASQ Commercial, ACI Customer Experience Accreditation and ASQ Fieldwork certification
- 11:45-12:30** ACI Employee Survey for Customer Experience
- 12:30-13:30** Lunch
- 13:30-14:15** ASQ Arrivals
- 14:15-15:00** Presentations from ASQ member airports
- 15:00-15:30** Coffee break
- 15:30-16:15** Presentations from ASQ member airports
- 16:15-16:40** Presentations from ASQ member airports
- 16:40 - 17:00** The value of emotional connections – a presentation by Kantar TNS
- 17:00 - 17:20** The very start and the very end of the customer satisfaction journey, airport parking – a presentation by Chantry Ltd
- 19:00-21:00** Welcome reception
Canadian Museum of Immigration at Pier 21



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DAY 1 - WEDNESDAY 12 SEPTEMBER

Halifax Convention Centre, Convention Hall (C3-C4)

07:30–18:00

Delegate registration

9:00-9:05

Welcome to Mi'kma'ki

All delegates are welcome to a special welcome ceremony and protocol by Mi'kmaq Elder Cathy Martin, who will be providing blessings to all who have travelled to visit her home territory. In Mi'kmaq tradition, Elder Cathy will welcome and provide a smudge, a traditional cleansing ceremony to purify and clear the mind, heart and spirit.

Mi'kmaq Elder Cathy Martin

09:05 – 09:30

Welcome remarks

Joyce Carter, President & CEO, Halifax International Airport Authority
Angela Gittens, Director General, ACI World

09:30 – 10:15

Opening keynote

What is the true business case to invest in airport customer experience?
Shashank Nigam, Founder and CEO, SimpliFlying

10:15 – 10:45

Return on experience – why delivering the best is a must

The session will allow the audience to learn about specific drivers as rated by airport passengers, and the return on experience airports gain by keeping their customers happy.

Dimitri Coll, Associate Director, ASQ, ACI World



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10:45 – 11:10

Networking refreshment break

11:10 – 12:10

Collaboration for the customer

How stakeholders work together to deliver the ultimate customer experience

Moderator: Kevin Burke, President & CEO, ACI North America

Victor Aguado, Permanent Representative of Spain on the Council of ICAO

Kjeld Binger, Chief Executive Officer, Airport International Group

Nick Careen, Senior Vice President APCS (Airports, Passenger, Cargo and Security), IATA

12:10 – 12:20

Launch of the ACI Airports & Persons with Disabilities Handbook

Antoine Rostworowski, Deputy Director General, Programmes and Services, ACI World

12:20 – 13:20

Lunch



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13:20 - 14:05

Insights from the best - ASQ award winning airports CEO panel

Hear from ACI ASQ Award winning airports on how customer experience excellence is achieved, maintained and lessons learned along this journey of success.

Moderator: Angela Saclamacis former Disney Parks Cast Member, Marketing and Public Relations Manager of Chocolats Favoris

Marcos Brandão, Incoming CEO, Belo Horizonte Airport

Howard Eng, President & CEO, Greater Toronto Airports Authority

Rajeev Jain, CEO, Mumbai Chhatrapati Shivaji International Airport

Bongani Maseko, CEO, Airports Company South Africa & Chair, ACI World

14:05-15:05

Human to human

Ever wonder what symmetry of attention means to airports? If employees are engaged, the employees will keep your customers engaged. In this session, you will get more insight about the power of human touch and how it remains an important driver that needs to be considered for customer satisfaction.

Moderator: Michael Rossell, Deputy Director General, External Affairs, ACI World

Manuel Aubone, CXO, Aeropuertos Argentina 2000

Joyce Carter, President & CEO, Halifax International Airport Authority

Marc-Andre Hotte, Managing Director of Airports Customer Experience, Air Canada

Albert Lim, Senior Vice President (Passenger Experience) of Airport Operations Management Division, Changi Airport Group (CAG)



15:05-15:30

Networking refreshment break

15:30- 16:45

Keep calm and carry on

Join us for this session and gain insights into how some of the busiest airports in the world maintain customer satisfaction through times of disruption such as major events, construction and emergencies.

Moderator: Joanne Paternoster, CEO, Butterfly Consulting

Eugenia Boinamo, ACSA Group Manager, Client and Passenger Services, Airports Company South Africa

Ugo de Carolis, CEO, Aeroporti di Roma S.p.A

Lysa C. Scully, General Manager, LaGuardia Airport, The Port Authority of NY & NJ

16:45-16:50

Day 1 wrap up

Antoine Rostworowski, Deputy Director General, Programmes and Services, ACI World

18:00 - 19:00

Cocktail reception

Halifax Convention Centre, Ballroom Salon

19:00 - 22:30

ASQ Awards ceremony and gala dinner

Halifax Convention Centre, Ballroom

The annual Airport Service Quality (ASQ) Awards recognize and reward the best airports in the world according to ACI's ASQ passenger satisfaction survey.



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DAY 2 – THURSDAY 13 SEPTEMBER

Halifax Convention Centre, Convention Hall (C3-C4)

09:00 – 09:45

Keynote opening

Open airport: A ground's-eye view

This presentation will provide the audience with an intimate portrait of the airport experience, how that experience is shaped, and how we can modify our communication practices to help create even better experiences for all.

Brian Shapiro, President, Shapiro Communications

09:45 – 10:30

Seen one customer, seen one customer

Participants will be able to learn more about the landscape of passenger types and preferences, and if culture makes a difference.

Moderator: Shashank Nigam, Founder and CEO, SimpliFlying

Daniel Burkard, Senior VP External Relations & Business Development, Moscow Domodedovo Airport

Tim Croyle, Executive Vice President, WestJet

Alberto Smith, Director Operations Landside, Punta Cana International Airport

10:30 – 11:00

Networking refreshment break

11:00 – 12:00

Smart investment – big impact

Learn about ways to maximize successful customer experience initiatives within limited budgets.

Moderator: Daniel-Robert Gooch, President, Canadian Airports Council

Paul Bradbury, Airport Director, Portland International Jetport

Gaëtan Gagné, President and CEO, Aéroport de Québec Inc.

Vernice Walkine, President & CEO, Nassau Airport Development Company

12:00 – 13:30

Lunch



13:30 - 14:30

Measuring and monitoring in more ways than one

Wondering how airports monitor customer experience and action results from the use of multiple tools? A look at how different tools can be used in parallel to broaden the understanding of customer experience and addressing customer needs will be presented in this session.

Moderator: Antoine Rostworowski, Deputy Director General, Programmes and Services, ACI World

Anna Maria Francinelli, Benchmarking for Services Quality - Customer Care Department, SEA Milan Airports

Charles A Gratton, Vice President, Commercial Services and Real Estate Development, Aéroports de Montréal

Christopher Poinsette, Executive Vice President and Chief Financial Officer, Dallas Fort Worth International Airport

14:30 - 15:00

Networking refreshment break

15:00 - 15:45

One size does not fit all

This session will present case studies looking at how airports ensure the best experience for all passengers with reduced mobility and hidden disabilities.

Moderator: Laurel Van Horn, Director of Programs, Open Doors Organization

Cynthia Carroll, Executive Director, Autism Nova Scotia

Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport

Michael Rossell, Deputy Director General, External Affairs, ACI World



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jdagenais@ari-na.ca

15:45 - 16:30

Passenger experience technology - the seamless experience

What does the future hold for creating the ultimate seamless experience for passengers? This session will provide insight into how technology is shaping the customer journey and the impact on specific touchpoints.

Moderator: Peter Gargiulo, President, 4QD Strategy Consulting, LLC

Tom Ruth, President and CEO, Edmonton Airports

Graham Wilkes, Business Change Manager, Passenger Automation, London Heathrow Airport

16:30 - 16:45

Closing keynote

Antoine Rostworowski, Deputy Director General, Programmes and Services, ACI World

*programme could be subject to change

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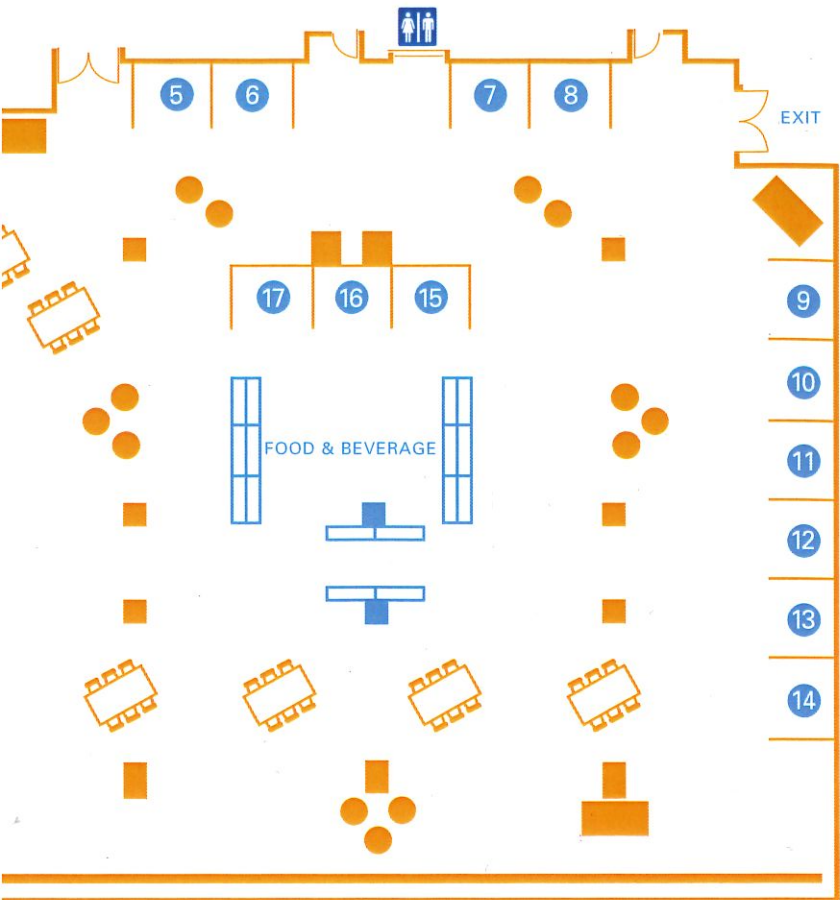
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Ugo de Carolis
CEO, Aeroporti di Roma S.p.A



Cynthia Carroll
Executive Director,
Autism Nova Scotia



Joyce F. Carter
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Bongani Maseko
CEO, Airports Company South
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CEO, Cincinnati/Nothern
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Shashank Nigam
Founder & CEO, SimpliFlying



Joanne Paternoster
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Rafael Alberto Smith
Director of Operations Land
Side & Cargo, Punta Cana
International Airport



Vernice Walkine
President & CEO, Nassau Airport
Development Company



Graham Wilkes
Business Change Manager,
Passenger Automation, London
Heathrow Airport



September 11, 2018

Welcome Reception

Canadian Museum of Immigration at Pier 21

19:00 – 21:00

Ground transportation will be provided from official conference hotels*, commencing at 18:30, with busses leaving from hotels at approximately 15-minute intervals. Return transportation from Pier 21 to official conference hotels will commence at 20:30, with busses departing every 10-15 minutes. Please note, Pier 21 is within two kilometers of the furthest official conference hotel.

September 12, 2018

ASQ Awards Ceremony Gala Evening

Halifax Convention Centre

17:45 Award Recipient Reception (By invitation only)

18:00 Gala Cocktail Reception

19:00 ASQ Awards Dinner

Ground transportation will be provided from official conference hotels, with the exception of the Marriott Residence Inn, commencing at 17:30 with busses leaving from hotels at approximately 10 minute intervals. Return transportation from the Convention Centre to official conference hotels will commence at 21:30, with busses departing every 10-15 minutes. Please note, the Halifax Convention Centre is within one kilometer of the furthest official conference hotel.

*Halifax Marriott Harbourfront, Homewood Suites by Hilton/Hampton Inn, Delta Barrington and Four Points by Sheraton

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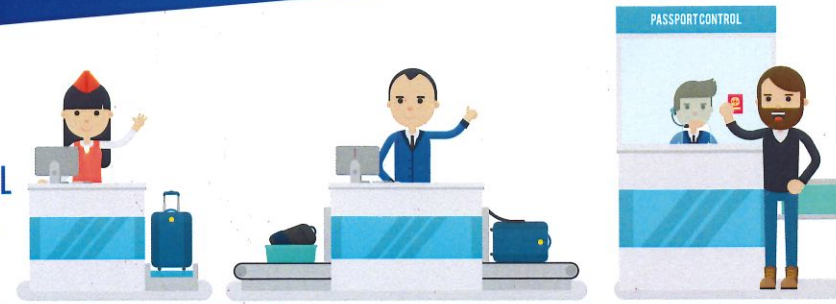
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