

出國報告(出國類別：其他)

**參加「2019 2nd Customer Experience  
Management for Airports Summit 暨  
拜訪 NEC Open Innovation Center」  
心得報告**

服務機關：桃園國際機場股份有限公司

姓名職稱：鄧金昱資深管理師兼任科長

派赴國家：新加坡

出國期間：108年1月27日至1月31日

報告日期：108年4月18日

# 公務出國報告提要

出國目的	參加「2019 2nd Customer Experience Management for Airports Summit 暨拜訪 NEC Open Innovation Center」
服務機關	桃園國際機場股份有限公司
出國人員	鄧金昱
人員職稱	資深管理師兼任科長
出國類別	<input type="checkbox"/> 實習(訓練) <input checked="" type="checkbox"/> 其他 ( <input type="checkbox"/> 研討會 <input checked="" type="checkbox"/> 會議 <input type="checkbox"/> 考察、觀摩、參訪 )
出國地區	新加坡
出國期間	民國 108 年 1 月 27 日至 1 月 31 日
報告日期	民國 108 年 4 月 16 日
關鍵字	顧客體驗、旅客體驗、機場創新、創新中心、One ID
報告頁數	
報告內容摘要	<p>第二屆顧客體驗管理機場高峰會由新加坡 Equip Global 主辦，於 108 年 1 月 27 日至 31 日在新加坡 Concord Hotel 會議廳舉行，今年為第二次以「機場顧客體驗」為主題，提供觀摩機會，交流創新應用的最新趨勢，提升旅客體驗及完善機場運作。有來自加拿大、芬蘭、捷克斯洛伐克共和國、波蘭、日本、韓國、印尼、印度、希臘、阿拉伯聯合大公國等世界各地的機場代表共 20 多人參與。</p> <p>此次會議主要分享旅客細分概述，如何使用技術提供卓越的旅客體驗。機場管理者可通過大數據改善服務流程及策略，以優化客戶旅程的每個階段。</p> <p>在航空服務外，運營彈性及服務恢復策略是不可或缺的準備要素。如何讓機場開發對旅客有利之協作模型，驗證分析電子商務策略和工具廣告如何成功增加消費能力和購物體驗，航廈設計和擴建如何透過科技應用提升旅客體驗，完善機場運作水平等。</p> <p>本次藉由參加會議的機會，一併參訪 NEC 新加坡創新展示中心。NEC 在航空旅行的安全性和效率面，均位於先進機場 ICT 解決方案的先驅。隨著越多的旅客成長量，以及更嚴重的安全威脅，旅客被要求進行更多檢查，提供無縫的人工智能和生物識別旅行體驗，是當今機場管理的急迫需求。</p> <p>綜合身份管理(One ID-Single)技術，能提高航空旅行效率並落實 IATA 的 One ID 計劃，十分期待這些技術的實施，以改善旅客體驗，提高航空公司和機場運營的效率。</p>

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## 壹、目的

本次參加「2nd Customer Experience Management for Airports Summit 2019(第二屆機場顧客體驗管理高峰會)」，會議主軸為旅客體驗及創新服務，主辦單位於會議前後另辦五場專題工作坊。我除了參加會議外，也選擇參加兩場工作坊，分別為「Customer Profiling & Segmentation 客戶輪廓與劃分」及「Technology Advancement & Digitization 技術進展與數字化」，與本處創新中心刻正辦理旅客脈絡探索及應用科技發展創新服務相符，另配合此次前往新加坡，順道拜會日商 NEC 公司在新加坡的創新展示中心 (Open Innovation Center)。

國際上隨著旅客滿意度的重視逐年提高，旅客從更好的服務中受益，他們對服務質量的期望也逐漸增加。服務質量直接會影響旅客停留時間、購買力以及口碑傳播。機場是個非常複雜的交通樞紐，單位分工繁瑣超乎想像，以桃園國際機場來說，2018 年旅客量達到 4,653 萬人次，較前一年(2017)成長 3.69%，已晉身全球前 50 大機場之列，每天穿梭在其中的工作人員超過 3 萬名，有將近 250 個服務單位進駐桃園機場，包含政府機關 CIQS(海關檢查 Customs、證照查驗 Immigration、人員檢疫及動植物檢疫 Quarantine、安全檢查及航空保安 Security)、航空公司、地勤、清潔、保全、餐飲、貴賓室、免稅商店、電信業、旅行業、運輸業、維護廠商..等單位，一天 24 小時全年無休，為旅客提供服務。

因此，機場公司有責任先將產生收入的關鍵任務，整合各單位及利益相關業者，共同了解旅客輪廓與劃分，提昇技術進展與數字化，加強服務質量實踐，以提高旅客滿意度，增加長期生存和盈利之能力。

隨著數位化時代來臨，科技發展的日新月異，逐漸改變了機場及航空業的營運模式，同時也促進了機場保安、服務型態、管理手段及營運效率的提升與改善。參訪 NEC 公司在新加坡的創新展示中心，看見 IATA 之 One ID 計劃的實踐小影，能提高旅客航空旅行的優質體感與機場大聯盟的管理效能，是未來雙贏發展的方向。

## 貳、行程表與研討會議程

每日行程表：

日期	行程
108年1月27日	搭機前往新加坡
108年1月28日	參加機場顧客體驗管理工作坊(Workshops)2場
108年1月29日	參加第二屆機場顧客體驗管理高峰會 Day1
108年1月30日	參加第二屆機場顧客體驗管理高峰會 Day2
108年1月31日	參訪 NEC 創新展示中心，搭機返臺

## 參、第二屆機場顧客體驗管理高峰會

### 一、顧客體驗管理工作坊 A

**Customer Profiling & Segmentation : Proven Tools to Transform**

**Customer/Passenger Raw Data into Useful Customer Behavioral Analysis**

第1組：

構建一份調查問卷，以獲取有關乘客通過機場的基本人口統計資料

第2組：

制定一份調查問卷，評估乘客在機場的旅行行為和閒暇時間

第 3 組：

構建一份調查問卷，評估乘客在機場的可用性和需求之間的滿意程度和差距。

● 工作坊成果摘要彙整：

- 1、檢視在您的機場產生收入的服務，以旅客滿意度衡量，是主要關鍵任務。
- 2、更高的旅客滿意度，將導致機場的非航空收入增加，且旅客在此機場搭乘航空公司的航班也會更多。
- 3、旅客滿意度增加 1% 可能導致非航空收入增加 1.5%，且與航空公司使用機場提供的任何服務沒有直接關係，因此旅客滿意度是整體機場盈利能力的關鍵驅動因素。
- 4、隨著 IT 的突破，通過數據分析不僅可以幫助旅客在高峰時段流動順暢，還可以提供創建個人化機場體驗的機會。
- 5、沒有人喜歡等待，機場也不例外。經濟學人智庫發現，78% 的旅客表示強烈傾向於在機場花費更少的時間。
- 6、60% 的旅行者在機場尋找並找到有趣的優惠、42% 的旅客在免稅商店消費、休閒旅客是最大的購物群體，比一般旅客多花 1.3 倍至 1.5 倍、富豪和名流人物及經常商務旅行者容易衝動購買，且常因功能原因購買但不注重價格！70% 旅客的購買都是衝動的或半計劃的，可以設計體驗區和試用(吃)樣品觸發！最暢銷的類別是酒類，禮品和煙草。機場最高消費者常是中年男性旅行者。40% 的旅客在機場找到清新、吸引人且相關的廣告。55% 旅行者將推薦在機場宣傳的產品。
- 7、旅客不斷提升他們的期望，航空公司不斷提高服務標準，因此機場必須永續發展才能生存，持續關注旅客體驗是健康的基礎。印度民航局分享衡量客戶體

驗的好處(增加收入> 70%，提高客戶滿意度> 36%，提高品牌忠誠度> 34%)；  
他們衡量客戶體驗的方法(調查> 91%，社交媒體> 41%，購買模式變化> 23  
%，未經請求的反饋> 49%)

- 8、旅客體驗管理：推動盈利增長、獲得新客戶的成本高於保留現有客戶的成本、  
通過在其機場旅行期間調查需求，偏好，行為等來提高盈利能力，以正面的經  
驗態度建立忠誠度，當滿足忠誠的客戶愈多，其消費並與他人積極分享的機會  
也就愈多；從而有助於通過口口相傳，推動整體業務增長。
- 9、團隊的信心建設：需教育員工當前的趨勢、新技術的亮點、消費者行為調查  
結果、鼓勵創新和開箱即用的想法。

**“Higher passenger satisfaction  
leads to higher non-aeronautical  
revenues for the airports and more  
flight for airlines.”**



Identification of services that  
generate revenue at airports  
through passenger satisfaction is the  
key task

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 2<sup>nd</sup> Customer Experience Management for Airports Summit 2019  
 28-31 Jan. 2019  
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**Sample Solution :**  
**Group-1**  
**Structure a Questionnaire to get the Basic Demographic Profile about the Passengers Moving Through Your Airport**

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Terminal: \_\_\_\_\_



**Demographic Profile**

Name					
Email ID					
Gender	(1) Male			(2) Female	
Age	(1) 18-20	(2) 21-30	(3) 31 -40	(4) 41 -50	(5) 51-60 (6) 60+
Nationality					
Country of Residence					
Occupation	(1) Salaried	(2) Businessman	(3) Professionals	(4) Student	
	(5) Unemployed		(6) Others		
Income level	(1) Less than 50K	(2) 50K-1 Lac	(3) 1-2 Lac	(4) 2-5 Lac	
	(5) More than 5 Lac		(6) No Response		
Airline Travelled/Travelling				Flight No:	
Destination:					

**No Two Airports are Same**

**LEARN MORE** EQUIP GLOBAL  
 2<sup>nd</sup> Customer Experience Management for Airports Summit 2019  
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**Sample Solution:**  
**Group-2**  
**Structure a Questionnaire to Assess the Passengers' Travelling Behavior and Idle Time at Your Airport**

**Section A: Travelling Behaviour**

- A1.** In which class are you travelling today? (1) First Class (2) Economy (3) Business
- A2.** What is the main purpose of your present trip?  
 (1)Business (2) Leisure (3) Educational (4) VFR (5) Conferences/Events (6) others (specify)\_\_\_\_\_
- A3.** How many times have you boarded/arrived at Delhi airport in last 12 months?  
 (1) 1-2 (2) 3-5 (3) 5-10 (4) 10-20 (5) >20

**Section B: Time Spending Behaviour**

- B1.**How early did you reach the airport today prior to the scheduled departure of your flight?  
 (1) <1hr (2) 1-2 hrs (3) 2-3 hrs (4) > 3hrs
- B1A.** How much time was spent before the security hold area (SHA) today?  
 (1) <10 min (2) 11-20 min (3) 20-30 min (4) 30 - 40min (5) 40-50 min (6) 50-60 min (7) >1hrs
- B2.**How much time did you spend in the Security hold area (SHA) today?  
 (1) <30min (2) 30min-1 hr (3) 1-2 hrs (4) 2- 3hrs (5) >3hrs



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## Sample Solution : Group-3

### Structure a Questionnaire to Assess the Passengers' Satisfactory Level and Gap Between the Availability and Demand at Your Airport.

C1. Please rate the following services at the airport as per your experience

Check-in	Excellent	Very Good
Waiting time of queue	5	4
Efficiency of check-in staff	5	4
Courtesy & helpfulness of the staff	5	4
Overall Experience of Check-in	5	4
Immigration		
Waiting time of queue	5	4
Efficiency of immigration staff	5	4
Courtesy & helpfulness of the staff	5	4
Overall Experience of Immigration	5	4
Security		
Waiting time of queue	5	4
Efficiency of security staff	5	4
Courtesy & helpfulness of the staff	5	4

C2. Please rate your satisfaction w.r.t. to the Retail services available at airport?

Attributes	Excellent	Very Good	Average	Poor	Very Poor
Staff Behaviour/Customer Service	5	4	3	2	1
Offers/Discount/Promotions	5	4	3	2	1
Choice availability - Assortment	5	4	3	2	1
Familiarity	5	4	3	2	1
Layout and Design of the stores - Visual Merchandising	5	4	3	2	1
Price	5	4	3	2	1

C3. Please rate your satisfaction w.r.t. to the F&B services available at airport?

Attributes	Excellent	Very Good	Average	Poor	Very Poor
Staff behaviour/Customer Service	5	4	3	2	1
Ambience	5	4	3	2	1
Delivery speed/Waiting Time	5	4	3	2	1
Cleanliness/Hygiene	5	4	3	2	1
Quality/taste of food	5	4	3	2	1
Menu options	5	4	3	2	1
Combo/Promotional Offers	5	4	3	2	1
Price	5	4	3	2	1

D4. According to you which category is missing at Your Airport?

- |                       |                           |                     |                       |
|-----------------------|---------------------------|---------------------|-----------------------|
| (1) Apparels          | (4) Fashion & Accessories | (7) Footwear        | (10) Books & Magazine |
| (2) Jewellers         | (5) Kids section          | (8) Daily utilities |                       |
| (3) Souvenirs & Gifts | (6) Concessionaries       | (9) Electronics     |                       |

D5. In future, which products and brands would you like to see at the airport?

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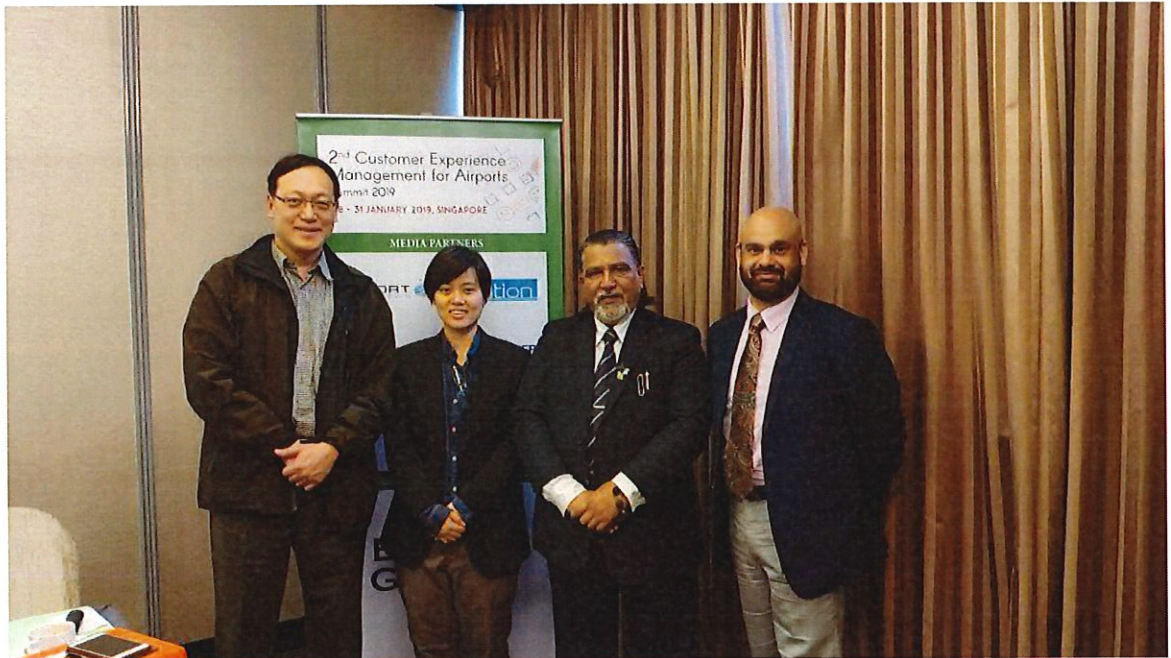
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D6. What is your expectation in shopping facilities at Delhi airport?

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## 二、顧客體驗管理工作坊 B

USING TECHNOLOGY TO DELIVER AN OUTSTANDING CUSTOMER EXPERIENCE

- 工作坊成果摘要彙整：

- 1、 快捷通關，利用自助服務終端設備自動管理。
- 2、 有效的邊境安全，通過健全的風險管理改善邊境保護。更有效地利用邊防人員資源。有效利用現有設施：在同一建築面積內處理更多倍的需求。為所有旅客，自助服務終端設備和非自助服務終端設備用戶提供更好的服務。保持作為世界創新領導者的地位。
- 3、 提高自助服務終端設備吞吐量和效率。
- 4、 資源優化，使每位航空公司員工處理的人數更多。
- 5、 通用環境降低了基礎設施成本。
- 6、 減少排隊時間。
- 7、 提高旅客和行李處理的速度和便利性。
- 8、 隨著 IT 技術導入，工作人員從櫃檯後面被釋放，可為旅客提供更好的服務。
- 9、 旅客可以控制著自己的過程和時間。
- 10、 旅客有更多時間享受機場的零售服務。
- 11、 在實施 Automated Passport Control 自助服務終端設備之後，Delta 在亞特蘭大機場的客戶滿意度提高了 40 個百分點，紐約肯尼迪機場 4 號航站的客戶滿意度提高了 23 個百分點。



### 三、高峰會各議題主講內容摘要：

- Wise Fly: An innovative global airport solution –Digitally Transforming Mumbai Airport

#### 1、分析在您機場旅客可能會有壓力的問題為何？例如：

- (1) 我的航班時刻表有變化嗎？
- (2) 我的航班登機櫃檯在哪裡？
- (3) 我如何到達登機口？
- (4) 我是否有足夠的時間購物或吃東西？
- (5) 最近的商務休息室或貴賓室在哪裡？
- (6) 我有什麼方法可以了解免稅和購物的優惠？

#### 2、機場需要利用大數據交付改進服務建議為：

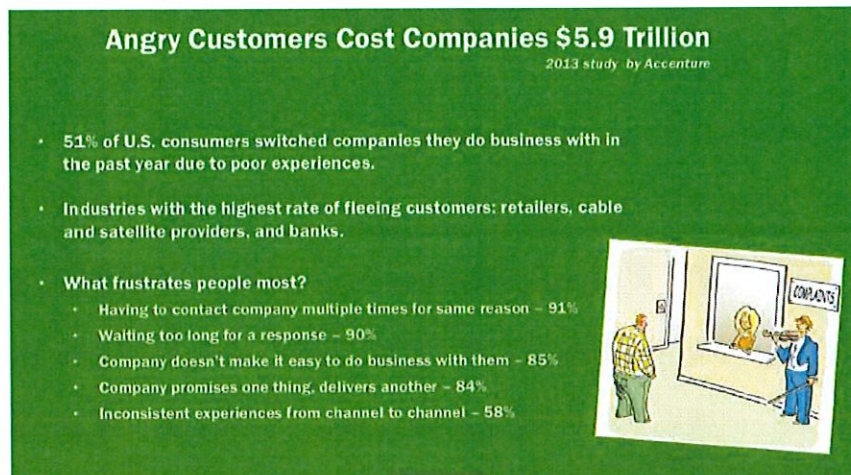
- (1) 適時推播服務(Push, not pull)。機場不必期望旅客注意所有資訊，而是在他們可能需要時，向他們提供重要的資訊。
- (2) 使用先進的室內地圖技術收集和整理位置資訊。
- (3) 為您的機場用戶設計訂製的品牌地圖，然後將其與零售，餐飲，機場設施等綜合數據一起傳播。
- (4) 為旅客提供APP應用程式(iOS和Android)的適時航班提醒。

#### 3、想想您的機場能為旅客帶來什麼好處？例如：

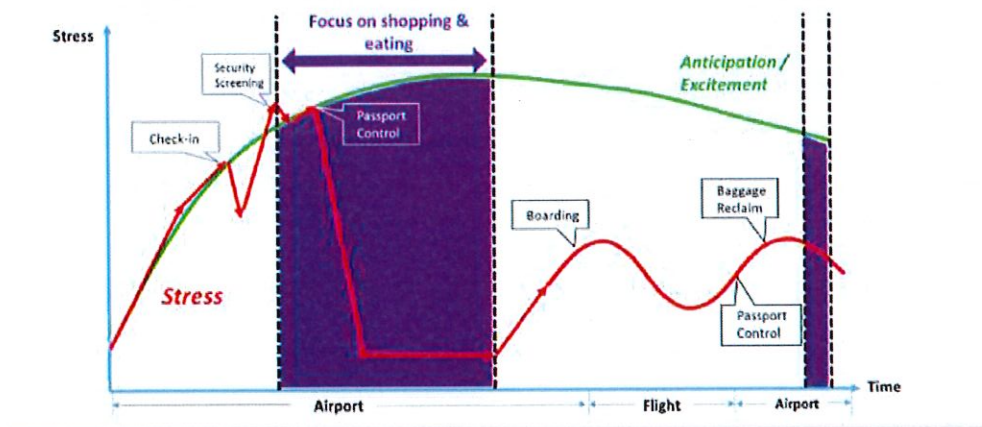
- (1) 旅行提示、諮詢及資訊。
- (2) 來自旅遊、酒店和休閒合作夥伴的優惠。
- (3) 針對旅客配置不同語言諮詢的需求(服務臺)。
- (4) 即時機場訊息。
- (5) 即時航班訊息。
- (6) 機場內、外準確導航。
- (7) 方便/連續的 Wi-Fi 連接。

- (8) 機場折扣和優惠券。
  - (9) 基於位置的推播通知。
  - (10) 飛行推送通知(M Commerce)。
  - (11) 更好的人身安全和保障。
  - (12) 讓旅客從預訂到抵達目的地的旅行生命週期，能掌握自己的資訊。
  - (13) 即時數據分析及有效率的運營管理。
  - (14) 自然災害/恐怖襲擊時，有提供預防措施，能將其疏散到最近的緊急出口。
- Eliminating Poor Customer Service Costs: Proven Service Recovery Strategies to Optimize Every Phase of Customer Journey

### 1、旅客投訴成本



### 2、旅客壓力水平數字



- Operational Resilience -Service Recovery Strategy!

- 1、 營運風險定義：由於內部和外部事件的發生，因不充分的準備或因應失敗而導致的損失風險。營運恢復能力是平時就要培養的企業文化。以系統來說，營運彈性指在將損失或風險帶到旅客可接受的水平，並在發生中斷時有效地做出反應。營運管理失敗，會是機場最高給付的代價！
- 2、 恢復力的因素有：定義明確的指揮與控制、與利益相關者的協作規劃、協調旅客適當滿意的管理、啟用備援營運設備和資源的投入、加強營運彈性的連貫戰略。
- 3、 機場容量取決於眾多動態因素，包括內部和外部因素。機場是複雜的業務，日復一日越來越複雜，但是彈性始終是旅客認為機場應該要有的服務基礎。
- 4、 營運中斷的總量影響(案例研究)：降雪導致希思羅機場關閉，取消4000個航班，受影響超過一百萬的乘客，財務損失估計約為6,000萬美元，機場和航空公司的聲譽下降等。歐洲領空的火山灰影響，估計金融損失約為20億美元。颶風導製雪梨受影響約20,000個航班，估計財務損失2.5億美元。以上災害可能發生在任何機場，其共同因素是：它降低了運營能力、造成旅客不便、利益相關者(機場、航空公司、特許經營商等)的收入損失、新聞傳播的指數效應持續時間會比中斷期更長、旅客忠誠度轉移、對機場不利的的聲譽影響、監管機構可能會處以罰款或採取行政或法律行動等。

- Group Discussion : On making your airport favorable to your passengers

Developing a Collaborative Model (A Case Study of Airports Authority of India)

- 1、 什麼是機場服務差：

長紅龍線、粗魯的員工、在出發和抵達時像沙丁魚一樣、Wi-Fi不穩定、缺乏

椅子或座位不佳、清潔度差、海關或移民官員腐敗、有隨機兜售者、出租車攬客、令人作嘔的廁所、大排長龍、在禁煙區吸煙、價格昂貴的餐廳、轉機旅客停留時間不足、在機場睡覺等。

## 2、 創造一個快樂的旅客機場：

需了解旅客的歷程和階段（使您能夠提供接近訂製的服務）、評估您的客戶滿意度並幫助您的機場成為旅客的首選（這使您獲得競爭優勢）、使用神秘禮物和提高機場的服務質量（這可以幫助您為您服務的旅客創造“哇”）、使用實驗設計和技術，讓您成為一個創新的機場（這也增加了機場的收入）

## 3、 關於商品設計和策略的關鍵為：

需蒐集旅客檔案才會理解旅客的分段行為和期望模式、調查結果可回饋於創建零售，餐飲和服務的訂製產品，以滿足每種分類旅客的需求（例如：高收入的印度青年希望看到奢侈品牌，而外國人希望看到一些印度民族品牌）、數據也能讓機場採取對的方式，例如：旅客有可能將機場商品或餐飲預設為比市區昂貴，因此標語廣告可主打，與城市價格相比，機場零售價格完全相同、也可根據旅客的分段行為引入其他更好的服務、留意分階段實施相同的戰略決策。

## 4、 旅客滿意度：

評估旅客的滿意度，為機場服務實施的內容關鍵，這對於了解旅客是否對哪一個服務感到滿意，或者哪一個服務有改善的空間，至關重要。

## 5、 可通過兩種方法完成滿意度，分別是脈絡訪查和旅客調查手法：

建議是全天24小時進行至少3天，在每個服務分段進行調查，並直接進行數據比較。注意盡量讓旅客在沒有人為干預(包括我們或工作人員)的情況下。當使用新服務時，可問及對新增服務的看法。旅客也可以在服務前、後的調查問卷

中接受訪談，以比較分數。如有旅客提供的回饋建議，須具體請教可以改進的內容。機場需注意更好的服務意味著更高的滿意度，要定期將旅客滿意度與之前的服務分數做比較。

#### 6、 提高服務質量：

服務質量是機場的關鍵指標，像服務旅行常客或商務旅客這樣的人員或部門，需要對員工的質量要求特別高，一個小事件，可以讓這些旅客造成機場非常負面的影響或是創造出非常糟糕的口碑。

#### 7、 通過以下方法不斷提高服務質量：

秘密在關鍵接觸點調查並統計，包括但不限於辦理登機手續，安全檢查，商店，餐飲店，服務等。調查員將根據設定的參數評估這些服務質量，並提供一份報告，說明服務差距和具體的改進計劃。秘密調查也可進一步知悉旅客概況。

#### 8、 收入影響

隨著新的服務、零售品牌、餐飲的增加，對收入的影響進行評估，通常在實施後6-8個月完成的。收入/實施成本計算，與乘客滿意度相對應，如果兩者都在上升，我們將其稱為“使旅客快樂的機場”。

#### ● Tax Free Shopping in Belgium Just Got Easy! (比利時的免稅購物很容易！)

No lines. No forms. More returns. At all stores.

1、 Refundit和比利時當局正在共同努力，為遊客創造一個安全的技術解決方案，讓他們在申領退稅時享受無縫體驗。

2、 提供75%的手續費減免 - 這是該領域最低和最透明的，可以通過App從任何商店，無論大小，享受退稅服務。



3、 Refundit旨在使遊客的免稅購物過程更輕鬆，更高效。 使用Refundit的簡單應用程序，用戶可以在到達機場之前輕鬆快速地提交退稅申請，而無需在海關停留。

4、 對於較大的退款，Refundit提供簡單的政策並收取較低的服務費，為旅客省下更多的錢，可以從不同類型，大小和位置的商店收到退款。

● Identify the Customer's needs Offer the Customer Experience

1、 Athens International Airport(雅典國際機場)分享提供客戶體驗活動，其願景與使命為成為一個充滿活力和專注的機場團隊，創造卓越客戶體驗的象徵。

2、 “我們是一個充滿活力和最佳實踐的企業。 我們管理和開發各種機場活動，為希臘和國際舞台上的利益相關者和社會創造永續的價值 “。

3、 客戶滿意度與機場性能和企業價值緊密相關。

4、 創造股東和利益相關者的價值。

5、 建立不斷成長的旅客滿意度。

6、 增加非航空收入。

7、 支持航空定價政策。

8、 服務質量管理是最重要的業務目標之一。

9、 相關的KPI包含在平衡記分卡中。

10、 系統面的制定航空和商業戰略。

11、 執行激勵計劃及糾正措施。

12、 ACI之機場滿意度調查，僅展示了環境象限，但是我們需要提供更優秀的性能，讓旅客...WOW的因素，例如：音樂會、互動遊戲、多維藝術、希臘傳統藝術-天文學表演、在高峰日和節假日期間減輕乘客的焦慮活動、以現代方式與希臘文明建立現場“聯繫”、提供參與活動比賽和其他促銷活動、滿足特定目標群體的需要而採取的客製化行動。

- mobile apps increase passengers concession experience

1. There's no better way to help a customer than to be there for them in the moments that matter. Lucinda Barlow, Google
2. FLIO是世界上最常用的機場App，可以推動旅客足跡和增加商業收入，是歐洲唯一APP能覆蓋旅客的整個旅程。
3. 在機場可找到您需要的所有訊息：包括起飛和抵達時間、登機口位置、食物選擇、商店推薦、交通方式及目的地之地圖等！
4. 可使用400多個機場休息室，並可在200多個機場預訂停車位。此外，還可享受全球合作夥伴的折扣和優惠券。
5. 航班追蹤可隨時監控航班資訊、接收飛機取消或延誤等重要信息、飛機現在位置以及到達登機口的時間。此外，航班統計數據可查閱飛機的種類，平均旅行時間或相關的路線。航班追蹤為旅客以及接送者提供重要訊息。
6. FLIO擅長為世界旅行者提供各種頂級優惠，優惠券，折扣代碼以及機場食品，飲料和零售購物的其他優惠。在App註冊時，您可以在下載時得到購物券和優惠券，並在機場，零售商店，免稅商店和機場的其他服務點提交代碼，便立即獲得相關折扣。
7. 旅客可以使用優惠券和折扣代碼在飛行前購物。優惠券代碼可在機場兌換食品和飲料，如餐廳，酒吧或咖啡店，以及購物商店，零售商店，免稅商店和其他服務點，包括頭髮和美甲沙龍，水療中心，牙醫等。
8. 使用FLIO，您還可以獲得推播通知，提供新的購物或食品折扣的優惠券。通

過這種方式，您可以了解機場的最優惠價格，並提前安排明智的購物計劃。無論您從哪裡出發，都可以自動彙整該機場最新的購物和美食，並在全球50多個機場享受近150張優惠券代碼。

9. 除了提供各種機場內購物券和優惠券外，FLIO用戶還有獨特的機會進行應用內購買服務，如機場停車場，酒店，休息室，快速通道，汽車租賃和城市交通票券，節省在機場尋找的寶貴的時間和金錢。

- Improving Customer Experience (Mumbai International Airport)

1. 各國旅客的消長趨勢(預計巴西將於2027從第十爬升到第五，中國2031從第二爬升第一將超越美國，印度到2032將從第九爬升為世界第三)

2. 印度孟買機場 T2 設計摘要：

“不是另一座可以在世界任何地方建造的玻璃和鋼結構建築，而是一種捕捉印度藝術和設計傳統精髓的設計。”

“印度人的心，全球的精神。”

“一個盲目折疊並跳傘進入 T2 的人應該能夠立即認識到他們在印度。”

“旅客不應該介意錯過 T2 的航班。”

“設計應該是永恆的。”

“當人們走進來時，他們應該說..... WOW。”

“應該是世界上最具成本效益和效率的航廈。”

“旅客應該是設計的核心，服務功能永遠不應該受到影響。”

3. 印度孟買國際機場的創新：

- (1) 有公共空間最大的博物館。
- (2) 有全世界為所有航空公司提供的最高級豪華的貴賓室。
- (3) 具備Airport Collaborative Decision Making ，ACDM。
- (4) 第一個以動物療法服務的機場- 狗治療師，具有美妙的氣質，會聽話，有學習的能力，並且訓練有素。牠們很容易接受陌生人並陪伴靜坐。狗無條件

的愛，有時候就是旅客所要求的。

(5) 在機場進行各種主題慶祝活動，以吸引旅客。

A. Modak Festival : <https://youtu.be/8TR9PrI-bzQ>

B. 蛋糕裝飾比賽

C. 與獨特的名字甜蜜互動

D. Jaya He嘉年華

E. 國際咖啡日

4. 機場是通往國家的門戶。因此，創造令人興奮的國際特色，不僅會提昇機場品牌，還會對經濟產生非常重要的乘數貢獻。“Mr. G.V. Sanjay Reddy, Vice Chairman, GVK.

5. ASQ旅客互動調查前置作業：

虛擬ASQ在實際ASQ調查前幾天，以類似問卷的方式進行。

6. 旅客評論分析：通過數據分析確定影響旅客滿意度的關鍵因素。









7. 基準測試：比較全球最佳機場或標竿機場進行基準測試。

8. 運用主動方法，立即分析和解決。

● Case Study: Discovering the proven Tools to Gather & Analyses Passenger Data

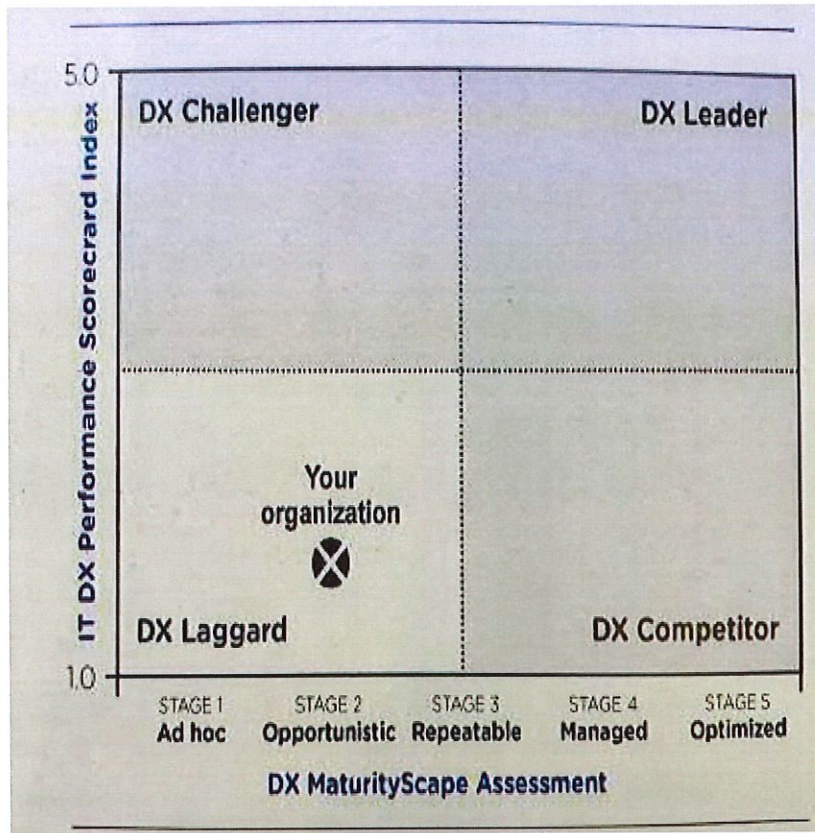
Tech, customer & retail

### Highlights of top technology trends in airport

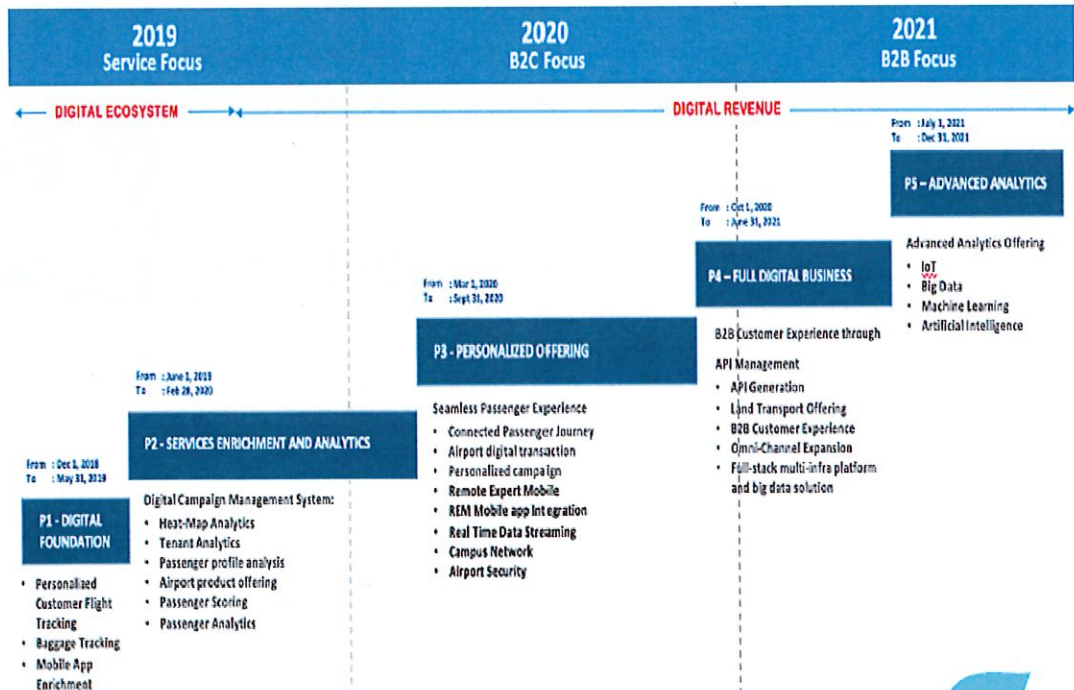
 <p><b>Open APIs</b></p> <p>Opening up their API platform, so organizations allow access to external developers with great ideas, which enhance and upgrade their services</p>	 <p><b>Blockchain for Operational Data Sync</b></p> <p>Airports collaborating to share flight data with the airline so all of the data on the blockchain network came from the most reliable source and was therefore as accurate as possible</p>	 <p><b>Beacons at Airports</b></p> <p>Beacons can be used for building location and context aware applications based on other known information such as the itinerary data, passenger profile and flight data</p>	 <p><b>Biometrics</b></p> <p>This offers relevant information on routes and POIs at the airport, for travelers, airlines, floor managers and other staff. The API makes it possible for developers to help people find their way at the airport and optimize their time in the terminal</p>
 <p><b>Self-Service/Baggage Bagtags</b></p> <p>Self-Service drop-off units enable passengers to check-in their own luggage within short process time. Drop-off unit eliminates human intervention and provides advantages of larger capacity leading to higher efficiency for passengers, airlines and airports</p>	 <p><b>Digital Media Kiosk</b></p> <p>This provides details about the many crowd control beacons hanging all over the terminal buildings. Developers can use this data to develop near-location based services (Retail –push notifications) or fingerprint services.</p>	 <p><b>Queue Management Systems</b></p> <p>Queue management system promote efficiency of Airport performance management by reducing passengers waiting time. Reducing wait time and Heat-Map based passenger distribution - Detection of overcrowded distribution of passenger and occupancy of the space</p>	 <p><b>Airport Mobile Apps</b></p> <p>Apps that provide information and support relevant to their individual journey. It includes updates on gate, flight times and baggage collection, as well as nearby food and retail outlets, prioritizing suggestions based on current location</p>

Source: KPMG analysis

1、練習您的機場作數位化轉型



2、分享Angkasa Pura 1 Airport 4.0 Implementation Phase



Phase 1      Phase 2      Phase 3      Phase 4      Phase 5

**BUSINESS OUTCOME**

- Boosting **customer engagement** and experience through personalized mobile apps
- Delivering **monitoring dashboard** of customer engagement level and revenue

**PERIOD**

DEC 2018 – MAY 2019

**KEY PROGRAMS**

**Personalized Flight Status**



**Personalized Baggage Status**



**Customer Mobile Engagement Dashboard**



**Revenue Dashboard**



Phase 1      Phase 2      Phase 3      Phase 4      Phase 5

**BUSINESS OUTCOME**

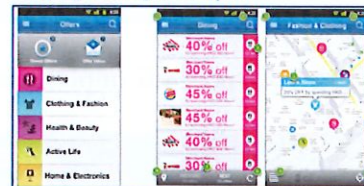
- Creating **Digital Revenue** through Airport Digital Campaign Management System
- Generate Real Time **Business Insight** through Customer Data Analytics

**PERIOD**

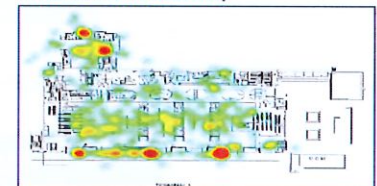
JUNE 2019 – JAN 2020

**KEY PROGRAMS**

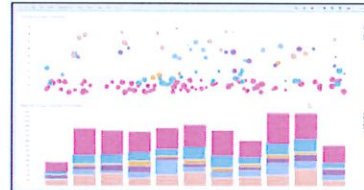
**Campaign Management System**



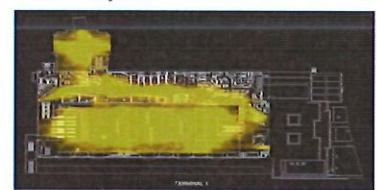
**Customer Crowd Heat-Map**

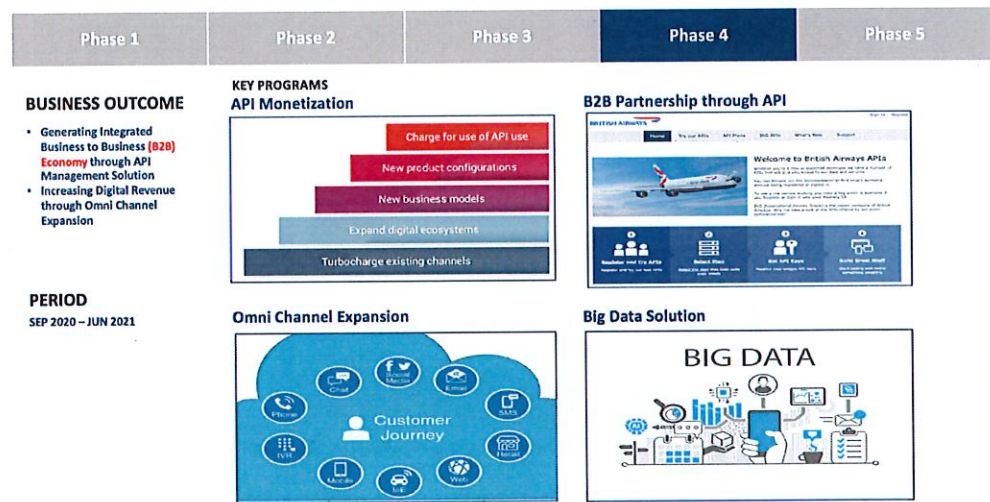


**Real-Time Customer Data Insight**



**Tenant Analytics**





- Hearing Proven Strategies & Tools. How Successful Advertising Campaign Increase Your Passengers' Spending Power & Shopping Experience (Seoul Incheon International Airport)

- 1、航廈以聯盟來區分。
- 2、發展特色為智慧航廈、環保航廈、綠能航廈。
- 3、韓國文化結合南韓天團BTS防彈少年團及LINE FRIENDS共同行銷。
- 4、媒體比例50%對50%規則：

就媒體使用而言，機場公司使用 50%的內容，如標示牌和藝術品廣告

- (1) 標示牌

<https://youtu.be/GVd5WPXzgdU>

- (2) 藝術品

A. <https://youtu.be/Z3axUAMSBVs>

B. <https://youtu.be/v0mpQB6ZJT0>

5、 通過經驗滿足旅客的需求。

● THE HORIZON BEYOND THE BAGGAGE CAROUSEL

1. 全球行李延誤成本估計為25億美元/年，有可能為轉運行李處理不當、航班延誤、盜竊、人為錯誤、安全檢查過程影響。
2. 行李延誤的原因：
  - (1)過時的篩選技術
  - (2)機場基礎建設不足
  - (3)勞動力更動不足
  - (4)手動行李檢查
  - (5)旅客延遲行李交付
3. 保持客戶滿意度需有安全防護措施
  - (1)系統故障
  - (2)安全檢查過程緩慢
4. 降低成本
  - (1)消除錯誤處理的行李
  - (2)緊急投資資源
5. 資源投資
  - (1)避免快速人力更替
  - (2)資源升級
6. 機場與航空公司之間的關係
  - (1)拒絕與其他方合作
  - (2)各方之間的承諾水平
7. 過度競爭者



(1) 滿足不斷增長的需求的戰略

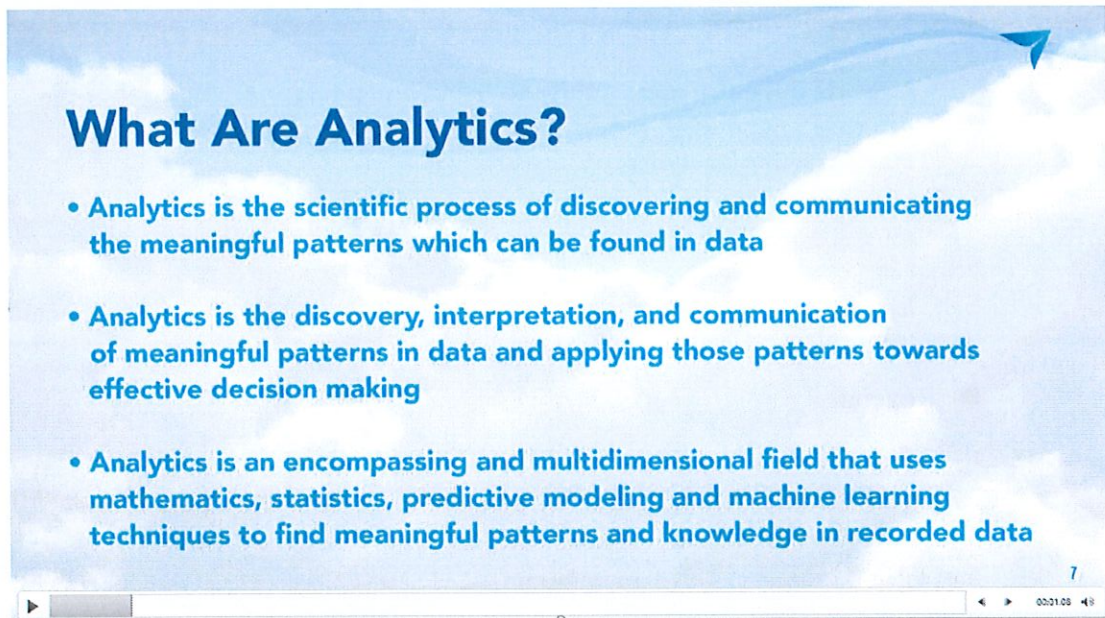
(2) 流程和高端技術

- At Tokyo Narita International Airport

2020東京奧運機場的準備：

1. 峰值時間=時間帶擁塞，需設法增加航班時段。
2. 設施擴建。
3. 基礎設施發展。
4. 招募20萬名志願者。
5. 增強安全性。
6. 增加穆斯林旅客祈禱室、清真餐廳等。
7. 通用性設計檢視，例如輪椅旅客容易通過安檢門等。

- Analytics - Way to airport transformation. Goal for all these is similar.

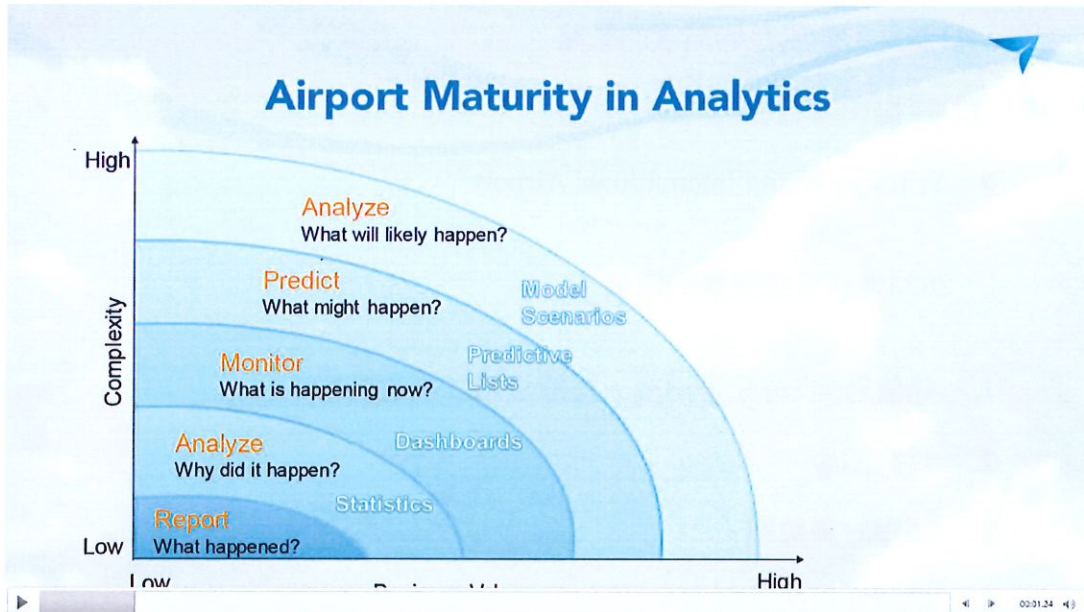


## What Are Analytics?

- Analytics is the scientific process of discovering and communicating the meaningful patterns which can be found in data
- Analytics is the discovery, interpretation, and communication of meaningful patterns in data and applying those patterns towards effective decision making
- Analytics is an encompassing and multidimensional field that uses mathematics, statistics, predictive modeling and machine learning techniques to find meaningful patterns and knowledge in recorded data

7

00:21:08



## To Conclude

- **New business models and technology is disrupting traditional businesses**
- **Massive amounts of data is out there, knowing what data is needed to solve the business problem is the key. Data driven culture needs to be cultivated**
- **Airports have the opportunity to transform passenger experience, increase efficiencies, create new product and services, and increase margins using analytics**

18

- Revenue

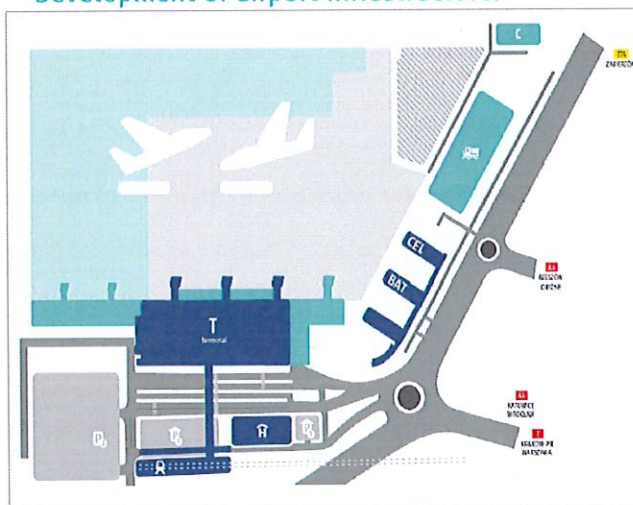
來波蘭玩的旅客必定造訪克拉科夫城市，是波蘭的第二大城與歷史文化之都，而進出克拉科夫除了經由鐵路或巴士，對於外國遊客來說最方便的還是搭乘飛機。如何創造機場利潤，KRAKOW機場提出簡報摘要分享如下：

balance  
 taking care  
 sharing with others  
 keeping customers informed  
 understanding the customer needs  
**positive emotions**  
 creating WOW moments  
**building unique brand**  
 listening the voice of customers  
 reducing waiting times  
 sense of place  
 networking



Plans for future

Development of airport infrastructure:



Focusing on TOP5 most important things passengers (ASQ Survey):

- ▶ **Waiting time in check-in queue/line**  
10 self service bag drop
- ▶ **Waiting time at security/immigration inspection**  
new queueing system & biometrics
- ▶ **Easy of finding way through the airport**  
additional signage in gate area
- ▶ **Ground transportation to/from airport**  
increase in frequency of the train service
- ▶ **Cleanliness of the washrooms/toilets**  
Happy or Not in all restrooms

krakowairport.pl

#PROSTOzKRAKOWA #NowaDrogaKRRK

- Customer Experience & eCommerce Strategy. Using Artificial Intelligence, IoT Predictive Analytics and Beacons to Understand Airport Passengers

1. 旅行 - 它離開了你原來少話的地方，讓你成為一個講故事的人。(Ibn Battuta 伊本巴圖塔)

## 2. 大家想要什麼？

(1) 旅客：因為排長隊，我會錯過我的航班嗎？

(2) 航空公司：

A. 有多少旅客不能到達登機門？

B. 我如何優化超量預訂座位方案？

(3) 機場：

A. 我如何減少旅客堵塞？

B. 我如何充分利用機場的旅客時間？

## 3. 今天大部分機場在做什麼？

(1) 數據的運用

(2) 媒體，反饋，教育等

(3) 內容的力量 “故事是旅行的情感貨幣”

(4) 關心客戶

(5) 人性化

(6) 情緒分析

(7) 行李追蹤

(8) 旅客流量管理

(9) 生物識別(單一身份證，One ID)

## 4. 電子商務戰略

(1) 增強 App 導航（產品搜索）

(2) 盡量減少結賬過程中的麻煩.

(3) 改善客戶服務.

(4) 利用社交媒體網絡.

(5) 客製化體驗

(6) 包括客戶評論.

(7) 個人交易之電子郵件

(8) 高質量的內容

5. iBeacon 和物聯網概念的應用

(1) 向航廈的旅客提供引導訊息

(2) 可自動辦理登機手續

(3) 航空公司可以在貴賓室附近/內部找到旅客

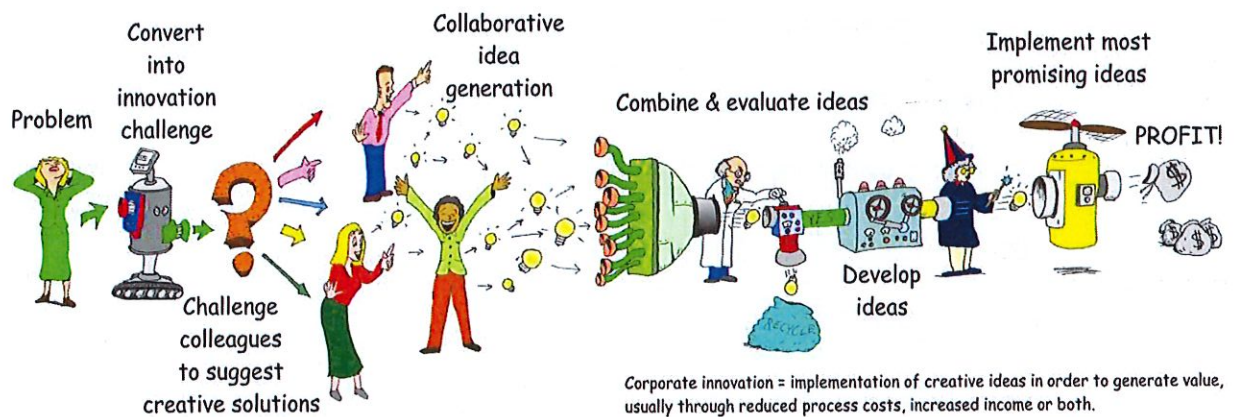
(4) 增加旅客位置鄰近的營銷

(5) 可提供個性化廣告和產品訊息

(6) 可做店內分析

(7) 創造免提支付的可能性（非接觸式支付）

(8) 點對點交互的應用，例如找到您的家人和朋友



● AIRPORT ANALYTICS, TERMINAL DESIGN AND EXPANSION

1. 機場分析，航廈設計和擴展：通過有效的終端空間和佈局規劃，增加機場的非航空收入（零售/餐飲停車場和其他服務）。

2. 航站規劃和設計考慮因素：

(1) 任務

(2) 平衡

- (3)服務水平
- (4)乘客便利性
- (5)靈活性
- (6)安全
- (7)尋路和終端標示
- (8)輔助性
- (9)維護性

3. 航站概念發展：

- (1)最大限度地利用設施和人員
- (2)最大化特許經營收入機會
- (3)盡量減少交叉式連接
- (4)簡化找路的方法
- (5)最大限度地重複陸側設施
- (6)適應航空公司的靈活性
- (7)提高登機門的靈活性和利用率
- (8)提供可比較的服務水平

4. 航站設施要求：

- (1)每個機場和航廈的獨特特徵取決於以下內容：
- (2)長途和短途航班的數量
- (3)航空公司時刻表
- (4)機隊類型
- (5)出境，入境和轉機旅客活動
- (6)國際和國內旅客
- (7)商務和休閒旅客

5. 其他建築注意事項

(1) 機場設施的現有特徵和佈局

(2) 客流量

(3) 服務區域

(4) 旅客特徵

(5) 航站特徵

(6) 運營程序和政策

(7) 服務地區的人口概況

(8) 機場的地理位置



## 肆、拜訪新加坡 NEC OIC

NEC Open Innovation Center 簡介：

[https://www.nec.com/en/press/201809/global\\_20180925\\_03.html](https://www.nec.com/en/press/201809/global_20180925_03.html)



NEC 在航空旅行的安全性，安全性和效率方面也處於先進 ICT 解決方案的最前沿。隨著越來越多的人今天飛行，以及更嚴重的安全威脅，乘客被要求進行更多檢查和放映。所有這些都導致了提供無縫旅行體驗的迫切需求，NEC 的 One ID-Single 令牌技術通過在整個旅行過程中提供綜合身份管理，將旅行體驗提升到新的高度，允許旅客在線或親自驗證身份，並確保機場內的有效流量。

NEC OIC 為 NEC cooperation 在新加坡開設 NEC 開放式創新中心（OIC），這是更廣泛的 NEC 創新生態系統的一部分，並重申 NEC 致力於促進開放式創新以及與私營和公共部門的合作夥伴關係。

該中心提供了一個平台，可以將解決方案轉化為現實和相關的應用。它擁有各種革命性的主題區域，可以在日常生活中提供人工智能和生物識別解決方案的沉浸式體驗。例如，在“航空”區域，將向訪問者展示如何利用 NEC 的可信數字身份解決方案，將我們的生物辨識技術用作安全訪問政府和商業服務的強大且可信賴的密鑰。



# 一、ONE ID 的概念

## 1. 背景

根據 2018 IATA Global Passenger Survey，機場旅客希望更好的服務包含：

- (1) 使用生物辨識提昇整體旅程體驗
- (2) 在機場更多的自動化流程
- (3) 作安全檢查/出入進審查花費時間少於 10 分鐘

### The Challenges

**2018 IATA Global Passenger Survey**

**Passengers want:**

- **Biometric Identification** to facilitate travel processes
- **Automation** to more airport processes
- **Wait times of below 10 mins** at security / immigration

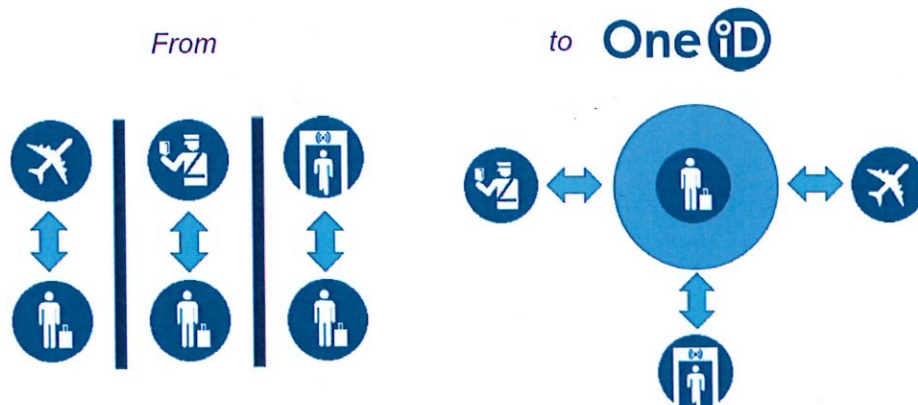
**Customers demand better services**

**Who can meet their wish?**  
Competitors looking to & Customers searching

© NEC Corporation 2018

## 2. 解決方案：

導入生物辨識整合成 ONE ID，提高效率避免每一個 touch point 都要重複進行身分確認(護照、登機證)，從既有的實體 token(護照、登機證) 轉變為 生物資訊 token(face,iris..etc)，可大幅將低比對時間、提高比對準確率及確保非匿名取代等好處。

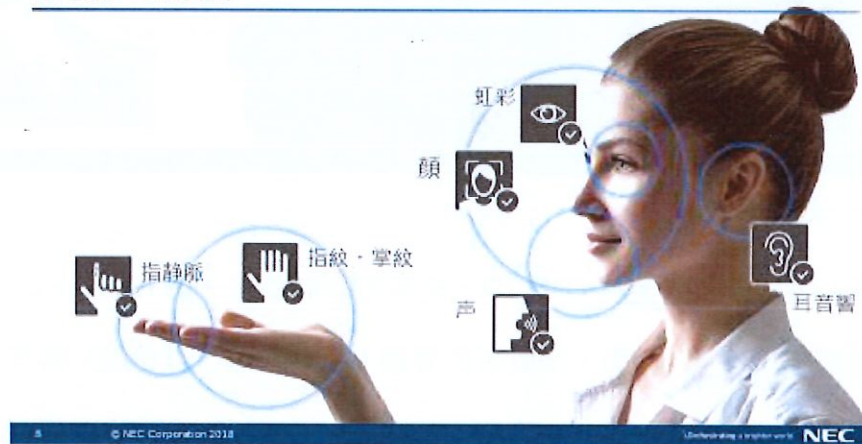


生物辨識技術特點：

生物辨識 (Biometric) 係指利用每個人獨一無二的生理或行為特徵，如人體指紋、臉部、聲音或虹膜等，來辨識使用者身分。運用生物辨識技術，你的身體就是密碼，不怕遺失、複製不易、更不用擔心遭人盜用，因為你是獨一無二且「隨身攜帶」，從 something you have, something you know 到 something you are。

主流的生物辨識技術包含語音、臉、指紋、掌紋、虹膜、視網膜、體形、個人習慣（例如敲擊鍵盤的力度和頻率、簽字）等，但就應用性及方便性來說，以人臉辨識擁有最高的準確率，NEC 所提供的人臉辨識技術在準確率上可達到 99.2% 的準確率，以可利用於商業及相關安全領域，也因此 IATA 在規劃 One ID 生物辨識技術時，會建議使用人臉辨識來作為生物資訊的 token，在使用性及準確率上較能為旅客所接受。

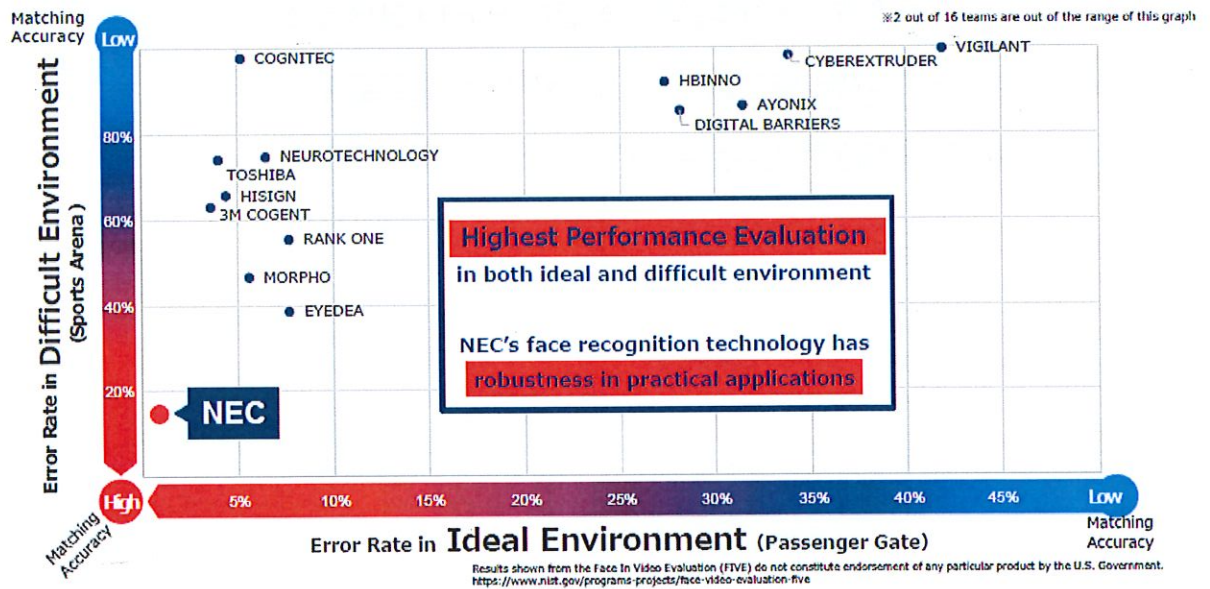
#### NEC的生物辨識



其中，日本大廠 NEC 作為全球 ICT 技術及服務的供應商，提供了世界第一的人臉辨識技術，在美國 NIST 競賽中連續四屆獲得世界第一的殊榮，也為 IATA 發展 One ID solution 的第一選擇。

# 最先進人臉辨識技術

連續 4 次獲得國際評比第一名。3 次 靜態比對、1 次 動態比對



與其他竞品之間比較，NEC 又快又準(贏第二名 25%以上)

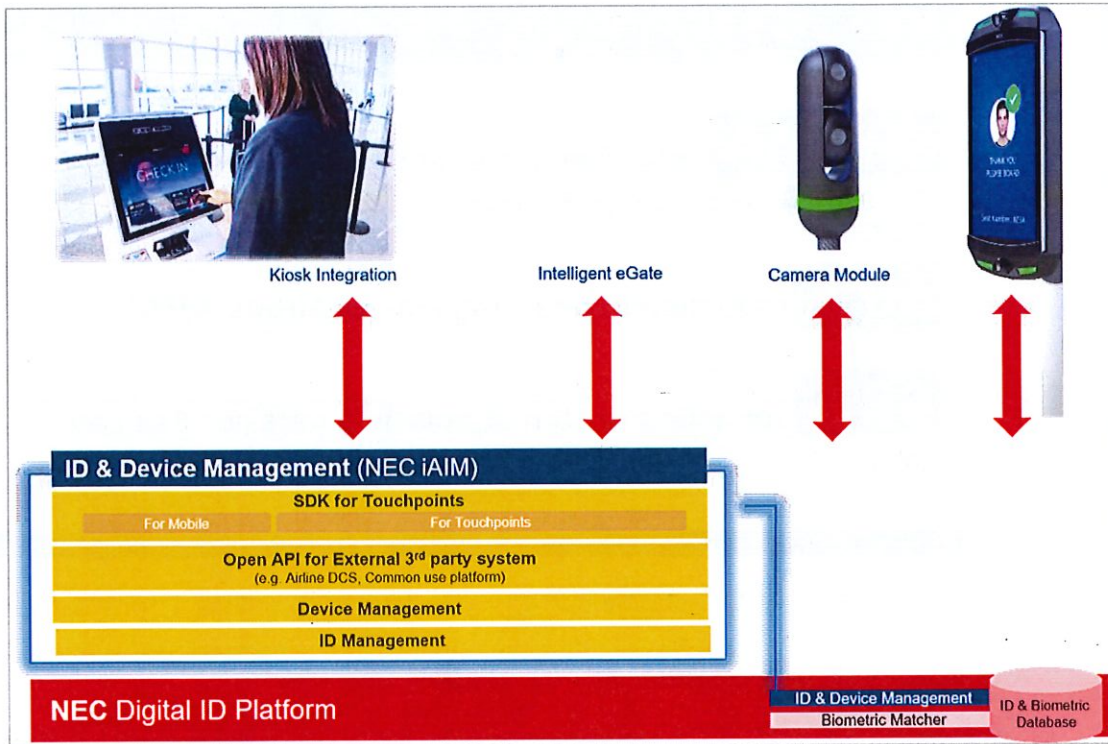
### 3. NEC 於 OIC 及亞特蘭大機場(delta airline)所導入的 One ID 說明

NEC 與 delta airline 於 2018 年開始陸續導入 One ID solution 在亞特蘭大機場，針

對 check-in, bag drop, boarder control, lounge access 及 boarding 導入 NEC 人臉辨識相關技術及設備，並實際為客戶服務。



- (1) 列印紙本機票文件 →在旅途中使用人臉作註冊 ONE ID，開通票券
- (2) 排隊等待人工 check-in →使用 ONE ID 自助 check in
- (3) 排隊等待人工行李托運 →使用 ONE ID 自助拖運
- (4) 排隊等待出境查驗 →使用 ONE ID 作出境審查
- (5) 排隊等待休息室查驗 →使用 ONE ID 進出休息室
- (6) 排隊等待登機閘口查驗 →使用 ONE ID 自助登機



其中，導入 NEC biometrics One ID solution 後，根本性的提升了旅客在客戶體驗，更快的通關速度,方便的流程,無紙化等好處；根據 NEC 所提供的數據，平均可節省 9 分鐘的 boarding time，若以一架 A380 客機的容量來看，可降低 50% boarding time，並且可以節省 66%的地勤人力，結果可謂是非常顯著。

## A fundamentally different approach



Collaborative benefit

**9 mins** reduction in average flight boarding time\*

This 9 mins reduction can yield approx. **69 cents profit improvement** per PAX\*\*

**50%** reduction in boarding time of Airbus A380^

**66%** reduction in staff at boarding gate (to 1.5 staff per gate)\*

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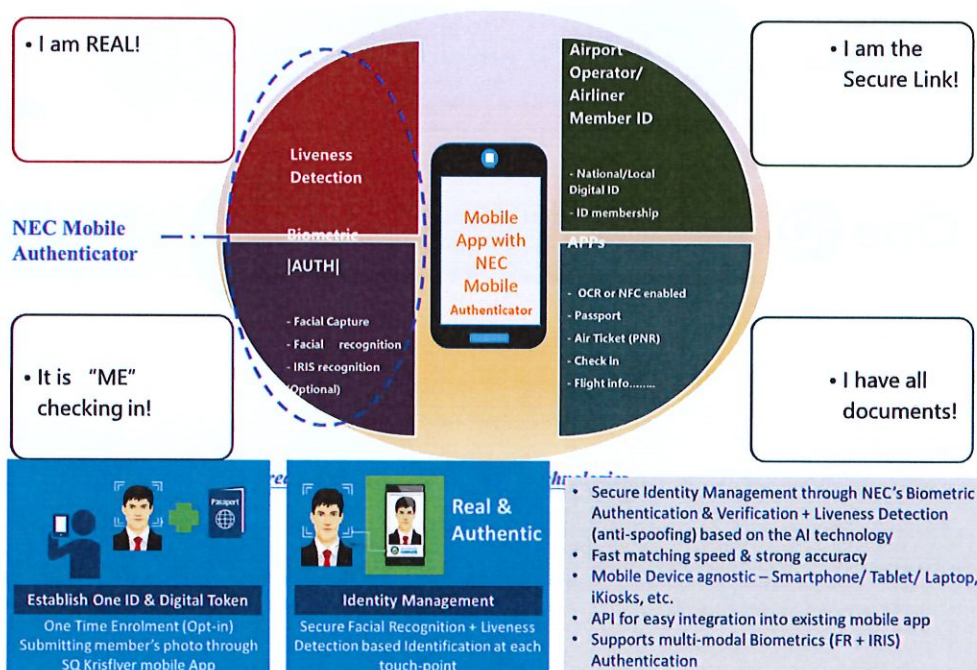
Orchestrating a brighter world

NEC

對於航空公司的好處，透過降低地勤人力，地勤登機前準備工作時間減少，提高人員效率，並讓客戶體驗科技感，帶來好處。

對於機場公司方面，提供登機門使用效率，進而消化更多航班提供機場收入，縮減報到等待時間=增加旅客消費的機會=增加機場非航空收入。可謂是多贏的局面。

藉於此次導入 delta airline，也希望能夠提供更好的服務體驗給旅客並且擴大未來的導入範圍，NEC 也提供了前瞻性的 MAS(mobile authenticator service)服務，未來旅客可以利用手機執行 mobile check-in 並直接將此 token 與各 stakeholder 交換，提高效率。



#### 4. NEC 在 NIST 的評測案例

NEC 運用最尖端 AI 技術所開發出的人臉辨識技術，克服動態影像人臉辨識的困難，即使拍攝環境惡劣的影像，也能達到高度精準的辨識，進而在 2017 年動態影像人臉辨識技術的性能評測拔得頭籌。NEC 在 NIST 機場及開放場域人臉辨識測試的表現優異，主要情境有機場旅客登機門的出入管理和室內體育場的可疑人物檢測：

##### (1) 機場旅客登機門的出入管理

測試情境設定在機場等場所的「Walkthrough 人臉辨識系統」，旅客不會特別意識到監控攝影機、不須停下腳步，是能進行每人身份辨識的絕佳環境，NEC 在測試的對照精確度為 99.2% 勇奪第一。(錯誤率僅有 0.8%，是第二名廠商錯誤率的 1/4 以下)

##### (2) 檢測出室內體育場的可疑人物

測試情境設定在室內安裝的監視器影片中檢測出可疑人物，即使拍攝人物距離鏡頭太遠(低解析度)、臉方向變化過大等惡劣環境因素下，仍能找出特定人物。NEC 在這項測試中獲得錯誤率最低的第一名。(錯誤率僅為第二名廠商的 1/2 以下)

備註：NIST 是美國國家標準與技術研究院(National Institute of Standards and Technology，簡稱 NIST)屬於美國的國家級研究機構，為技術革新、強化產業競爭力而設立，為產業界、學術界、政府及其他用戶提供了超過多整標準參考材料。

NEC 與其他大廠的優勢說明表列	
NEC 特點	
技術研究	從事人臉辨識技術超過 30 年的基礎，擁有產品的技術核心
產品開發	自行開發且保留橫向整合的彈性，

產品表現	自稱有市場上最佳的辨識率和速度
導入實績	已成功導入大型國際企業，並得到的支持
導入經驗	超過 25 年的生物辨識導入經驗
產業別	從安全領域、機場領域、娛樂產業、金融領域等， 導入的場域較趨多元應用

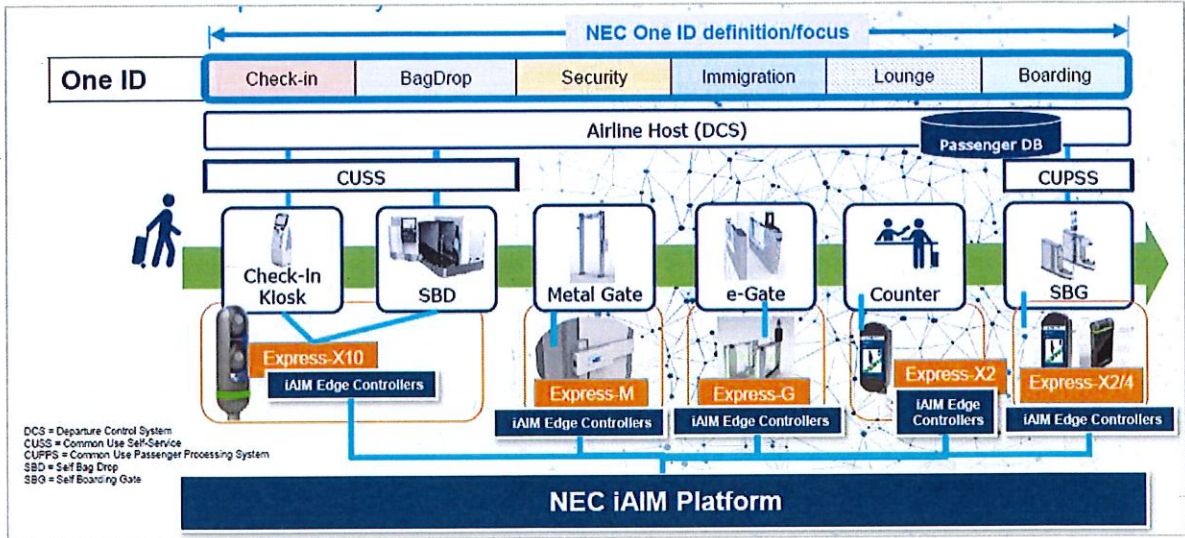
## 二、日本成田機場預期導入效益

NEC 將為成田機場（NRT）的登機流程提供人臉識別系統，以進行新的 ONE ID 登機手續，本計畫預計配合東京奧運 2020 年春季開始實行。預期大幅減少現行登機流程中的人工查核作業，旅客改由透過 ONE ID 進行更有效率的登機流程，大幅降低旅客各 touch point 的等待時間，提高旅客在通關後的自由運用時間，

成田機場導入的範圍：

- (1) 旅客使用行動裝置 APP 替換了海關申報表，旅客完成輸入他/她的資料認證後即生成 QR 碼，之後的流程透過 QR 碼即可完成
- (2) 成田機場 T3 的人臉辨識 Kiosk 和旅客通關閘門，旅客可帶 QR 碼閱讀器進行各 touch point 的認證
- (3) 利用人臉辨識技術，達成旅客登機時間報時，避免旅客遺忘時間造成
- (4) 獲取移民閘門前排隊等待的準確數據，並顯示在等待區時預計通關和需等候的時間，讓機場工作人員可即時調整最佳化動線，旅客亦能有所心理準備。





## 伍、心得與建議

英國非營利獨立調查機構 Skytrax 公布 2019 年全球最佳機場排名，桃園國際機場在全球百大機場排名，由去年第 15 名上升 2 名至第 13 名，為歷年最佳成績，其中 Skytrax 首次新增的「全球最佳無障礙設施機場」評比中排名為第 9 名，在亞洲最佳機場排名第 8 名、全球最乾淨機場排名第 8 名、全球最佳機場服務人員排名第 7 名、全球最佳出入境服務機場更高第 4 名、全球最佳安檢機場第 8 名、全球最佳行李運送機場排名第 7 名，多項分組評比都有不錯表現。

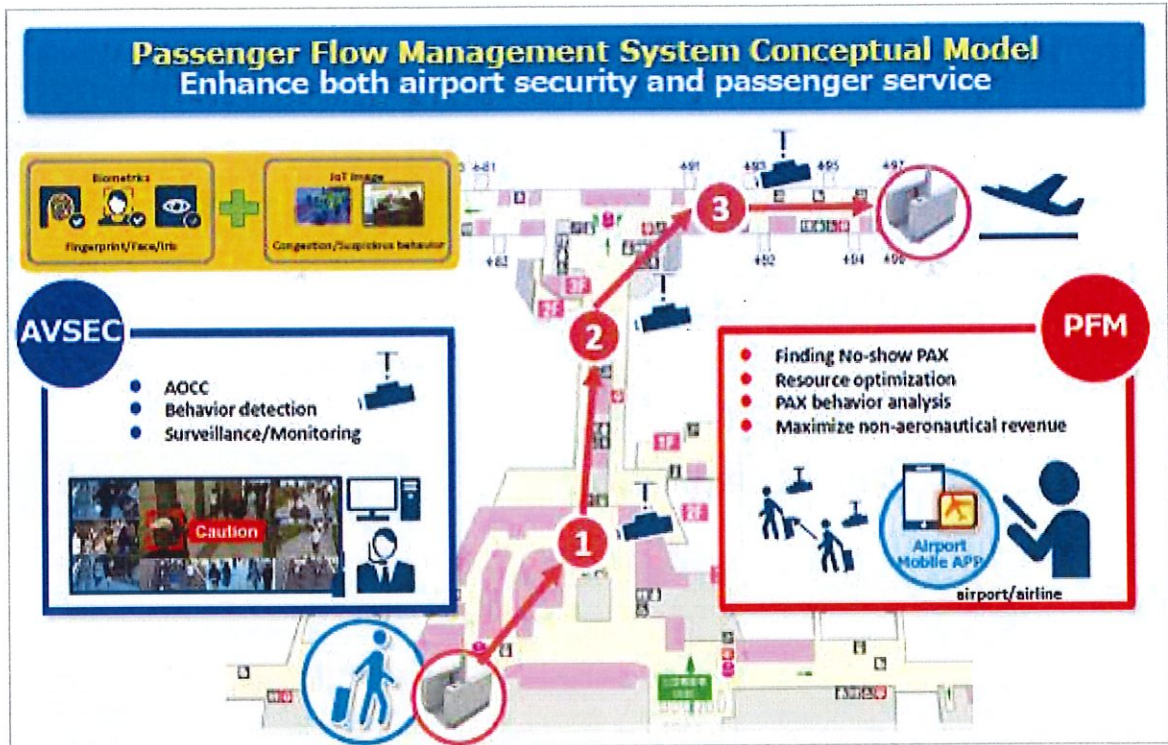
惟隨著旅客滿意度的重視逐年提高，旅客從更好的服務中受益，對服務質量的期望也逐漸增加。因此，機場公司有責任先將產生收入的關鍵任務，整合各單位及利益相關業者，共同了解旅客輪廓與劃分，提昇技術進展與數字化，加強服務質量實踐，以提高旅客滿意度，增加永續經營及商業盈利之能力。

IATA 調查，旅客希望科技帶來更多旅行掌控權，更大程度的自動化旅行體驗，航空公司也非常樂意提供這樣的服務。調查還發現，安檢和出入境處理的自動化應用廣受旅客歡迎。國際航協旅客事務總監 Pierre Charbonneau 說：“自助服務技術讓旅客享受前所未有的便捷。自助服務涵蓋移動值機、行李托運、自助登機和自動入境管控。旅客希望使用自帶的智慧手機和平板電腦等移動設備來掌控旅遊體驗。旅客希望便捷地獲取資訊，特別是在他們旅行期間需要的時候。航空公司和機場充分利用技術創新，可以為旅客提供更好的旅行體驗。”

過去，機場內部相關的服務與基礎建設，都會依照各部門及各單位所需，而單獨建置，架構上不僅不能共用，在調配服務上更是因為所屬權及管理權的不同，不易彈性調配發展整體服務，更有重複投資的問題。

當桃園國際機場旅客量已超越 4,000 萬人次以上，進入全球機場大聯盟的水平，Skytrax 排名固然證明我們用心體貼旅客服務已逐獲肯定，更須不斷加強機場軟、硬體實力，提升旅客無縫體驗與服務再造，利用生物辨識科技 One ID solution，結合機場各利害關係單位，透過 soap 架構提供 API，作為 token 交換的平台，整體推動更迅

速、更完整及更有彈性的服務架構，應為機場公司未來可行的發展方向。



ELEVATE YOUR AIRPORT CUSTOMER EXPERIENCE TO A WHOLE NEW LEVEL!

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# 2<sup>nd</sup> Customer Experience Management for Airports Summit 2019

- MAIN SUMMIT: 29 & 30 JANUARY 2019
- WORKSHOPS: 28 & 31 JANUARY 2019
- VENUE: CONCORDE HOTEL SINGAPORE

## 2019 EXPERT SPEAKERS



**John Means**  
Director-Facilities Management,  
Hartsfield-Jackson Atlanta International Airport



**Sarosh Bhatti**  
Director Business Intelligence and Corporate Strategy,  
Edmonton International Airport



**Pawel Gallak**  
Director of Aviation and Commercial Services,  
Krakow Airport



**Ioanna Papadopoulou**  
Director, Communications & Marketing,  
Athens International Airport



**Virender Singh**  
CEO,  
Andhra Pradesh Airports Development Corporation Limited



**Hyun Lee**  
Advertising Media Concessionaire,  
Seoul-Incheon International Airport, Korea



**Chris Gilliland**  
Director, Innovative Travel Solutions,  
Vancouver Airport Authority



**Simon Wilcox**  
Automation Programme Manager,  
Heathrow Airport

Have a look page 2 for more expert speakers

### 5 FEATURED WORKSHOPS

**A**

Customer Profiling & Segmentation: Proven Tools to Transform Customer/Passenger Raw Data into Useful Customer Behavioural Analysis

**C**

Eliminating Poor Customer Service Costs: Proven Service Recovery Strategies to Optimize Every Phase of the Customer Journey

**E**

Customer Satisfaction Measurement: Analysing Your Passenger Satisfaction Results from ASQ Surveys and Implement the Next Action Plan

**B**

Technology Advancement & Digitalisation: Modernizing Your Airport Facilities to Minimize Passenger Queue Time

**D**

Terminal Design & Expansion: Growing Your Airport's Non-Aeronautical Revenue (Retail/F&B, Car Parking and other Services) through Effective Terminal Space & Layout Planning

## TOP 5 CRITICAL CHALLENGES TO BE DISCUSSED IN 2019!

### CUSTOMER PROFILING & SEGMENTATION

Applying **customer-centric tools** to provide a more personalized approach to define your ideal customer and communicate the relevant **Right Information/Real promotions/rewards** programs to them

### AIRPORT TECHNOLOGY INNOVATION & ANALYTICS

Hearing proven strategies how **smart technology & mobile apps** is dramatically changing the way you run airports and enhance passenger experience as well as **reduce lengthy queue time**

### AIRPORT MANPOWER MANAGEMENT

Learning successful tools to engaging, energizing, motivating airport employees (front liners & back and employees) and airport partners to **raise internal and external customer service awareness** to improve passengers experience throughout their journey - **Before, During, After**

### TERMINAL DESIGN & EXPANSION

Modernizing your airport/terminal with easily accessible facilities commercial outlets and design to make a **more memorable traveling experience** for your passenger or those who are visiting your airport

### CUSTOMER SATISFACTION MEASUREMENT

Discovering practical tips & tricks to use **ASQ survey** to define customer satisfaction and select the right benchmarks to **attract new clients, increase passenger traffic, enhance the reputation** of the airport

*A great event where you get to meet airport professionals from around the globe with different expertise, we share experiences and learn ideas to tackle hurdles and challenges that we all encounter in our day to day airport operations. A good platform where the opportunity is created to build rapport with colleagues worldwide with common goals!*

Section Head- Passenger Services,  
Department of Civil Aviation

researched & developed by: **EQUIP GLOBAL**

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Over 8 hours of Networking Opportunities with Leading Customer Experience, Customer Service, Commercial, Airport Services from the Airport Operators & Airport Authorities Globally!



**Brian Cyril Dique**  
Section Head-  
Passenger Services,  
Department of Civil  
Aviation



**Bert van der Stog**  
Vice President & Chief  
Commercial Officer,  
Halifax International  
Airport Authority



**Anna Milanese**  
General Manager,  
Cuneo Airport



**Ramdan Pradarma**  
General Manager-  
Airport Services,  
Angkasa Pura  
Airports



**Rie Nakajima**  
Assistant Manager,  
Narita International  
Airport



**Prasad Nair**  
Head-L&D, Quality &  
Customer Care,  
GVK-Mumbai  
International Airport



**Moh'd Hashem Murtada**  
General Manager,  
Jordan Airports  
Company (JAC)



**Fatma Gammoh**  
Passengers Experience,  
Performance Monitoring  
and Reporting Manager,  
Airport International  
Group



**Iveta Hrdlovicova**  
Director of Commercial  
Activities,  
Letisko M.R.Stefanika -  
Airport Bratislava, a.s.(BTS)

**LATEST TECHNOLOGY  
ADVANCES TO ENHANCE  
PASSENGER JOURNEY**

Discover how **ever-evolving technology (Robotics, RPA, IoT, Mobile Apps)** impacts customer experience management and allow passengers to receive a **real-time view of queues at security, immigration and other touchpoints in the airport**

**16 GLOBAL CASE STUDIES**

Learn from different airports' customer experience experts to better understand **passengers' views and what they want from your airport's products and services**

**MAKING YOUR AIRPORT MORE  
COMPETITIVE**

Discover complete cycle to enhance your **airport's brand** and implement a comprehensive customer service plan to stay ahead of **customer experience innovation and cater to the increased passenger flow**

**PROVEN TOOLS TO  
INCREASE YOUR PASSENGER'S  
SATISFACTION**

Attend the **5 Expert-Led Pre & Post Summit Workshops** to understand which aspects are of particular importance for your specific airport and how **passengers' perceptions and priorities are changing over time**, how customer satisfaction is driving **revenue streams and profitability**

**WHO SHOULD ATTEND?**



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## PRE-SUMMIT WORKSHOPS

28 JANUARY 2019

2<sup>nd</sup> Customer Experience  
Management for Airports  
Summit 2019  
28-29 JANUARY 2019 SINGAPORE

### A 8.20am – 11.10am

#### Customer Profiling & Segmentation: Proven Tools to Transform Customer/ Passenger Raw Data into Useful Customer Behavioural Analysis

What sets your airport apart from another airport? It is simple, your airport's customer segmentation analysis. A successful passenger profiling/segmentation tool shall provide all the insight you need to plan successful commercial, operational, marketing & route development strategies to maximize your revenue and competitiveness. Learn from our expert workshop leader how he undertakes a series of segmentation strategies to ensure an enhanced customer journey for his airport's passengers.

#### After attending this workshop, you will:

- ▶ Identify the relationship between time sensitivity and degree of passenger engagement
- ▶ Provide information on passenger behaviours and purchase pattern includes shops they visited, products they bought, brands they like and amount spent to identify the most profitable segments for your airport
- ▶ Understand how your passengers spent time at the airport (shopping, eating, working, walking at the gate, exploring)
- ▶ Understand what different passenger groups value and what motivates them
- ▶ Hear best practices to tailor and target your marketing/promotion activities

#### About your workshop leader:



**Ioanna Papadopoulou**  
Director, Communications  
& Marketing,  
Athens International  
Airport

Ioanna Papadopoulou started her career with the Hellenic Civil Aviation Authority in 1988. In 2001 she joined the Ministry of Transport and Communications as an advisor and from December 2005 up to May 2006 she held the position of the CEO of Olympic Airways Services SA. From May 2006 up to September 2009 she worked for the Hellenic Civil Aviation Authority as a Senior Expert on Bilateral Air Services Agreements and International Relations. As of October 2009, Ioanna Papadopoulou is the Director for Communications & Marketing in Athens International Airport. She has been awarded with the "Woman of the Year" award by the Air Transport News in 2014 and as of June 2016 she has been elected as the Chairperson of the Hellenic Aviation Society. Since January 2018, Ioanna is a member of the Editorial Board of the Journal of Airport Management.



**Anna Milanese**  
General Manager,  
Cuneo Airport

With a professional background experience in air operating, Anna has been in the Aviation industry for more than 14 years, covering different roles. Since the end of 2015 she is General Manager at Cuneo Airport (Italy) with the target of developing and giving to the company a strong business oriented profile and higher efficiency in the organization. Determination and entrepreneurial spirit have enabled her to develop a mindset low cost oriented and a capacity to adapt to external circumstances in order to successfully face the increasing competitiveness of the market. Holding MBA masters in Marketing of Tourism after the University Degree, she loves to be Ambassador of her wonderful region Piemonte when travelling around.

### B 11.15am – 2.55pm

#### Technology Advancement & Digitization: Modernizing Your Airport Facilities to Minimize Passenger Queue Time

Does your company stay ahead for the digital age? Modern technology can help every aspect of the airport experience from streamlining travel to improving customer satisfaction and increasing revenues. The long security queues, additional baggage handling and terminal congestion made for an unpleasant and stressful customer experience. Airport systems must be designed to address the lengthy queue time issues. Some key IT imperatives must be adhered to adopting new technologies to streamline their operations and achieve customer service excellence.

#### After attending this workshop, you will:

- ▶ Understand how other airports leverage technology to provide critical information, new services, operational efficiencies, and two-way communication tools to passengers
- ▶ Offer great potential to help the passenger customize the airport experience while at the same time reducing the stress/time associated with airports and travel
- ▶ Discover techniques to enable passengers to complete their travel procedures in the least time possible
- ▶ Learn from other airports how mobile apps is widely used to enhance passengers' travelling experience

#### About your workshop leader:



**Simon Wilcox**  
Automation Programme  
Manager,  
Heathrow Airport

Simon Wilcox is an Automation Programme Manager at Heathrow Airport. He has 15 years' experience in the global aviation industry including directing transformational change projects and a passion to deliver the best passenger service in the world. Recent projects include the commissioning and operational readiness for the new £2.5 billion Terminal 2, The Queen's Terminal and the operational readiness for New Delhi International Airport. Currently strategic lead for one of the world's largest automation and IT/IT systems programmes at Heathrow. Simon has an MSc in Air Transport, is an experienced Crisis Commander and is a UK certified Aviation Security Manager and Threat Assessor.



**Chris Gilliland**  
Director, Innovative Travel  
Solutions,  
Vancouver Airport Authority

Currently Director, Innovative Travel Solutions (ITS) at Vancouver Airport Authority, the governing body behind one of the best airports in the world. At ITS, Chris is responsible for incubating and commercializing new technologies designed to enhance the overall customer experience at the Airport and to move the industry forward. As part of his mandate, he leads the airport's border management business, BORDERXPRESS™, which is the world's first kiosk based self-service border control solution. As of December 2017, there are 1400 BORDERXPRESS kiosks operating in 59 airports and seaports, helping more than 100 million passengers worldwide clear the border securely.

### C 3.00pm – 5.50pm

#### Eliminating Poor Customer Service Costs: Proven Service Recovery Strategies to Optimize Every Phase of the Customer Journey

When a customer/passenger complains you have a brief window of opportunity to make or break a chance for satisfactory resolution. What does it take for true service recovery? Effective service recovery can transform irate, stressed and aggressive customers into calm, cooperative, and appreciative travellers. It is relative importance to understand the different aspects of airport service delivery chain throughout the airport experience to generate affinity among your customers and increase satisfaction and repeat purchase. Join this session to refine and execute your existing customer experience strategy.

#### After attending this workshop, you will:

- ▶ Create a leadership movement to accelerate customer engagement transformation
- ▶ Deliver customer intelligence and resolve customer immediate complaints
  - Anticipating customer needs
  - Acknowledging their feelings
  - Apologizing and owning the responsibility
  - Offering alternatives
  - Making amends
- ▶ Review airport staff manpower / capability issues to deal with increased passenger flow
- ▶ Build a sustainable services culture to respond to passengers' requirements
- ▶ Provide prompts on how to compensate passengers, what to offer, what privileges apply in certain situations and how to deliver services

#### About your workshop leader:



**John Means**  
Director, Facilities  
Management,  
Hartsfield-Jackson Atlanta  
International Airport

John Means is the Director, Facilities Management for Hartsfield-Jackson Atlanta International Airport where he's managed over 9 million square feet and 6,600 assets for the past five years. John acts in the role of "landlord" for the City of Atlanta's Department of Aviation in representing the "owner's interest" for the 500 plus airlines, cargo handlers, concessionaires, retailers and restaurants that generate over \$2.5 Billion per year in economic impact for the city and \$5A Billion for the State of Georgia making it Georgia's largest employer with over 60,000 employees.



**Fatma Gamboh**  
Passengers Experience,  
Performance Monitoring  
and Reporting Manager,  
Airport International  
Group

Fatma Gamboh is an Industrial Engineer, with 10 years of experience in quality operations and project management. Since 2007, Mrs. Gamboh has been involved in the aviation field, she is currently working at Queen Alia International Airport as the Passengers Experience Manager. Mrs. Gamboh was recently selected in the Khash press across Asia Pacific Region and the sole representative of the Middle East in the ACR young executive of the year award 2018. She prepared a comprehensive research paper on airports' non-aeronautical revenues and E-commerce, including innovative solutions to improve airports' revenues in the current E-commerce era.

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# SUMMIT DAY ONE

29 JANUARY 2019

2<sup>nd</sup> Customer Experience Management for Airports Summit 2019  
28 - 30 JANUARY 2019 SINGAPORE

8.25am **Registration and Welcome Coffee**

8.50am **Welcome Address by Chairman**

## EFFECTIVE CUSTOMER PROFILING & SEGMENTATION STRATEGIES

9.00am **CASE STUDY: UNDERSTANDING CUSTOMERS' BEHAVIOR AND DELIVER SERVICES TO MEET WITH THEIR REQUIREMENTS**

- Learning useful approaches to create profiles that describe specific segments of passengers to provide personalized experience
- Discovering the intent: passengers are attracted to
  - Physical location or a cyber space
- Heating best practices to measure the actual airport performance against desirable standard of customer service
- Examining the customer experience pathway and identify the expectations at each touch point along the pathway

**Ioanna Papadopoulou, Director, Communications & Marketing, Athens International Airport**

9.45am **CASE STUDY: USING CUSTOMER SEGMENTATION RESULTS TO CREATE A "SENSE OF HOME" AIRPORT CULTURE**

- Developing detailed demographics and profiles of passengers to create specific campaigns and services that target each audience
- Using technology to help passengers to find useful information to navigate through the terminal zones and facilities available at the airports
- Understanding the locality and sense of place through materials, art and food offerings
- Providing personalized services to passengers to make them have more control on their travelling journey

**Anna Milanese, General Manager, Cuneo Airport**

10.50am **Morning Tea and Networking Break**

11.00am **CASE STUDY: DISCOVERING THE PROVEN TOOLS TO GATHER & ANALYZE PASSENGER DATA**

- Establishing greater market insight and penetration of airport products and services
- Learning strategic communication approaches to identify a customer's expectations and service requirements
- Developing detailed demographics and profiles of passengers to create specific campaigns and services that target each audience
- Understanding the locality and sense of place through materials, art and food offerings
- Providing personalized services to passengers to make them have more control on their travelling journey

**Ramdan Pradarma, General Manager-Airport Services, Angkasa Pura Airports**

11.45am **CASE STUDY: UNDERSTANDING HOW CUSTOMER PROFILING IMPROVES THE CUSTOMER EXPERIENCE AND PRODUCTS OFFERING OF YOUR AIRPORT**

- Developing a mechanism to monitor and manage all other service providers at the airport such as those engaged in gate management, baggage handling, concessions, parking, and security checkpoints
- Understanding customers' response to applications such as digital signs, airport wide installation of beacons
- Discussing how airports increase revenue and customer experience through
- Maximizing the attractiveness of airports to passengers through different promotional activities

**Prasad Nair, Head-L&D, Quality & Customer Care, GVK-Mumbai International Airport**

12.50 pm **Lunch and networking break**

## SMART AIRPORT TECHNOLOGY & ANALYTICS TO IMPROVE CUSTOMER EXPERIENCE

1.30pm **CASE STUDY: UNDERSTANDING HOW ANALYTICS STRENGTHENING AIR SERVICE OFFERINGS FOR YOUR AIRPORT**

- Monitoring of internal and external environmental factors and translating them into tangible decisions becomes essential to success
- Helping airports allocate resources budget and plan effectively

- Developing a robust air service program to improve your passenger travelling experience
- Heating practical strategy to lead the direction and framework for your airport's Strategic Plan and Business Plan

**Sarosh Bhatti, Director Business Intelligence and Corporate Strategy, Edmonton International Airport**

2.15pm **CASE STUDY: IDENTIFYING HOW AIRPORT USES SMART TECHNOLOGY TO REDUCE QUEUE TIME AT SECURITY SCREENING, CHECK-IN COUNTER & IMMIGRATION CLEARANCE**

- Understanding how faster check-in and passenger processing help to encourage passengers to spend more time in airport
- Harvesting technology to reduce passenger processing time and effort, ensuring safety and security and enabling easy access to and from airports
- Deploying self-service kiosks to ease access to check-in and ensuring hassle-free airport access
- Improving the waiting times and efficiency of our screening process

**Chris Gilliland, Director, Innovative Travel Solutions, Vancouver Airport Authority**

3.00 pm **Afternoon Tea and Networking Break**

3.30pm **SHARING OF CASE STUDY HOW AIRPORT USES TECHNOLOGY (IOT, RPA, AI) TO MEASURE PASSENGER FLOW, QUEUES AND DWELL TIME**

- Implementing a solution to measure and predict waiting times
- Enabling airport operators to pinpoint passengers' locations and serve them relevant information, such as flight notices and product offers
- Automating check-in process through 'Auto Check-in' function
- Sharing of flow IoT and focused on the passenger experience: Biometric kiosks, indoor mapping and etc

**Simon Wilcox, Automation Programme Manager, Heathrow Airport**

4.15pm **HOW TECHNOLOGY & COMMERCIAL ANALYTICS BENEFIT YOUR AIRPORT BUSINESS AND PASSENGER SATISFACTION?**

- What is the most challenging case you encountered?
- How technology and analytics impact your customer experience?
- What are your current practices to provide customers with information and put them in control of their journeys through the airport?
- What are the most memorable interactions that can impact return tendencies of customers?

### Panellists:

- Hyun Lee, Advertising Media Concessionaire, Seoul-Incheon International Airport, Korea**
- Ramdan Pradarma, General Manager-Airport Services, Angkasa Pura Airports**
- Chris Gilliland, Director, Innovative Travel Solutions, Vancouver Airport Authority**
- Brian Diqua, Section Head-Passenger Services, Department of Civil Aviation**
- Iveta Hrdlovicova, Director of Commercial Activities, Letisko M.R.Stefanika - Airport Bratislava, a.s.(BTS)**

5.00pm **CASE STUDY: UNDERSTANDING HOW MOBILE APPLICATION INCREASES CUSTOMER'S PURCHASES**

- Tapping into technology to enhance passengers' buying experience
- Transforming all the amazing special offers / marketing activities into mobile application for customer to browse through before heading to airport
- Developing a simple process for passengers to book their ancillary products
- Using mobile apps to do advance purchase and collect the goods upon arrival at airport

**Iveta Hrdlovicova, Director of Commercial Activities, Letisko M.R.Stefanika - Airport Bratislava, a.s.(BTS)**

5.45pm **Closing Address by Chairperson and End of Summit Day One**

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# SUMMIT DAY TWO

30 JANUARY 2019

2<sup>nd</sup> Customer Experience Management for Airports Summit 2019  
31 - 31 JANUARY 2019, SINGAPORE

8.25am	<b>Registration and Welcome Coffee</b>	1.30pm	<b>CASE STUDY: IDENTIFYING THE PROVEN STRATEGY TO CREATE A SIMPLE &amp; ACCESSIBLE AIRPORT TERMINAL</b> <ul style="list-style-type: none"> <li>Establishing strong understanding of priorities, market dynamics and customer needs to increase retail revenue</li> <li>Understanding key design in optimizing the value of commercial space to improve the terminal space efficiency and passengers' shopping experience</li> <li>Discussing issues such as capacity planning, operational readiness, non-aeronautical revenue generation through proper terminal layout</li> <li>Stressing the opportunities and challenges of airports expansion in the face of globalization</li> </ul> <b>Virender Singh, CEO, Andhra Pradesh Airports Development Corporation Limited</b>
8.50am	<b>Welcome Address by Chairman</b>	2.15pm	<b>CASE STUDY: HEARING PROVEN STRATEGIES &amp; TOOLS HOW SUCCESSFUL ADVERTISING CAMPAIGN INCREASES YOUR PASSENGER'S SPENDING POWER &amp; SHOPPING EXPERIENCE</b> <ul style="list-style-type: none"> <li>Understanding the unique advertising techniques to promote your airport branding</li> <li>Developing detailed demographics and profiles of passengers to create specific campaigns and services that target each audience</li> <li>Connecting passengers with special offers through different channels</li> <li>Spreading awareness of terminal entertainment and amenities through real-time information sharing</li> </ul> <b>Hyun Lee, Advertising Media Concessionaire, Seoul-Incheon International Airport, Korea</b>
<b>PROVEN SERVICE MEASUREMENT &amp; RECOVERY STRATEGIES</b>			
9.00am	<b>CASE STUDY: LEARNING BEST PRACTICES ON MISHANDLED/ MISDIRECTED BAGGAGE SERVICE RECOVERY - WINNING THE SATISFACTION GAME</b> <ul style="list-style-type: none"> <li>Understanding how to manage service failure and minimize their adverse effects</li> <li>Improving the operational processes and efficiencies by leveraging on new technologies and best practices</li> <li>Understanding the advantages &amp; disadvantages of automated bag drop solutions</li> <li>Hearing best practices to enhance baggage delivery times</li> </ul> <b>Brian Dique, Section Head- Passenger Services, Department of Civil Aviation</b>	3.00pm	<b>Afternoon Tea and Networking Break</b>
9.45am	<b>CASE STUDY: USING ASQ SURVEY RESULT TO REVIEW &amp; EXECUTE YOUR CUSTOMER EXPERIENCE ENHANCEMENT STRATEGY</b> <ul style="list-style-type: none"> <li>Delivering the key indicators to develop the framework of strategic customer management system</li> <li>Enabling airports to retain the loyalty of existing customers and enable new customer segments and market areas to be served effectively and efficiently</li> <li>Managing the customer expectation and complementing the passengers' quality assessment by measuring the actual objectives quality of service delivered</li> <li>Measuring the service quality levels for customer satisfaction, delay statistics, and security, passport, check in and baggage clearing times for improvement</li> </ul> <b>Bert van der Stege, Vice President &amp; Chief Commercial Officer, Halifax International Airport Authority</b>	3.30pm	<b>SHARING OF CASE STUDY TO HANDLE DISSATISFIED CUSTOMERS DUE TO OPERATIONAL ISSUES</b> <ul style="list-style-type: none"> <li>Understanding the strengths and weaknesses of airport facilities and services and to identify the areas of improvement</li> <li>Analyzing the similarities before implementing the improvement strategy in managing the passengers' expectation</li> <li>Anticipating the key issues and needs to create processes and systems that ensure customers' needs are met and exceeded</li> <li>Providing staff with options and support for making amends to customers who have encountered disappointing experiences</li> </ul> <b>Fatima Gammoh, Passengers Experience, Performance Monitoring and Reporting Manager, Airport International Group</b>
10.30am	<b>Morning Tea and Networking Break</b>	4.15pm	<b>WHAT DO AIRPORTS &amp; CUSTOMERS WANT IN A TERMINAL?</b> <ul style="list-style-type: none"> <li>What are your current measurement tools to measure customer's satisfaction?</li> <li>What is your suggestion on queue management &amp; solutions to reduce lengthy waiting time?</li> <li>What is the technology you used to improve baggage claim process?</li> <li>How do you integrate the retail service concept into the airport environment?</li> </ul> <b>Panelists:</b> <ol style="list-style-type: none"> <li><b>Dawet Galiak, Director of Aviation and Commercial Services, Krakow Airport</b></li> <li><b>Bert van der Stege, Vice President &amp; Chief Commercial Officer, Halifax International Airport Authority</b></li> <li><b>Rie Nakajima, Assistant Manager, Narita International Airport</b></li> <li><b>Moh'd Hashem Murtada, General Manager, Jordan Airports Company (JAC)</b></li> </ol>
11.00am	<b>CASE STUDY: PROVEN STRATEGY TO IMPROVE CUSTOMER SATISFACTION AND ITS IMPACT ON NON-AERONAUTICAL REVENUE</b> <ul style="list-style-type: none"> <li>Evaluating and selecting best practices that are transferable and aligned with the airport brand checklist</li> <li>Prioritizing and evaluating the range of services provided to customers/passengers</li> <li>Creating a detailed checklist for a strategic and iterative continuous improvement</li> <li>Understanding the important criteria to enhance customer experience through different product offerings</li> </ul> <b>Pawel Galiak, Director of Aviation and Commercial Services, Krakow Airport</b>	<b>PANEL DISCUSSION</b>	
<b>TERMINAL DESIGN &amp; COMMERCIAL PLANNING TO MEET CUSTOMERS' REQUIREMENT</b>			
11.45am	<b>CASE STUDY: UNDERSTANDING THE TECHNOLOGY TRENDS AFFECTING AIRPORT TERMINAL DESIGN &amp; LAYOUT</b> <ul style="list-style-type: none"> <li>Responding to the shifting importance and growing complexity of customer choice driver</li> <li>Learning from leading airports across the globe how to use technologies to enhance passenger experience</li> <li>Making airports a favourable location with options for international and regional travel</li> <li>Maximizing the attractiveness of airports to passengers through different promotional activities</li> <li>Improving processing capacity within the same terminal and avoids or delays the need to expand</li> </ul> <b>John Means, Director-Facilities Management, Hartsfield-Jackson Atlanta International Airport</b>	5.00pm	<b>Closing Address by Chairperson and End of Summit Day Two</b>
12.30pm	<b>Lunch and networking break</b>		

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## POST-SUMMIT WORKSHOPS

31 JANUARY 2019

2<sup>nd</sup> Customer Experience Management for Airports Summit 2019  
31 JANUARY 2019 SINGAPORE

**D** 9.00am – 12.00pm

### Airport Analytics, Terminal Design & Expansion: Growing Your Airport's Non-Aeronautical Revenue (Retail/F&B, Car Parking and other Services) through Effective Terminal Space & Layout Planning

In today's complex aviation business environment, an airport's adaptability, agility, and ability to manage constant change is the key to success. Analytics becomes a very critical element to strengthen air service offerings. It is critical to put the customer at the centre of the design and implementing processes, procedures, terminal designs, services, amenities, and communications that are engineered from the customer's perspective. Like any other business, airports are striving to improve customer experience and increase revenue streams. Hence, the increase in passenger dwell times and inability to bring certain liquids and foods through security screening checkpoints (SSCPs) further increased demand for concessions and services.

#### After attending this workshop, you will:

- ▶ Optimize the allocation of space for future terminal planning and design
- ▶ Improve the performance of the airport's outlet derived revenues
- ▶ Leveraging opportunities for more dynamic advertising
- ▶ Ensure uniqueness and sense of place to differentiate your airport from others

#### About your workshop leader:



**Virender Singh**  
CEO,  
Andhra Pradesh Airports  
Development Corporation  
Limited

Virender Singh is a high performance senior management professional with strong work ethics and impeccable integrity. He possesses enriched cross functional experience of over 31 years airport management which includes working with Indian Aviation Regulator, Airports Authority of India. Two major Private airport Operators of India i.e. GMR and GVK groups, those are managing Delhi and Mumbai Airports i.e. India busiest airports.

He has wide experience of developing green field airports in India and had developed India first private green field airport at Durgapur in West Bengal India in association with Changi Airport group. Currently he is working with State Government of Andhra Pradesh in India and developing two green field International Airports and two green field regional airports in India.



**Sarosh Bhatti**  
Director Business Intelligence  
and Corporate Strategy,  
Edmonton International  
Airport

Sarosh Bhatti has 20 years of experience in the aviation industry, working with airlines and airports worldwide. Sarosh has a diversified airline background working with low cost, hybrid, and full service carriers. For airports he has worked for both hub and non hub business models in various leadership capacities. He holds a Master's in Aviation Management, a FAA/CAA Commercial Pilot's License, Graduate certificate in Strategic Management from Harvard University, certificate in Business Analytics from Wharton School, certificate in Global Financial Crisis from Yale School of Management, certificate in Artificial Intelligence from MIT, numerous industry and management related courses, and is working towards his second Master's from Harvard University.

Currently, Sarosh lives in Edmonton, Alberta, and works at Edmonton International Airport as Director of Business Intelligence and Corporate Strategy. In this role, Sarosh leads the company's strategic planning, using his strengths in data analysis and environment assessment to drive EIA's business outcomes in the medium and long-term. Outside of work, Sarosh enjoys exploring nature and playing cricket.

**E** 1.10pm – 4.10pm

### Customer Satisfaction Measurement: Analysing Your Passenger Satisfaction Results from ASQ Survey and Implement the Next Action Plan

In this fast-changing era, the entire customer experience should be one that leaves the customer not even pondering cost for a moment but instead relishing the sheer joy they feel every time they interact with your airport and its offerings. Highly rated airports understand their customers as well as their customers' perceptions and what they need, want, and expect from the travel experience.

#### After attending this workshop, you will:

- ▶ Improve the service experience and the ability to build customer relationships
- ▶ Discover how do other airports make passengers happy
- ▶ Provide an overview of current and emerging customer service offerings, initiatives, and developments that are important to passengers and other visitors to the airport
- ▶ Transform an idea into a good or service that creates value or for which customers will pay

#### About your workshop leader:



**Brian Cyril Dique**  
Section Head-Passenger  
Services,  
Department of Civil Aviation

Brian Cyril Dique is a result oriented professional with over 17 years of experience in Operations Management, Ramp Operations, Customer Relations Management, Government Relations, Airport Projects and Legal related matters. He is a keen planner, strategist and implementer with proven abilities in devising and executing policies to improve Customer Services, sustaining profitability and cost effectiveness of operations, service delivery and compliance with specified standards.

His vast experience in senior level positions focuses in managing complete Airport Operations including In-flight, passenger care, supervision and inter-departmental coordination that aims the safe and efficient service delivery. Brian has worked in India, United Kingdom, Nepal and United Arab Emirates, his exposure to culture diversities enhances his commitment to provide every customer a pleasurable airport experience. Since then, he gained recognitions from customers, top management and a government body for his total service dedication. He is an achiever in his own way. Brian holds a Master's in his field of education, and has attained the highest distinction during his training courses relating to the guidelines of FAA (Federal Aviation Administration), TSA (Transportation Security Administration) and AAA (Accounting and Authorisation of Hold Baggage for Carriage by Air) respectively.



**Prasad Nair**  
Head-L&D, Quality & Customer  
Care,  
GVK-Mumbai International  
Airport

Prasad is responsible for Quality, Customer Care function as well as the learning and development of GVK. He is also in charge of developing and managing compliance tracking across airport operations group, ensure compliance to various management certifications for existing and new terminal, creating a business continuity framework for the organization in line with ISO 22301, Business Process Documentation and Re-engineering.

His career background includes working in the field of Organizational Development and Change - quality system implementation, business continuity management, experienced quality professional with exposure to international standards like ISO 9001, Joint Commission International (JCI) healthcare quality standard) and Six Sigma & Process Improvement.

REGISTER NOW

PHONE 65 6376.0908

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2<sup>nd</sup> Customer Experience Management for Airports Summit 2019  
28 - 31 JANUARY 2019 SINGAPORE

### SPONSOR/EXHIBIT AT THE 2<sup>nd</sup> CUSTOMER EXPERIENCE MANAGEMENT FOR AIRPORTS SUMMIT

This summit will gather airport operators and industry thought leaders who truly care about building **great experiences for their airport passengers & visitors!**

#### WHY SPONSOR AT THIS SUMMIT?

This summit enables you to engage in **quality face to face networking and long-term relationship building** with the delegates - your prospective clients!



### WHO SHOULD SPONSOR?

- Customer Experience Management Software/Systems
- Customer Relationship Management Systems
- Customer Analytics/Data Analytics/Big Data Solutions
- Airport Technology/Information Management Systems for Passenger Terminals
- Payments Systems & Cards Provider
- SMART AIRPORT Technology Solutions
- Social Media /Digital Technology/Related Applications
- Customer Experience Consultants

#### Networking Opportunities

- ↳ Premium speaking slot
- ↳ Panellist
- ↳ Pre-Conference Welcome
- ↳ Drinks
- ↳ Speed Networking
- ↳ Targeted invitation to your prospect list

#### Thought Leadership

- ↳ Focus Group Lead
- ↳ Plenary Session/Client Testimonial
- ↳ Client Session On Track
- ↳ Chairing Role During Conference
- ↳ Panel Session

#### Brand Awareness

- ↳ Reception
- ↳ Welcome Banner / Premium Signage
- ↳ Collateral Distribution
- ↳ Sponsored Pads and Pens
- ↳ Customised opportunities



Contact us now at **+65 63760908** or email [enquiry@equip-global.com](mailto:enquiry@equip-global.com) to discuss how we can tailor our sponsorship packages to achieve your business objectives.



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## 2nd Customer Experience Management for Airports Summit 2019

28 - 31 JANUARY 2019, SINGAPORE

Please complete in BLOCK CAPITALS as information is used to produce delegate badges

Please photocopy for multiple bookings. Your priority registration code is printed below. Please quote it when registering - **Event Code: AV10071.002**

### PRICING & DISCOUNTS

	Price in SGD	early bird price (by 12 Oct. 2018)	Standard price
<input type="checkbox"/>	Summit + 5 workshops (Workshop A + Workshop B + Workshop C + Workshop D + Workshop E)	\$22,244.00 (Save \$31,750.00)	\$31,044.00 (Save \$1,250.00)
<input type="checkbox"/>	Summit + 4 Workshops (4 out of 5 choices from Workshop A, Workshop B, Workshop C, Workshop D, Workshop E)	\$21,295.00 (Save \$1,500.00)	\$30,795.00 (Save \$1,000.00)
<input type="checkbox"/>	Summit + 3 workshops (3 out of 5 choices from Workshop A, Workshop B, Workshop C, Workshop D, Workshop E)	\$17,046.00 (Save \$1,250.00)	\$27,546.00 (Save \$750.00)
<input type="checkbox"/>	Summit + 2 workshops (2 out of 5 choices from Workshop A, Workshop B, Workshop C, Workshop D, Workshop E)	\$15,797.00 (Save \$1,000.00)	\$26,297.00 (Save \$500.00)
<input type="checkbox"/>	Summit + 1 workshop (Workshop A or Workshop B or Workshop C or Workshop D or Workshop E)	\$14,548.00 (Save \$750.00)	\$25,048.00 (Save \$250.00)
<input type="checkbox"/>	Summit Only	\$3,299.00 (Save \$500.00)	\$3,799.00
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### TEAM DISCOUNTS

Equip Global recognises the value of learning in teams. Group bookings at the same time from the same company receive these discounts:

**3 or more 7%**  
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### CONFERENCE DOCUMENTATION

I cannot attend the event. Please send me a set of the conference documentation at SGD 999.

### VENUE & ACCOMMODATION

#### Concorde Hotel Singapore

100 Orchard Rd, Singapore 238840  
Tel: (65) 6733 8855

Hotel accommodation and travel costs are not included in the registration fee. A reduced corporate room rate has been arranged for attendees at the conference at this hotel. To take advantage of this special rate, please procure the hotel room reservation form provided upon confirmation of your attendance.

### PAYMENT TERMS & CONDITIONS

All 'Early Bird', 'Super Saver' Discounts or any discounts offered by Equip Global require payment at time of registration and before the cut-off date in order to receive any discount. All discount offers cannot be combined with any other offer. - 100% payment is required upon receipt of invoice and includes lunches, refreshments and detailed conference materials. - Registration made within 14 working days of the conference/training must be paid by credit card. - No delegate will be allowed into the conference or training unless all payments are received prior to the conference or training. - Discounts do not apply to workshop(s) only bookings. - Please note that credit-card payments will incur a credit card charge of 3.4% + SGD 0.50. - Payment not made at the time of registration will be subject to a SGD99 processing fee.

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Title	Mr.	Mrs.	Ms.	Dr.	Other
First Name				Last Name	
Company				Department	
Job Title				Email	
Address					
Country				Postcode	
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Approving Manager Name					
Email				Phone	
Delegate Signature	Manager Signature			Date	DD/MM/YYYY

If you have not received an acknowledgement before the conference, please call us on +65 63766000 to confirm your booking.

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I WISH TO PAY BY CREDIT CARD. Please debit my credit card

Card Type	visa	MASTER	Name printed on Card
Card number			expiry
CVC	Signature	Date	

I WISH TO PAY BY DIRECT TRANSFER. Please quote AV10071.002 with remittance advice

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Swift Code: OCDC959G  
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