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AIRPORTS COUNCIL
INTERNATIONAL

HANDBOOK FOR AIRPORT CULTURE

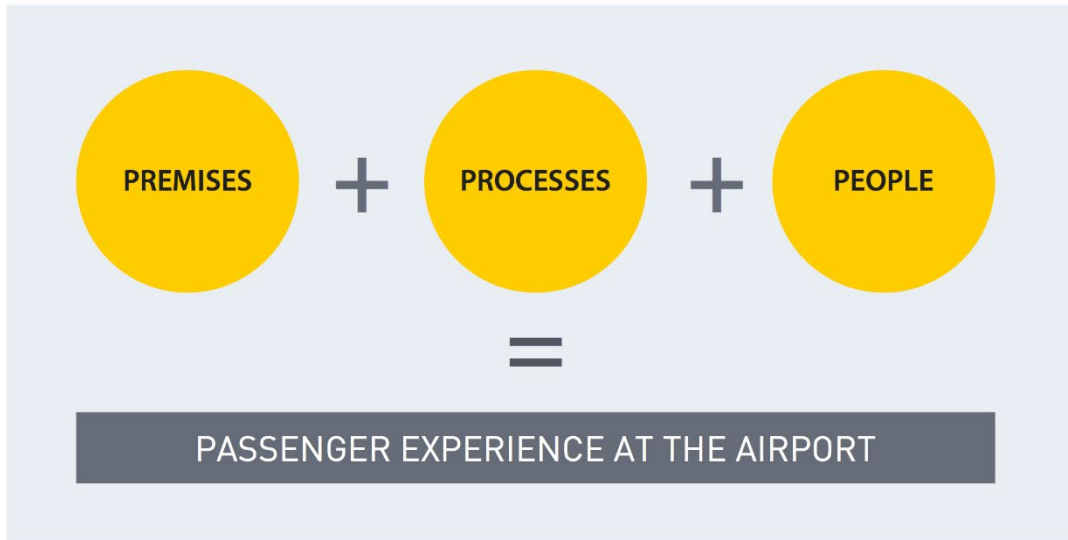
THE HUMAN TOUCH IN THE PASSENGER EXPERIENCE

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INTRODUCTION

ACI EUROPE's *Guidelines for Passenger Services at European Airports (second edition)* states that People (Staff) are one of the three pillars that constitute the passenger experience, together with Premises and Processes (the 3P approach).



Picture 1. The 3Ps constituting the Passenger Experience¹

"One of the key factors of a pleasant passenger experience is people (staff) working together, aware of the importance of their role and personal involvement in meeting every passenger's needs, in compliance with the values shared between the Airport Managing Body and its stakeholders. Throughout their journey, passengers use services provided by different stakeholders and come into contact with people (staff) whose attitude plays a key role in their whole experience."²

A well-established airport culture - as defined by this handbook - is beneficial for the passenger experience during normal operations and particularly so during crises³.

The COVID-19 pandemic has transformed all 3 pillars of the passenger experience (Premises, Processes, People), and its learnings may be extrapolated to other crisis situations.

Passenger needs and expectations have also changed: we created the definition of the *health-concerned passenger* as a result of the current crisis, and it will undoubtedly remain a relevant categorisation in the future. Passengers look for a healthy journey and staff work in a new environment where their health must be equally protected. Passengers expect a touchless

¹ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 5 Enhancing the passenger experience through the 3P approach

² ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 5.3 The passenger experience: People (Staff)

³ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 5.2.2 Contingency planning

experience to reduce the risk of disease transmission. At the same time, their stress level is higher, making the role of staff in supporting them more important than ever.

People (staff) play a key role in assisting and serving passengers as well as in reassuring them and creating a positive environment.

A strong, trust-based relationship between passengers and staff is therefore paramount for a pleasant experience.

This handbook expands on the human pillar of the passenger experience and is the result of the work of the ACI EUROPE Facilitation and Customer Services Committee and its Task Force on the Passenger Experience⁴.

Objectives

The main objectives of this handbook are:

- To provide Airport Managing Bodies with the tools to define and develop an airport culture - shared with their stakeholders - so as to create the best conditions to enhance the People pillar of the passenger experience.
- To identify minimum requirements and define higher levels of this airport culture to deliver excellence in passenger services, capitalising on existing initiatives and best practices.
- To suggest a path to achieve these goals.

Contents

This handbook defines and analyses the different levels of airport culture and provides a path to creating it:

I. Knowledge

II. Attitude

III. Ambassadorship

IV. Excellence in Airport Culture and Conclusions

Finally, best practices are described in the Case Study Annex.

⁴ The following members provided their contribution: Rémi Andarelli (Nice Airport), Catherine Ballester (Aeroporti di Roma), Louise Bannon (daa, Dublin Airport), Lorenzo Belicchi (SITA), André Bolduc (ACI World), Federico Bonaudi (ACI EUROPE), Ira Fernandez Lazaro (Dusseldorf Airport), Sevda Fezi (ACI World), Anna Maria Francinelli (SEA Milan Airports), Liene Freivalde (Riga Airport), Suzanne Gayle (Greater Toronto Airports Authority), Matthieu Gonzalez (Geneva Airport), Torsten Hentschel (TH Airport Consulting), Ragnhild Kommissrud (Avinor), Celia Leiro del Alamo (AENA), Eva Malleier (Fraport), Gema Martin Egea (AENA), Denis Mastrogiacomo (Geneva Airport), Fabiola Pfauser (Munich Airport), Yvette Pierrou (Swedavia), Gaëtan Poirier (Nice Airport), Bernhard Popp (Munich Airport), Sarmite Rinmane (Riga Airport), Gilles Rovirola (Nice Airport), Samira Serka (Groupe ADP), Steven Steeman (Optilyn), Stefan Verra, Mariola Ziolkowski (MT Global Experts)

The importance of the passenger experience

"The relationship between passenger experience and profit has been proven: there is a positive link between overall passenger satisfaction and non-aeronautical revenues. A 1% increase in global passenger satisfaction – as defined in the Airport Service Quality (ASQ) Survey – generates average growth of 1.5% in non-aeronautical revenues. Airport Managing Bodies should keep this in mind: investing in the passenger experience will have positive effect on non-aeronautical revenues⁵."

An increase of 1% in passenger traffic leads to growth of non-aeronautical revenues ranging from 0.7% to 1%.

An increase of 1% in the size of the commercial area leads to growth of non-aeronautical revenues of 0.2%.

An increase of 1% in the global passenger satisfaction (as defined in the ASQ Survey) generates, on average, growth of non-aeronautical revenues of 1.5%.

Table 1. The impact of the passenger traffic, size of commercial areas and passenger satisfaction on non-aeronautical revenues.⁶

The COVID-19 pandemic has exposed once again the importance of the link between the passenger experience and non-aeronautical revenues. Airports across Europe and beyond became empty places with unprecedented reductions in traffic. Health-concerned passengers will now carefully select the airports they visit, relying on their level of confidence in the *"healthy passenger journey"* these airports may guarantee.

The concept of airport culture

Airport culture denotes the beliefs, attitudes and behaviours shared by Airport Managing Bodies, as well as their subcontractors and operational stakeholders, that determine how People (staff) interact with the passengers and visitors. For the purposes of this handbook, staff refers to the employees of the Airport Managing Body and also those of their subcontractors and different stakeholders working within the premises. Airport culture is also one of the eight domains within the ACI World Airport Customer Experience Accreditation⁷, a multilevel accreditation programme aimed at guiding airports towards excellence in customer experience management.

⁵ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 2.1 The importance of the passenger experience

⁶ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 2.1 The importance of the passenger experience

⁷ <https://aci.aero/customer-experience-asq/services/airport-customer-experience-accreditation/>

The components of the airport culture

There are six important components of any successful corporate culture⁸, that can be extrapolated to the airport culture:

Vision: from a simple common mission statement to a joint manifesto.

Values: a broad concept, embodying the mentalities and perspectives necessary to achieve the vision.

Practices: tangible methods that implement the values.

Human Resources: companies employing and recruiting in a way that reflects and enhances their overall culture.

Narrative: History, efforts towards decarbonisation, contribution to employment and so on are important elements in creating an identity, sense of community and image, and generate adhesion/support from all external stakeholders.

Place: Location (city, region, country).

The link between airport culture and the passenger experience

Airport culture is a vital part of the People pillar of the passenger experience and affects the other two (Premises and Processes). As a result, it reaches the core of the airport business and operations.

A positive airport culture that achieves high levels of employee loyalty, satisfaction, and productivity, drives customer loyalty and satisfaction and thus revenue growth. The level of customer satisfaction is therefore closely linked to the maturity of the airport culture.

The three levels of airport culture

The first level of airport culture requires staff with basic knowledge and access to the information to assist and guide passengers through the premises and processes. This condition is not always fulfilled due to high turn-over, fragmentary knowledge and uncoordinated training. During crises such as the current COVID-19 pandemic, staff should have sufficient knowledge of applicable local, regional, national and supranational legislation, health and safety requirements at the workplace and how to safely interact with passengers.

Airport culture is required from all staff

Passengers and visitors do not differentiate among airport staff, whether they are working for the Airport Managing Body, its subcontractors, air carriers, ground handlers or air navigation service providers, local, national and supranational authorities or other players such as taxis and public transport providers. As each individual contributes to the passenger experience, the personal touch has an important effect on the passenger perception.

⁸ Six Components of a Great Corporate Culture. John Coleman. Harvard Business Review. May 06, 2013

Involving all operational stakeholders interacting at the premises to create an airport culture is clearly an imperative for the Airport Managing Body whose image is being engaged and shaped by all staff.

I. KNOWLEDGE

Staff interact with passengers and visitors during their stay at the premises and through the different processes, even in a self-service context.

Despite clear signage, information displays and IT tools and devices, stressed or vulnerable passengers may need reassurance from staff at certain touchpoints: they interact not only with front-desk staff but also with those they encounter on their journey. Hence, all staff should be able to provide basic information and have the tools to enhance the passenger experience.

During crises, knowledge and access to information plays a crucial role. The COVID-19 pandemic strengthened the importance of staff understanding the health and safety rules for them and for passengers. Staff feeling safe at work and empowered with knowledge are more likely to take care of the health and well-being of passengers.

It is the duty of Airport Managing Bodies and their stakeholders to provide timely and accurate information to their staff. In the current circumstances of the COVID-19 pandemic as well as any crisis, communication is key. To be able to interact and provide information and assistance, staff should be reassured, provided with adequate Personal Protective Equipment and their health constantly monitored.

Having basic knowledge about how an airport works and being able to provide passengers with responses to their frequently asked questions (FAQ) should be a duty for all staff.

Based on statistics collected at information desks, call centres and websites, frequently asked questions are summarised in the following table⁹.

⁹ FAQ at Rome FCO and Milan MXP airports

DEPARTURE		PRIOR TO BOARDING		CONNECTIONS		ARRIVALS	
Check-in and drop-off procedures	FAQ	Gate information	FAQ	General information	FAQ	Baggage claim	FAQ
	Where do I get my boarding pass to Budapest?		Which is the gate for my flight?		Where should I get my new boarding pass?		Where will my luggage be delivered?
	Where do I drop off my luggage?		At what time does my flight leave?		Do I need to go again through security control?		My luggage has not been delivered (or has been damaged): what should I do?
	When does my check-in desk open?				Can I visit Rome and come back to take my flight?	Immigration & Customs	FAQ
	Is there a self-check-in machine?			Baggage services	FAQ		Where is passport control?
	My flight has been cancelled: where can I buy a new ticket?				Can I store my bags at the airport and if yes, where?		Where is Customs?
VAT Refund	FAQ	Leisure time	FAQ			Ground transportation	FAQ
	Where and how do I get my VAT refund?		Where can I find the smoking area?				What is the best way to reach the city centre? How can I go to Milan?
			Where can I find an Automated Teller Machine (ATM)?				Where can I buy train/bus tickets to Rome?
Security control	FAQ		Where can I change money?				Where is the bus to Bergamo/Turin or Genoa?
	What can I put in my hand-bag?		Where can I find my VIP lounge?				Where can I find taxis?
	What about food, liquid, medicines and pace maker?		Where can I find the pharmacy?			Shuttle terminal	FAQ
	What will I find (bars, shops...) once I have passed security control?		Where can I find a restaurant?				How can I go to T1 or T2?
Passengers with reduced mobility	FAQ	Internet Wi-Fi/ Recharging stations	FAQ			Hotel information	FAQ
	How can I receive assistance?		How do I connect to the Wi-Fi?				Where do I get the shuttle to my hotel?
	I can't walk, may you call me the assistance, please?		Where can I charge my phone? Where is the charging point?			Car rental	FAQ
							I want to rent a car: where are the rent a car offices?
						Flight information for meeters and greeters	FAQ
							At what time does the flight from New York arrive?

Table 2. Frequently Asked Questions

During crises, the types of questions change significantly. In the current pandemic, they of course also refer to travel restrictions and health and safety requirements at departure and/or arrival destination¹⁰.

DEPARTURE		ARRIVAL	
Flying conditions	FAQ	Flying conditions	FAQ
	Which documentation is required for emigration?		Which documentation is required for immigration to Italy?
	Does quarantine upon arrival apply to my destination airport?		What are the requirements to enter Italy from Extra-Schengen countries and are there travel restrictions regarding connection at your airport?
	Where can I find the self-certification form?		Am I subject to quarantine on arrival, considering my originating country?
	Do I need any specific form/documents for my flight?		If I am subject to quarantine, can I take public transport to reach home?
	Which are the Covid-19 requirements to fly to London, Amsterdam....?		Which are the Covid-19 requirements at the arrival in London, Amsterdam....?
	I am in transit in Brussels: can I do a Covid-19 test in the transit airport or what are the requirements for transit?		I need to move to another Italian region, what requirements do I need to follow?
Covid-19 tests	FAQ	Covid-19 tests	FAQ
	Are Covid-19 tests mandatory at departure for my flight?		Are Covid-19 tests mandatory upon arrival for my flight (for countries not in the Prime Minister legislative decree)?
	How are Covid-19 tests performed at airport? Where is the Covid-19 test area in the airport and which are the opening time and telephone number?		How Covid-19 tests are performed at airport? and which are the opening time and telephone number?
	Which documentation is required to perform a Covid-19 test at the airport?		Which documentation is required to perform a Covid 19 test at the airport?
	Are Covid-19 tests free of charge?		Are Covid-19 tests free of charge?
	How much time should I wait to get the result?		How much time should I wait to get the result?
	Is quick antigen test performed at FCO drive-in valid at departure for the airlines that are requiring serological test?		While waiting for the Covid 19 test result, can I leave the airport?
	What happens in case I am positive to the Covid-19 test?		What happens in case I am positive to the Covid-19 test? Can I use public transport to get home from the airport?
	Is there a contact number in case I don't receive my Covid-19 test result?		Is there a contact number in case I don't receive my Covid-19 test result?
	When PCR/antigen test is mandatory, can serological test replace the PCR/antigen test?		May I come back to the airport to perform the Covid-19 test?
	Can I perform a Covid-19 test (at the airport) at the FCO long-stay car park (drive-in) even if I am not a departing or arriving passenger? And is it free of charge?		
Miscellaneous	FAQ	Miscellaneous	FAQ
	Is it mandatory to wear face masks during all my stay at the airport?		Is it mandatory to wear face masks during all my stay at the airport?
	As meeter or greeter, can I accompany a parent/friend at the airport terminal?		As meeter or greeter, can I wait for a parent/friend at the airport terminal?
	What is the procedure to get a ticket refund or a voucher from my airline?		What is the procedure to get a ticket refund or a voucher from my airline?

Table 3. Frequently asked questions in the context of the current pandemic

¹⁰ FAQ at Rome FCO and Milan MXP airports

1. The importance and benefits of KNOWLEDGE

Staff behaviour shapes the Airport Managing Body's image and, from a passenger's perspective, the staff is "*the airport*".

The liberalisation of the market, technological developments and demographics have made passengers much more prone to taking control of their journey. However, there will always be high volumes of passengers travelling or visiting a specific airport for the first time. With the COVID-19 pandemic, passengers face new airport processes and requirements and may need additional support. Educating passengers, making them aware of the premises and processes requires time, and it is easier to train employees than to instruct passengers. Training staff may be more straightforward and have greater potential in enhancing the passenger experience.

Airport Managing Bodies need to ensure the availability of staff at different touch points. This is particularly challenging considering the impact of the COVID-19 pandemic on airport finances and staff levels.

Knowledge makes staff feel confident, empowered and aware of the importance of their role and contribution to the passenger experience. Pride in their work and motivation to be useful raise employee satisfaction and, consequently, passenger satisfaction. Happy passengers are happy customers.

During crises such as the COVID-19 pandemic, stress levels - if not properly addressed - may jeopardise employee satisfaction and therefore have a negative impact on the passenger experience (remember the 3P forming the passenger experience: Premises, Processes and People).

The benefits of knowledge as the first level of airport culture may be measured by the Airport Service Quality (ASQ) scores in the following areas:

- Overall satisfaction
- Ease of wayfinding
- Ease of connections
- Courtesy and helpfulness of staff

During crises, passenger surveys should integrate questions to cover new needs and expectations. As a result of the COVID-19 pandemic, new questions were added to the ASQ survey (level of satisfaction with the efficiency of safety and hygiene measures, clarity of signage and instructions to inform safety and hygiene measures, ability of staff to apply safety and hygiene measures). Scores achieved by Airport Managing Bodies will largely depend on the staff's knowledge on these matters.

2. KNOWLEDGE training

The objective of this training is to provide basic knowledge regarding premises, processes and services as well as tools to answer frequently asked questions. But during crises, additional specific knowledge will be required. In the current pandemic this includes health and safety

requirements and applicable processes (for example testing and quarantine requirements and hygiene protocols).

The target population is all staff working within the premises. This training should be ideally integrated in the course - mandatory at many airports - necessary to get the airport badge.

As airports are complex environments, the knowledge to gain is vast and changes very rapidly. Providing staff with user friendly and regularly updated tools will allow them to quickly access information on the premises, processes and new services.

Tools vary from quick references to handbooks with useful contact numbers and summaries, maps, apps or tablets. The COVID-19 pandemic has shown the importance of technology to ensure health safety while maintaining human contact so it is key to also provide digital services training.

Frequent retaking of such courses is necessary and, in a time of crisis, easily accessible training (like e-learning) should be used regularly.

Premises

The content of this training depends on each airport and should be completed by a guided tour of the terminal, both landside and airside.

Special attention should be paid to those facilities playing a key role in enhancing the passenger experience, notably:

- Lounges
- Shopping/dining facilities
- Wi-Fi access
- Charging stations
- Entertainment and leisure options
- Working facilities

Processes

Staff should have a clear overview of processes at different touchpoints at departure, arrival and connections:

- Access to the airport and the city
- Health and sanitary facilities (including testing)
- Check-in
- VAT refund
- Security control
- Border control
- Boarding
- Disembarking
- Baggage claim
- Customs

As processes are similar at all airports, a standardised training could be envisaged. Additional elements may nevertheless arise during crises, triggering additional training needs.

European Union/Schengen area /European Economic Area

Basic knowledge of the regulatory framework, especially of the States which form part of these areas, in order to be able to direct passengers to the applicable process such as border control and customs is essential.

Passenger rights

In the EU/EEA and Switzerland, basic knowledge of Regulation (EC) 261/2004 establishing common rules on compensation and assistance to passengers in the event of denied boarding and of cancellation or long delay of flights and Regulation (EC) 2027/97 on air carrier liability in respect of the carriage of passengers and their baggage by air is essential.

Staff should be aware of the air passenger rights in the EU/EEA countries:

- Information
- Assistance
- Re-routing
- Reimbursement
- Financial compensation

In other European countries, similar basic knowledge of applicable regulations is essential.

Passengers with disabilities and people with reduced mobility

Knowledge on the rights to assistance for people with disabilities and people with reduced mobilities should be mandatory.

As stated in Regulation (EC) 1107/2006 concerning the rights of disabled persons and persons with reduced mobility when travelling by air applicable in the EU/EEA and Switzerland, disability awareness is mandatory for all staff. Being able to recognise lanyards or other identification for persons with hidden disabilities are also key elements to be included in the knowledge training. In the current crisis, the requirement to wear face masks affects the process of communication and is likely to involve additional challenges for hearing-impaired people and those with communication difficulties.

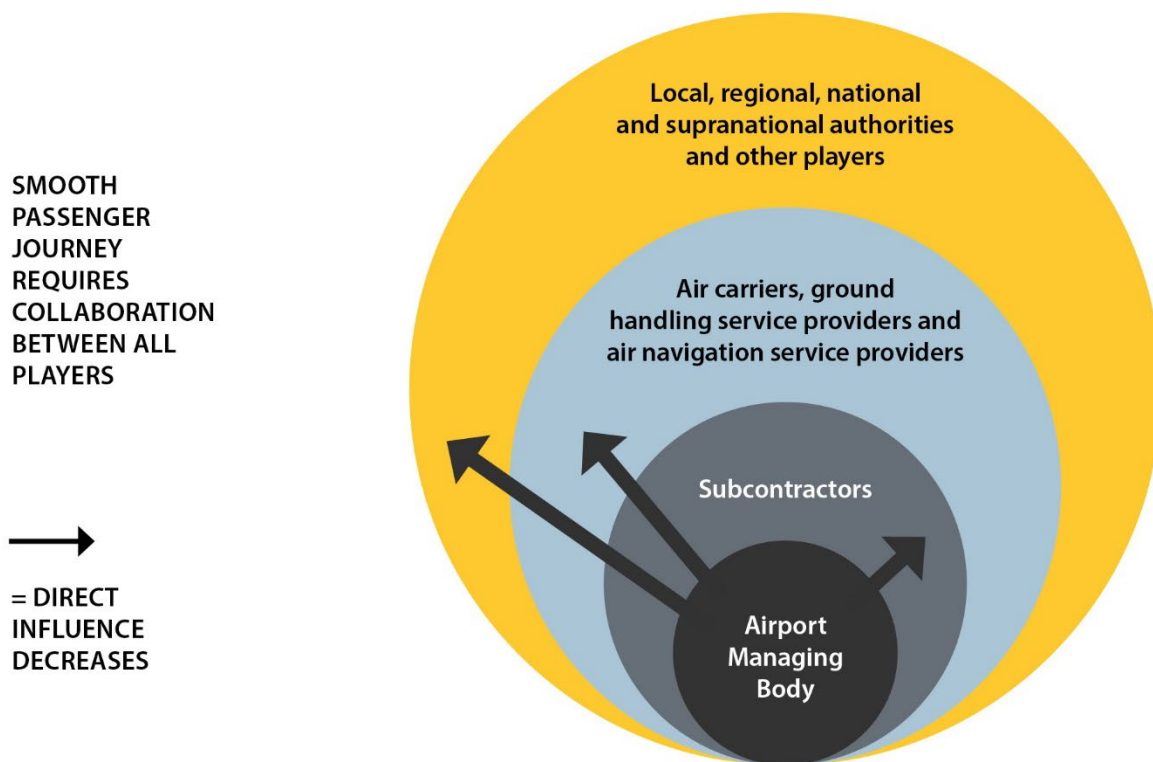
In other European countries, similar basic knowledge of applicable regulations is essential.

Travel restrictions and health and safety requirements

In the context of the current pandemic, passengers may be confused by unilateral, uncoordinated and changing travel bans, restrictions and requirements such as tests, quarantines, passenger locator forms. Although most airports have added a section to their website providing information to passengers, it is essential that all staff are properly briefed on these measures and are able to access related information rapidly.

Multiplicity of actors at the airport

During their journey, passengers interact with multiple actors representing different stakeholders. Any bottleneck or disruption will impact the whole journey. For this reason, the training should increase knowledge about the multiplicity of actors and professions involved in the passenger journey, stressing the crucial role of cooperation. This is particularly true in case of crises like the COVID-19 pandemic.



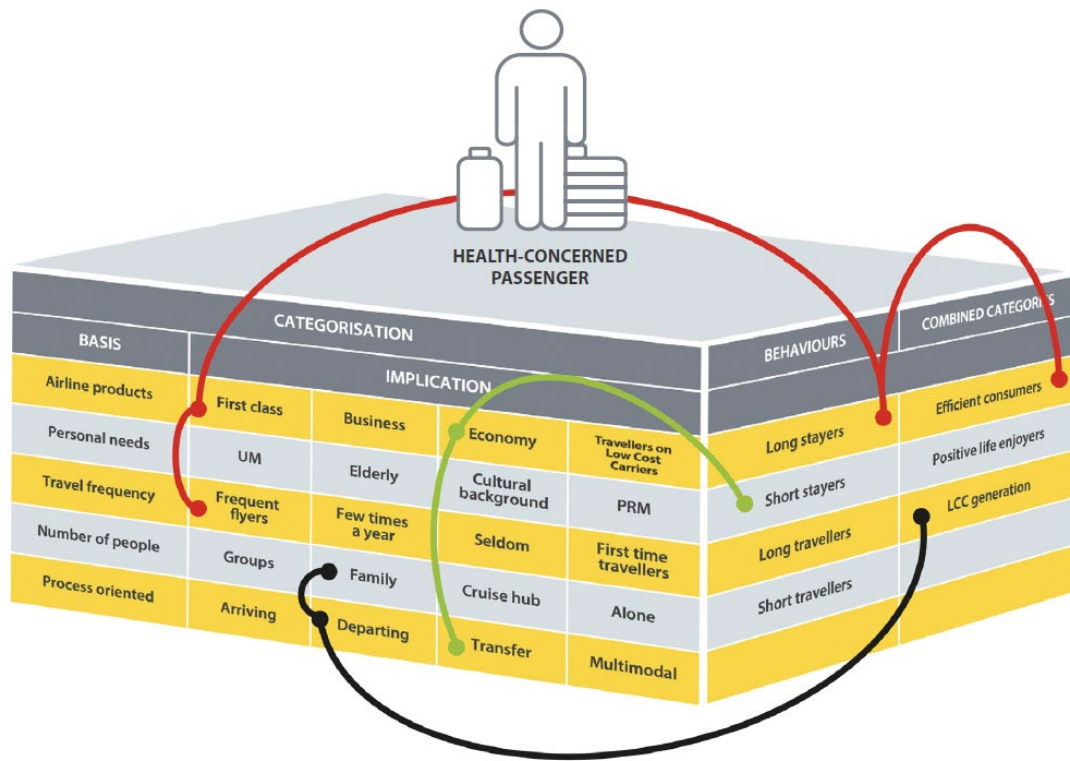
Picture 2. The multiplicity of actors and their level of influence¹¹

Passenger categorisation

Staff should also have a clear view on who their passengers are and know their categories, associated background, behaviours, needs and expectations. As a result of the COVID-19 pandemic, passenger expectations have changed and a new category of passenger has emerged: *the health-concerned passenger*¹².

¹¹ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 3 Aviation stakeholders and their influence on the passenger experience

¹² ACI EUROPE Guidelines for a Healthy Passenger Experience Chapter 1.1 A new passenger categorisation: the health-concerned passenger



Picture 3. Passenger categorisation: the health concerned passenger

II. ATTITUDE

The passenger experience is influenced by both functional and emotional factors. As these factors determine passengers' perceptions, analysing their needs and expectations is key to providing assistance on a daily basis and during crises. This is where staff attitude and approach plays a crucial role and genuinely makes a difference.

Functional factors – objective, rational and tangible indicators based on specific standards.

Emotional factors – subjective, instinctive and psychological indicators based on feelings.

Table 4. The factors that influence the passenger experience¹³

The relationship between staff and passengers is a relationship between human beings. For this reason, ensuring that staff have the right attitude is a must, not only for front-line staff but also for all those interacting with passengers and visitors.



Picture 4. Interrelated factors in the relationship between staff and passengers¹⁴

¹³ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 2.3 Understanding passenger emotional behaviour

¹⁴ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 5.3 The passenger experience: People (Staff)

1. The importance and benefits of ATTITUDE

The "*right attitude*" is the behaviour that staff should adopt in order to guarantee a positive interaction with passengers and visitors and meet their needs and expectations.

The benefits of the right attitude are multiple and the effects of courtesy and kindness are key to an enhanced passenger experience.

Having the right attitude is a win-win: staff receive back what they give to the passengers, creating a virtuous circle.

Though currently limited due to the COVID-19 pandemic, interaction is a source of happiness: respect and courtesy generate a mood of positivity and a predisposition to appreciate the different initiatives being deployed within the premises.

The benefits of the right attitude may be measured by an increase in the ASQ scores in the following areas:

- Overall satisfaction
- Courtesy and helpfulness of check-in staff
- Courtesy and helpfulness of security staff
- Courtesy and helpfulness of airport staff
- Confidence in travelling

2. ATTITUDE training

The goal of this training is to raise awareness of staff with regard to the importance of the right attitude for a good interaction with passengers.

The target population should be front line staff and those likely to interact with passengers, such as cleaners. It goes without saying that all staff should integrate the basics of courtesy and a smile in their attitude.

This training should focus on the basic principles of Courtesy, Smile, Empathy, Kindness and Sensitivity towards cultural backgrounds. As a minimum standard in the approach to the passenger, the following elements are commonly required to front-line staff: "smile, hello, goodbye, thank you, you are welcome". Ideally, the attitude training should be delivered by a psychologist, behaviourist or specialist.

Style of oral communication has a tremendous impact on the information provided. Training should aim to refresh foreign language skills and provide a glossary of main courtesy terms (hello, thank you).

Courses on body language¹⁵ provide useful tools to understand and interpret emotions. In the current pandemic, the obligation to wear face masks has altered body language and the messages conveyed in particular by the face. Interpretation of passengers' emotions becomes

¹⁵ Communication through physical behaviour, movement or position, particularly facial expressions, gestures and the relative position of the speaker and listener.

difficult and empathy harder to achieve. Body language may provide new ways to facilitate interaction and understanding.

Raising awareness on cultural backgrounds should be another focus to avoid unintentional offence. This should be complemented by analysis of emotions to address specific situations – this becomes paramount during crises¹⁶.

Due to the current pandemic, staff are likely to be concerned and uncertain about their future. Training sessions addressing their mental health will mitigate against potential negative impact on their attitude towards passengers.

In order to evaluate the right attitude, tools that measure performance should be considered: mystery passengers/shoppers, shadowing or complaints analysis will be useful. Frequent retaking of courses should also be organised.

¹⁶ ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) Chapter 2.2 Changing passenger needs and expectations

III. AMBASSADORSHIP

The third and highest level of airport culture sees staff acting as ambassadors for the airport and the location.

Airports are frequently the point of entry or gateway to a city, region, country or even a continent. Staff behaviour will impact the passengers' first impressions. Not taking this into account and not guiding the staff behaviour may damage the image of both the airport and the location.

A pro-active approach requires Airport Managing Bodies to acknowledge and integrate into their HR strategy the fact that staff are their ambassadors with an enormous potential to convey their culture.

In order to achieve this, Airport Managing Bodies should involve their stakeholders (including local communities) in building common airport values and goals¹⁷. This can cover a wide range of subjects: promoting national or local tourism, cultural identity - in this case involving the tourism offices is highly recommended - and focusing on hospitality messages.

In some instances, dedicated ambassadors or marshalls have specific tasks or missions¹⁸. In the context of the current pandemic, the overall image of the airport and particularly its standing on health safety may be impacted by passengers not following the requirements of hygiene protocols, physical distancing and so on. To avoid that, some airports have created dedicated teams that can relieve operational staff from engaging in these potentially difficult situations.

Ambassadorship generates benefits to staff, passengers, to the Airport Managing Body, its subcontractors and stakeholders.

For staff, it unlocks proactivity and creativity, generating new ideas from interaction with passengers. They become the contributors/enablers of the "wow factor" that will surprise passengers, enhancing the passenger experience and boosting commercial revenues.

Passengers feel welcome, and experience hospitality, and cultural identity, instead of a bland journey in an anonymous environment.

The benefits for Airport Managing Bodies are also significant: they become aware of the importance of the airport culture to increase cooperation with the different stakeholders to the benefit of the whole community.

These benefits can be measured by an increase in ASQ scores on:

¹⁷ For example, the Airport Helper initiative, created in Lyon and adopted at other European airports (in particular Munich, Paris, Rome, Milan, Naples and Toulouse)

¹⁸ At some US airports, retired people have joined the ambassadors' team on a voluntary basis to deploy hospitality or support to passengers. The Ambassador programme template is in place across all US airports, spearheaded by the examples of Dallas, Seattle, Atlanta, Tampa and Houston.

- Overall satisfaction
- Courtesy and helpfulness of different staff categories

1. AMBASSADORSHIP training

The goal of this training is to motivate staff in their role as ambassadors, raising awareness and providing the tools to communicate airport culture.

All front line staff and staff likely to interact with passengers should attend the course. In addition, making a call for volunteers would identify those who want to become more involved.

The training should acknowledge that all staff are de facto ambassadors with a role in conveying airport culture. This involves special duties and, at the same time, opportunities as this goes beyond their job description.

The training should illustrate to *“staff ambassadors”* what the Airport Managing Body and its stakeholders expect from them, including all components of the airport culture (vision, values, practices, human resources, narrative and place). Although defined at “C” level, staff should feel their views are heard.

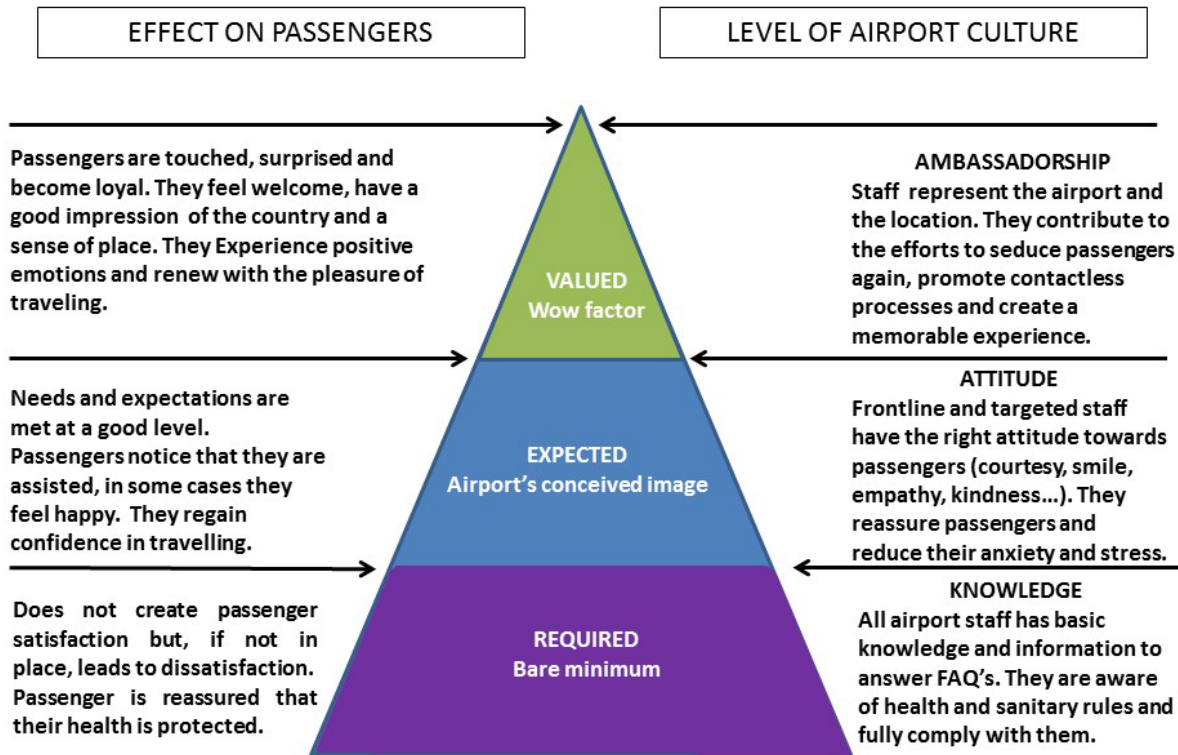
A crucial condition for success is engagement: Airport Managing Bodies should be convinced of the added value of having strongly committed staff and should provide them with the tools to achieve that. The contribution and involvement of staff in the definition of the airport culture is key.

Training should also consider that ambassadorship has a twin purpose. From their interaction with passengers, airport ambassadors are uniquely placed to feed the comments and experiences back to the Airport Managing Body.

IV. EXCELLENCE IN AIRPORT CULTURE

1. Airport culture and the passenger experience

Promoting airport culture is key to the passenger experience. Its level of maturity impacts passenger satisfaction, as shown by the pyramid of passenger perception levels.



Picture 5. Pyramid of Passenger Perception Levels: Airport Culture

2. The path to airport culture

The Airport Managing Body plays a crucial role and should guide the initiative of developing its culture.

Developing KNOWLEDGE

Airport Managing Bodies should ensure that all staff receive training on basic knowledge. We recommend to integrate it in the mandatory course required to get the airport badge¹⁹.

The course should be followed by an airport visit and trainees should be provided with adequate information tools to ensure updates. This comprises quick references, handbooks, maps, APPs, tablets and the use of social network where staff can also give feedback and suggestions stemming from their daily life at the airport.

¹⁹ The contents of this training have been described in I. 2 KNOWLEDGE training

In the context of the current crisis, digitalisation and touchless technologies have become crucial, and training on these subjects should also be considered.

Developing ATTITUDE

Developing the right attitude relates to and involves the emotional sphere and should be approached via training²⁰, heightening staff awareness and speaking to their feelings.

In order to be effective, sensitising actions should be addressed to employees who are happy in their work. Airport Managing Bodies should carry out employee satisfaction surveys to assess the satisfaction of their staff at work and promote similar tools among their stakeholders, taking the necessary actions to improve employee satisfaction. In this regard, the ACI Employee Survey for Customer Experience provides a standardised tool to assess the level of staff commitment and a guidance to reinforce their customer experience culture²¹.

Campaigns promoting kindness and a smiling face and joyful moments involving staff should be encouraged by the Airport Managing Body, and should also involve all operational stakeholders.

Developing AMBASSADORSHIP

Airports eager to offer an outstanding passenger experience should acknowledge and develop the potential that comes with staff identifying as ambassadors²².

Airport Managing Bodies need to define their culture (vision, values, practices, human resources, narrative and place), involving their stakeholders from the early stages.

Simultaneously, staff need to feel engaged in their positions. This may be achieved by implementing brain storming circles or committees, involving representatives of selected employees and from different stakeholders.

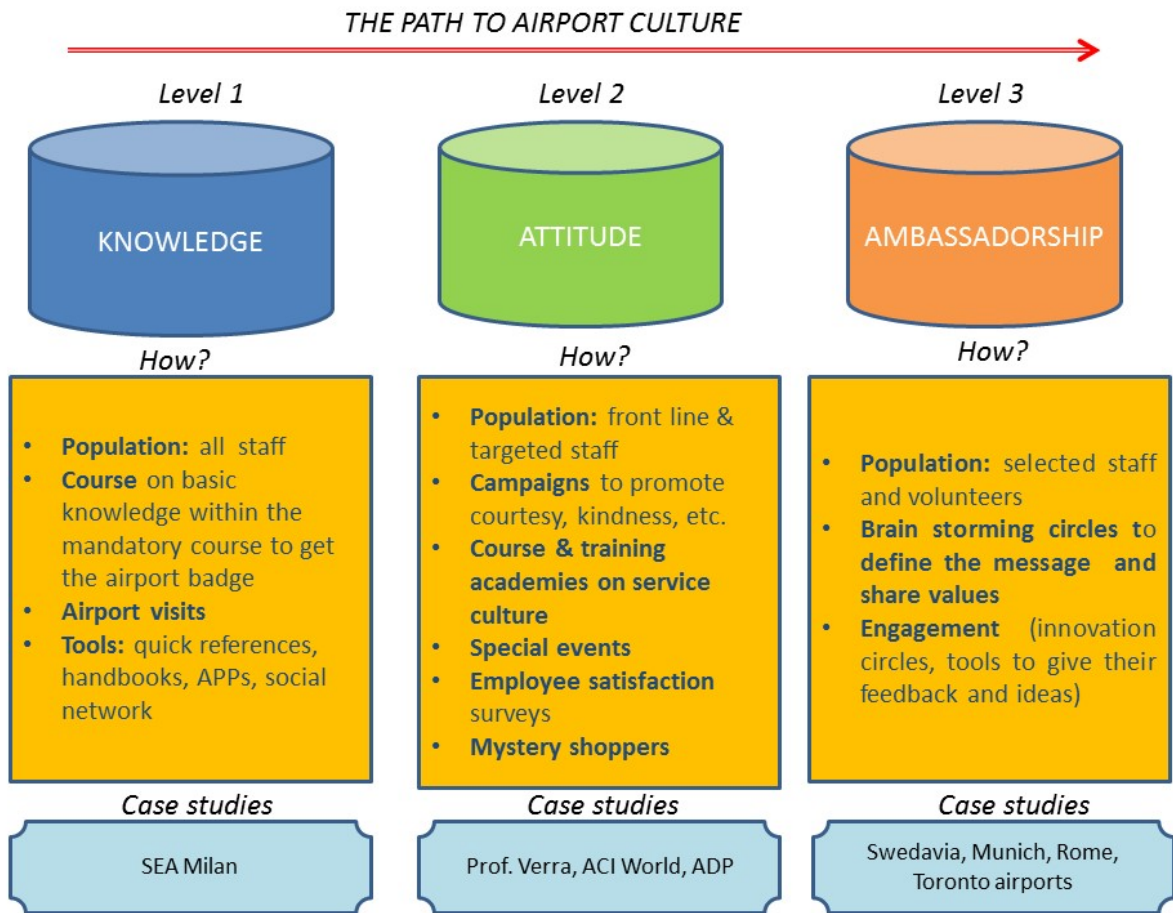
In a competitive environment, airports are eager to differentiate themselves and to build their own identity. This helps to create the so-called sense of place. Some airports choose to focus on the hospitality of their nation, on their cultural identity, on the unique cultural and natural wonders of the country for whom airports are the gateway. In that case, cooperating with Destination Marketing Organisations (DMOs) and Tourism Promotion Agencies (TPAs) is strongly recommended.

Unlocking the potential of ambassadorship requires Airport Managing Bodies to involve their stakeholders and the local communities, creating a virtuous circle that encourages cooperation and effectively engages staff.

²⁰ The contents of this training have been described in II.2 ATTITUDE training

²¹ See Annex – Case Studies

²² The contents of this training have been described in III.3 AMBASSADORSHIP training



Picture 6. The path to airport culture

CONCLUSION: THE HUMAN TOUCH IN THE PASSENGER EXPERIENCE

Together with Premises and Processes, People constitutes the third pillar of the passenger experience. People - as defined by the ACI EUROPE Guidelines for Passenger Services at European Airports (second edition) - involves staff working together to meet passenger needs and expectations in alignment with a shared culture.

As the People pillar involves human interaction, feelings and emotions play an important role. For this reason, staff's attitude and behaviour are crucial when an airport wants to differentiate itself from its competitors.

As mentioned in the introduction, the objective of this handbook is to analyse the value of the "People" component of the passenger experience, developing an airport culture to create the conditions for a pleasant journey. We identified three levels of the airport culture.

Firstly, staff should have basic KNOWLEDGE of the premises, processes and services and should be able to respond to passengers' Frequently Asked Questions. In order to achieve this, we suggest integrating a training on basic knowledge in the mandatory course necessary to obtain the airport badge.

Secondly, the way in which the information is provided constitutes the second level of the airport culture. Staff deploying the right ATTITUDE involves respect, politeness, kindness, proactiveness and empathy. It helps to reduce the emotional distance with the passenger and facilitates interaction and communication. All front line staff who interact with passengers should attend a training on customer services, body language and other emotional aspects.

Finally, airports are a gateway to the country and the region they serve. Consequently, passengers' first impressions will be dramatically influenced by their interaction with staff. AMBASSADORSHIP unlocks an incredible potential for Airport Managing Bodies and their stakeholders to share their common values and constitutes the third level of the airport culture. It also shows the hospitality of the country and its people, creating value and wealth. To achieve this, the Airport Managing Body and its stakeholders should select staff able to enhance the passenger experience and deliver the "wow factor".

Developing an airport culture means embracing new concepts and tools. This human dimension needs to be taken into account at all levels and staff talents and enthusiasm need to be deployed to best serve the passenger.


In a rapidly evolving world, airports are microcosms of the societies in which they operate. A strong airport culture will reflect this, and accompany the passenger in their journey.

V. ANNEX – CASE STUDIES

1. SEA Milan Airports: Making a virtue of necessity. An innovative approach to harness COVID19 constraints in order to improve digital skills and attitude, towards a real collaboration culture.
2. Mr Stefan Verra: Human body language.
3. ACI/ASQ Employee Experience Programme : training course on customer experience culture.
4. Aéroports de Paris (ADP) – The customer and employee experience at Paris airports.
5. Swedavia: We are Arlanda, Airport community & GLOW-Swedavia Customer service concept.
6. Munich Airport: The Munich Airport family at the service of passengers: Service Quality Committee.
7. Dublin Airport: the daa values.
8. Aeroporti di Roma (ADR): Airport Helpers at Rome airports, serving passengers beyond expectations.
9. Toronto Pearson Airport - Welcome Team: Fostering a Welcoming and Relaxing Environment While Creating Memorable Experiences For Passengers.

Making a virtue of necessity. An innovative approach to harness COVID19 constraints in order to improve digital skills and attitude, towards a real collaboration culture

By SEA Milan Airports

AIRPORT: please add airport logo

TITLE
Promotion of a (not-only) digital collaboration culture, in the context of a wider COVID19 communication strategy
AIRPORT CULTURE
<p>Knowledge: all the workforce has been impacted by the measures aimed at limiting the spread of COVID-19, therefore we faced the need for everyone to be supported and informed on the constantly evolving external regulations and the actions taken by SEA, as well as the need for providing tools and the basic digital know-how in order to maintain effectiveness in a context where part of the staff was forced to work exclusively from home.</p> <p>Attitude: the chosen approach - smart and focused - aims at stimulating in each employee a positive openness and interest in other company areas, encouraging a positive spirit of collaboration and cross-fertilisation in which we are ideally united together and committed in improving not only one's own department but the whole company's processes and results.</p> <p>Ambassadorship: the colleagues involved in the making of the videos, as well as the ones who are sharing their success-story experience, are recognised as agents in introducing technical skills and ambassadors of a cultural change, inspiring pride of belonging to the organization and the feeling that anyone of us can have a role in improving the way we work.</p>
PERIOD OF REFERENCE
COVID-19 communication and support campaign started by February 2020, while the initiatives for establishing a digital collaboration culture had been initially planned since early April 2020, with the configuration of the digital platform to be launched, and touched effectively ground during summer 2020. The campaign is still ongoing and evolving, as the project is not meant to be just a contingency effort for COVID19 pains, but rather an engine for stimulating and supporting enhancements looking forward to a real collaboration culture.
GOALS

Main purpose: at first, the improvement of employees' digital skills along with a positive attitude in working remotely, initially forced by COVID-19 restrictions, but above all the enhancement of a collaborative culture between individuals and company areas, stimulating colleagues' engagement and sense of empowerment.

Collateral objectives:

- enabling the workforce to a proficient use of new technologies for collaborating
- promoting the knowledge of all departments, their people and activities (inclusion)
- encouraging the sharing of best practices, giving room to colleagues to show themselves
- launch of a method that can be adopted for new streams of projects
- facilitate connections between individuals, both professionally and personally

TARGETED STAFF

While all the workforce has been of course immediately involved in getting updates and support related to COVID-19 issues, the collaboration-culture-seeking campaign started gradually, involving at first managers and white collars provided with a pc, and it has been later extended to all SEA colleagues.

PROJECT MANAGEMENT

The coverage of the contents related to COVID-19 issues is entirely overseen by Internal Communication Department, while a team made of ICT, Internal Communication and Organisation Department has been steering the project since its beginning.

DESCRIPTION

The need of coping with the COVID-19 outbreak consequences and with a technical platform upgrade has been progressively seen as a challenge in improving collaboration attitude, in a company used to quickly adapt in order to face emergencies but where inner changes prove demanding due to its strong culture and organizational complexity, with a workforce with an average seniority of over twenty and age about fifty.

This can better be seen not as a strictly defined project, but instead as a path that we wish to evolve and that may possibly stimulate new streams of projects embodying the same spirit and values.

The replacement of the conferencing/chat platform in the very moment in which most staff employees were forced to work every day from home gave the opportunity to rethink the scope: a training would be needed, but we chose not to settle for giving instructions on how to use the new tool. We opted instead for aiming at developing digital skills and a real collaboration culture.

Thus, we decided to invest no effort in proposing old-style training (user guides, how-to tutorials), as having poor appeal for the people involved. Furthermore, cloud applications constantly evolve and there's already plenty of excellent updated technical online documentation available, that just needs to be pointed out.

All of our efforts have been instead devoted to answer the crucial questions «How this technology could help me? Why should I adopt it?»: we realized that these needs, if neglected, would have undermined the achieving of all of the objectives we were seeking.

Hence the idea of producing and spreading a series of video-tutorials providing real workday examples with tips and inspiring solutions to concrete issues.

They are recorded with Microsoft Teams itself and interpreted by colleagues, from different departments, who change every time. Regarding the tools described, Microsoft Teams is the main subject, but also complementary or alternative solutions are presented, mainly Microsoft Office applications such as OneDrive and SharePoint. A strong emphasis is given to collaboration-enabling features such as co-editing, automatic versioning and the availability on any device just by entering one's own username and password, underlining that a full experience is possible by using mobile devices.

Here is a detailed description of the main initiatives taken:

- *February 2020 – still ongoing: **Inform and support*** with the sharing of continuous information and updates regarding legislation, specific prescriptions, hygiene and health measures, issues related to work organization, daily operations and news from airports, management messages and information on the Company's strategy and actions on the basis of the development of the pandemic and its effects on our business. A dedicated COVID19 section was created on the portal, a repository of updates and contents that is always available. A video messages section, called "2 minutes with", was also created: managers of different departments spoke about the airport business and the status of activities and projects focusing on the Company's commitment to restart with everyone's involvement.
- *April 2020: **launch of Microsoft Teams platform*** – in co-existence with Skype for Business – for managers and staff employees; it has been quickly adopted for delivering training sessions that otherwise would have took place in attendance.
- *August 2020 – ongoing: spread of the "**video-tutorial**" series.* The episodes, published at an average pace of two per month, involve every time new colleagues from different departments, thus underlining the values of diversity and inclusion. Announce of the dismissal of Skype for Business in September.
*October 2020: official **launch of Teams groups**, with instructions on how to get one; launch of a **Teams support group** for all employees as a source of training contents (in conjunction with our intranet) and a community for sharing their own experience and questions.*
- *November 2020: "**Smart Teams**" workshop sessions for **Operations managers*** in continuity with the project and where the adoption of Microsoft Teams is promoted, along with case histories provided by colleagues.
- *December 2020: **Microsoft Teams available to the whole SEA workforce. First "Live Event"*** directed to the whole workforce. The top management delivered by MS Teams the Christmas wishes that traditionally take place in different areas of the airport and in different moments, and aren't open to everybody due to space constraints. For those unable to join the Live Event, a recording has been made immediately available in SEAnet.
- *February 2021: availability of **Microsoft Teams** and **SEAnet to all SEA group subsidiaries' employees.*** Live presentation of the company business plan to all colleagues by using Teams Live Event, with the opportunity to interact by sending comments and questions.

BENEFITS.

After the fourth episode of the “video-tutorial” series, a non-compulsory ten-questions quiz about the contents featured so far has been proposed to the colleagues, as a basic gamification mean to stimulate their interest.

Over 200 colleagues completed the quiz with an average score of 7/10 point that proved a hopeful degree of interest gained by the initiative, since the questions were particularly difficult and hard to guess without having thoroughly watched the videos (less than 10% answered to all of them correctly).

The feedback from the colleagues who took part to the quiz has been enthusiastic, with an appreciation of the effective usefulness of the covered issues as well as of the chosen formula, thus encouraging to insist despite people’s habits are hard to be changed and it needs time to engage everyone.

We expect that the ability to collaborate better and faster by using new technologies will contribute to improve efficiency and a positive attitude. That is intended to evolve into a mindset of a deeper attention to passengers and other operators’ needs. It’s also an enabling factor to improve services by creating and relying on inner networks to provide quicker and more effective answers whenever needed.

PHOTOS/VIDEO

Communication Strategy



Internal Communication - Covid-19 issues - SEAnet, contents

Milan Airports

Communication from the Top Management
(CEO messages; Directors' messages «2 minutes with...» on the recovery programs; messages from government bodies)



Information and continuous updates about COVID rules and regulations



Organizational communication
Contingency measures; rules and regulations about the measures taken to prevent the outbreak of the virus in the office space, other measures to organize the remote work. Updated information on the operative status of the airports

Initiatives for all staff
(Covid Insurance; online meetings between parents and children; Nutritionist online meeting; training on-line; library online: a whole set of weekly news coming from the aviation world (IATA-ICAO-ACI); inspirational speeches able to engage employees above all during their working remotely.)



Smart Teams sessions



Education & Training initiatives remotely provided by using MS Teams



partecipative mood-boards



quick polls and display of results

Come hai supportato il tuo team nel lavoro da remoto?

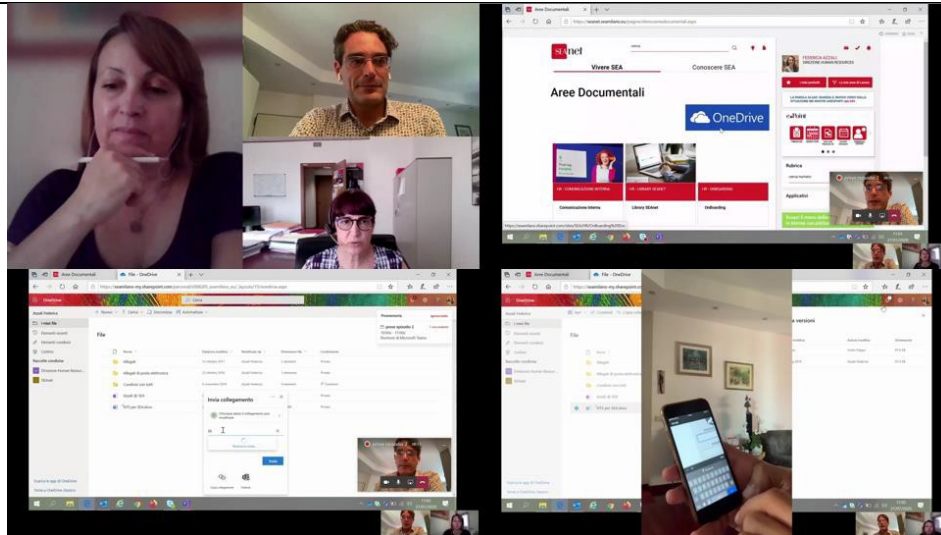


interactive post-its and boards



visual engagement

Video-tutorial sample: "Let's try OneDrive's cloud!"



<https://youtu.be/TtnUVqqafLE> (English subtitles available)

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Human body language by Mr Stefan Verra

AIRPORT/ WBP

TITLE
Human body language: building a better relationship to customer and colleagues.
AIRPORT CULTURE
<p>The training regarding front line staff and non-operative management gives useful tools to deploy the right attitude towards passengers and colleagues. Learning on using and reading human body language is key. Courses on body language, where learning to read the signals of body language and learning how to react properly is crucial in the customers satisfaction on an airport.</p>
PERIOD OF REFERENCE
<p>The first seminar applied to an airport environment took place at Munich airport in 2017, the topic was "Human body language in an airport environment". The event gathered more than 50 airport staff members, representative of all levels of management and of many companies, the Airport Managing Body and main stakeholders. Since then, 4 times a year, a group of about 70 staff members of all levels go through that program. Word and the key findings spreads on a large scale at the airport. Results were beyond expectations: 100% of the seminars are fully booked, 100% of people were animated by intrinsic motivation to attend the seminar for professional and personal reasons. (Noone was ever forced to join.)</p> <p>After word about that seminar spread throughout the whole airport, Munich airport top management, requested a special edition for their needs. It took place in January 2020.</p> <p>Further to the success encountered at Munich airport, another event was organized at Frankfurt airport, involving more than 120 airport staff, again representative of the Airport Managing Body and main airport stakeholders. Subsequently, a second seminar will take place at Frankfurt airport to address the second level in human body language.</p> <p>One of those events was recorded and will be broadcasted on the German television in 2020.</p>
GOALS: Main purpose and objectives

The objective, in the airport environment, is that staff improve their attitude towards customers, using key findings of human body language, particularly useful in stressful and emergency situations. As all staff is involved in the same event, they gain the same knowledge, they learn the same tools that they will spread then among colleagues.

Having fun during the seminar transports joy and happiness also back at work which is recognized to be a key factor when performing the daily tasks, in particular in front line job positions. In the future, the contents will be supplemented by the item "Communication with face mask", as this represents an elementary impact on communication and will also be relevant for a certain period of time (post-corona).

TARGETED STAFF

All staff, from the Airport Managing Body and stakeholders, at all levels of management.

This is a grass roots movement i.e from bottom to top, everyone is concerned as human body language is international, independent from gender, temperament, culture and hierarchical levels.

PROJECT MANAGEMENT

The initiative came from the Service Quality Management of Munich airport who, after having seen Professor Verra on the German Television, decided to transport this learning into the airport, for the staff, in order to keep high the passenger satisfaction as the staff's attitude plays a crucial part in the customer experience.

Stefan Verra is one of the most in-demand Body Language Experts in Europe. He is fascinating more than 100.000 participants every year on 4 continents.

He is keynote speaker, guest lecturer at several universities, best-selling author and well-known interview partner in mainstream media. 80.000 social media followers are watching his body language tips.

DESCRIPTION

Human body language is the only international language practicable to overcome foreign language barriers.

The techniques come from scientifically proven facts. Body language takes place even before any words are pronounced and plays a key role in situations of high stress for the passenger for instance in case of, delays, flight cancellation or lost baggage.

In the interaction between passenger and staff, body language is very useful, in particular, in these two moments: interpretation of the situation and problem solving. Only to quote on tip from the course, a certain eyebrow movement can help to show empathy.

BENEFITS

The benefits are multiple and have a snowball effect, starting from staff to passengers.

Staff are aware of the importance of their personal behaviour towards the passengers and eager to use the techniques learnt also in their private and family life.

Having taken part to a seminar where learning and fun mix together and where they have the opportunity to meet with other airport colleagues, staff will transport good habits and happiness back at work, they will communicate and cooperate better with each other, for the final benefit of passengers.

PHOTOS/VIDEO

<https://f.io/sAdWeL3A>

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ACI/ASQ Employee Experience Programme
Training course on customer experience culture

AIRPORT

TITLE
<p>ACI/ASQ Employee Experience Programme : training course on customer experience culture.</p>
AIRPORT CULTURE
<p>Airport culture is one of the eight domains within the Airport Customer Experience Accreditation, i.e. a multilevel accreditation program developed by ACI World to guide airports towards achieving excellence in customer experience management. Under a scale of maturity that goes from 1 to 5, airport culture appears to be a key factor in the customer experience and is required from level 2.</p> <p>This training course is aimed at giving to the Airport Managing Body tools to develop the right attitude of airport staff towards passengers in order to enhance the customer experience.</p>
PERIOD OF REFERENCE
<p>ACI has launched the Airport Customer Experience Accreditation in Q2 2019. The Airport Customer Experience Professional Designations (ACED) are an integral part to develop staff involved in the ASQ Airport Customer Experience Accreditation programme and to ensure they are proficient and qualified to lead the implementation of a customer experience strategy. The Airport Customer Experience Specialist (ACES) course, an online training course launched in Q4 2019, is required in all levels of the accreditation programme. It is an introductory level course that provides students with foundational knowledge on how to design, build and implement a customer experience strategy for your airport.</p> <p>The Airport Customer Experience Professional (ACEP) is the next level programme that targets ACES graduates who hold a managerial position. The main objective is to encourage airport professionals managing and leading customer experience programmes to attain the highest level of professional proficiency, education and ethical conduct in their respective fields of management, operations, safety and customer experience. This designation is required in levels 4 and 5 of the accreditation programme. It is currently under development and will be provided in an online and classroom format.</p>

GOALS

The main objective of the training course is to help the Airport Managing Body to understand how to develop a customer experience culture at their airport by increasing employee engagement for customer experience and implementing a new approach to governance. Employee engagement is a key element to build a strong customer experience culture in the airport community.

The learning objectives of the course are to:

- Understand the importance of employee engagement to serve customers
- Develop employee engagement for customer experience
- Develop a strong governance to drive customer experience

TARGETED STAFF

This training course has been designed mainly for Airport Managing Body staff, quality and human resources staff but not only, in order to give them tools to engage staff (Airport Managing Body + stakeholders) in delivering the best customer experience.

It is also important that all customer experience professionals in the airport attend training, conferences and webinars to stay up to date with customer experience management in airports.

PROJECT MANAGEMENT

The online training course (ACES) has been conceived and designed through a joint effort between ASQ personnel, Aube Conseil, ACI Global Training and the Online Learning Centre. It is provided by ACI Global Training.

DESCRIPTION

The training course develops three main topics at the core of the staff engagement towards delivering the best customer experience:

1. Employee Engagement
2. Employee Engagement Best Practices
3. Customer Experience Governance

ACI defines airport culture as “the values and beliefs that an airport has and the way in which they affect the daily employee experience. An airport culture is created by staff interacting with other employees, managers, customers, partners and other stakeholders”.

Airport culture means observing the artefacts of the airport’s culture (rituals, habits...), listening to the way employees explain and justify what they do, analysing the daily life of employees.

The training course addresses also what is customer experience and the crucial role that staff plays in enhancing it.

Best practices for employee engagement means to:

- Develop an Employee Experience (EX) and Stakeholder Experience (SX) positioning
- Build an internal communication plan to develop employee commitment to the airport
- Develop training and collaboration to be more efficient and more innovative for customers in your airport
- Recognize airport employees for their contribution to customer experience

Developing a customer experience governance requires to:

- Understand what we mean by governance when speaking about customer experience
- Define roles and responsibilities in customer experience governance
- Build a roadmap of customer experience management

BENEFITS

Benefits are multiple, for the staff, the passenger and the Airport Managing Body and its stakeholders.

Staff feeling engaged are more productive, more dedicated to what they consider as a mission where their own attitude and personal touch has a great impact on the customer experience.

Passenger experience at the airport is made of tangible assets and emotional factors where the attitude of staff plays a crucial role. Memorable experiences are often generated by positive human interactions.

Finally, advantages for the Airport Managing Body and its stakeholders can be summarized as follows: “ if the airport customer experience is memorable and employee engagement is high, there will be a direct positive correlation with revenue.”


PHOTOS/VIDEO

CONTACT

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The customer and employee experience at Paris Airports

by Aéroports de Paris

AIRPORT

TITLE
The customer and employee experience at Paris airports
AIRPORT CULTURE
Developing and improving the rights attitude towards the customers, through the analysis and the improvement of the employee experience in order to increase the service quality delivered in Charles de Gaulle and Orly airports.
PERIOD OF REFERENCE
<p>2011-2017: The project started with the creation of a University of Service, with the aim of spreading the culture of service to anyone working at Paris airports.</p> <p>Workshops, open doors conferences took place, involving airport staff (the Airport Managing Body and its stakeholders) in order to better understand the passengers' expectations and, consequently, deploy the right attitude, the right behaviour towards them. The main focus was the customer experience.</p> <p>After the successful experience of the University of Service, Aéroports de Paris (ADP) decided to insource the activity and to dedicate the attention to spreading the culture of service among its stakeholders.</p> <p>Since June 2019, the main focus is the employee experience that has a direct impact on the customer experience. ADP is convinced that transforming people's behaviour toward customers is only possible if we also work on understanding why the employees behave that way.... Where they are coming from, how they have been trained before going on the floor, what tools they have been given, what is their everyday life at the airport, what future career they can look forward to.</p>
GOALS

The main objective is to enhance the customer experience by working on the human dimension i.e. improving the staff attitude towards passengers and then spreading the airport culture among all stakeholders.

One key element is to attract talents, people with innate skills to work in frontline positions: this is a prerequisite to work at Paris airports while specific or technical knowledge needed by the job position can be gained afterwards through training.

The second element is that staff become loyal, offering in particular a broad range of career opportunities within the airport and improving the working conditions not only of the Airport Managing Body but also of the stakeholders' staff.

That is why ADP is now focussing on the employee experience, convinced that staff feeling happy at work will be likely to deliver the best customer experience.

TARGETED STAFF

Target of this initiative is all front line staff, from the Airport Managing Body to the stakeholders (i.e. information/welcome, assistance to passengers with reduced mobility, security, shops, bars & restaurants staff) working at Paris airports so that the airport culture be spread at a large scale and strong enough to be felt by the passengers when passing through the Paris airports.

PROJECT MANAGEMENT

ADP's General directorate "Customers" has the ownership of the initiative which is implemented in partnership with the above mentioned stakeholders whose human resources directors are on board the club "employee experience" settled to this purpose.

In order to define in advance references of "innate skills" needed to work at the airport, ADP is collaborating with two local associations, Orly International and Paris CDG Alliance (whose main purpose is to facilitate the recruitment at the airport of young people leaving in the airport surroundings) so that they can build training contents with training institutes as well as with the National Education Ministry, in line with the skills needed by ADP and stakeholders.

DESCRIPTION

The focus is to improve the staff working conditions which have a direct impact on the quality delivered to customers.

To this purpose, a deep analysis has been carried out, revealing the weak points (such as staff feeling insecure when arriving early in the morning and parking their cars) and implementing the necessary corrective actions: more light in the car parks, new opportunities to enjoy the lunch break, near to the job locations. These improvements have a real impact in the day-to-day experience.

A new project is being developed to enlarge career opportunities for airport staff, through a "job stock exchange" on the web, organized in partnership with stakeholders.

Mystery shoppers check regularly the staff attitude, nevertheless what really counts is to understand the reasons behind the staff behaviour.

Another main focus is to develop the proactivity of staff, going towards the passengers instead of waiting for them to come, in order to enable passengers to get the information as soon as possible. This is really a change of mindset for staff.

To that purpose, information counters have been suppressed and the information is now delivered to passengers by ADP's partners as well.

In the future, ADP, in cooperation with Orly International and Paris CDG Alliance will work at defining a set of reference skills needed to work at Paris airports.

Next step will be the creation of an Aéroports de Paris portal fed by stakeholders' job announcements in order to facilitate the recruitment of staff for all partners and enlarge the career opportunities for airport staff.

BENEFITS

Sharing a strong common culture with airport stakeholders facilitate the cooperation between staff, for the final benefit of passengers.

A powerful culture, spread among all airport staff, can be felt by the passenger and the airport image is reinforced.

Within the new focus on the "employee experience", staff see the improvement in their working conditions, feel happier at work and are more likely to deploy the right attitude, convinced of their mission and proud to be part of the airport family with a strong image and offering career opportunities to them.

PHOTOS/VIDEO



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We are Arlanda

Airport community & GLOW-Swedavia Customer service concept

AIRPORT
 The logo for Swedavia Airports features a green stylized snowflake icon to the left of the text "Swedavia Airports" in a dark blue, sans-serif font.
TITLE
We are Arlanda, Airport community & GLOW-Swedavia Customer service concept
AIRPORT CULTURE
Attitude/ Ambassadorship
PERIOD OF REFERENCE
<p>We started in November 2013 with a project to develop a Strategic direction for customer service at Swedavia Airports, which led to several activities that would be implemented. Among other things, to develop a customer service concept, and include our partners as they also are very important to get satisfied customers. Since 2014 we have our airport community called "We are Arlanda" which we have developed and improved year after year.</p> <p>After many turns, in 2017, we were finally ready with the fundament of our Customer Service Concept, GLOW. During 2018 we trained more than 500 employees in Swedavia. Development of the concept is constantly in progress to suit the business and our partners.</p>
GOALS
<ul style="list-style-type: none">• Increased employee involvement• Increased customer satisfaction• Increased commercial revenues <p>Purpose:</p> <ul style="list-style-type: none">• Create a sense of airport community, pride and understanding of the work of other airport actors.• Increased cooperation and commitment to everyone at the airport that meets our traveller.
TARGETED STAFF
We started with Swedavia staff who meet our customers face to face, by phone, email and social media. Now we also include our priority partners who meet our customers, for example facility services, security control, commercial partners.
PROJECT MANAGEMENT

Hostmanship development, at Swedavia Airports. There are two employees who work full-time with this project. Not only at Arlanda Airport but also at our other airports.

DESCRIPTION

We are Arlanda (Airport Community) – activities:

- **Management meeting** (once every year) – Target group: Top management involve and sanction plans for the whole year.
- **Airport Seminar** (two times per year) – Target group: Middle management, group leaders, collaborating operative companies and Swedavia. Networking, inspiration, information during three hours, about 80 participants every time.
- **Airport Award Operations** (once every year) – Target group: Operational partners employees and Swedavia employees meeting travellers at the airport. An annual event with 600 participants where we thank our employees and partners for a great collaboration with dinner and music/dance. We also highlight role models from all companies where we show films about them and their work and bring them up on stage to receive diplomas and medals and big applause.
- **We are Arlanda – Photo Wall / Wall of fame** pictures of employees, the role models from Airport Award Operations who are replaced every year in connection with an inaugural opening ceremony.
- **Workshops** – Target group: Operative partners och Swedavia employees Workshops where we talk about the importance of hosting and that everyone has an important part in the customer journey to build pride and joy about their work and feeling as ambassadors for Arlanda.

GLOW – Swedavia Customer Concept: (under continuous development)

- **GLOW-certificate**
 - Compulsory for all who meet our passengers
 - Formal eligibility
 - Training plan
 - Follow-up in our competence terminal
- **Workshop for employees**
 - 4h mixed groups in classroom
 - Theory, film, exercises and reflections
 - Focus on good examples and assign goals
 - The Glow-guide – your own plan of actions
 - The GLOW-heart, a blue heart pin that you are able to wear on your uniform after completed training
- **Introduction during basic education**
 - 1,5h workshop mixed groups in classroom

- Abbreviated version of 4h workshop in classroom
- **Toolbox for managers**
 - Toolbox for development
 - Based on feedback
- **Digital version GLOW**
 - Start-up, On boarding
 - For airport stakeholders

BENEFITS

We have seen an increase of customer satisfaction, ASQ, since we started this project. It's a win-win situation; if our staff is satisfied and feel proud of their work and the airport, they perform better, which leads to increased customer satisfaction and increased revenues for partners and Swedavia.

PHOTOS/VIDEO



<https://vimeo.com/showcase/6853565>

Password: wearearlanda

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**The Munich airport family at the service of passengers:
Service Quality Committee by Munich airport**

AIRPORT

TITLE
<p>The Munich airport family at the service of passengers: Service Quality Committee.</p>
AIRPORT CULTURE
<p>Developing among all staff the highest level of commitment (staff feeling as ambassadors). Creating and living the MUC spirit</p>
PERIOD OF REFERENCE
<p>Service Quality Committee are part of a sustainable initiative for the future. Over the past few years, we have been training our staff with customer contact at Munich Airport with appropriate courses. For this purpose, we offer specially tailored service-training courses on how to deal with passengers for the respective stakeholder groups (departments, subsidiaries, etc.). In addition, all new employees at Munich Airport (MUC and subsidiaries) attend a specially developed service training course in MUCs "onboarding program", which means that each new employee has basic training in service, immediately after starting their career at Munich Airport.</p> <p>Before the Service Quality Committee was founded, there were workshops on body language in the Airport Family at management level. As these workshops were very successful, various workshops in the Airport Family followed at operational level. The results of the respective discussions in the workshops gave rise to the idea of founding the Service Quality Committee, whose kick-off took place in November 2018.</p>
GOALS
<p>The goal is to create a common service culture at Munich Airport that unites all</p>

stakeholders. This service culture extends throughout the entire passenger travel chain. A shared airport family service culture unites all stakeholders. Our common understanding of service and the credo of our committee can be described in 4 main values: People orientation, Responsibility, Solidarity and Trust. We want to turn satisfied customers into loyal customers and turn loyal customers into "enthusiastic ambassadors" of the brand ("satisfied-loyal-advocate").

The central goal of the **Service Quality Committee (SQC)** is to maintain premium quality at Munich Airport in a campus-wide exchange (we learn from each other and learn with each other, we develop ideas and concepts, we use multipliers from the respective stakeholders and create corporate values i.e. service principles).

TARGETED STAFF

Participating in the Service Quality Committee : Munich Airport and its subsidiaries for check-in, ground handling, shopping, food & beverage, medical, security and Terminal 2. Companies for cleaning, Passengers with reduced mobility and security. Authorities and Lufthansa.

PROJECT MANAGEMENT

The Service Quality Committee was designed, planned and implemented by a collaboration between Flughafen München GmbH's quality management team and Lufthansa (Munich). This initiative mainly involves colleagues from the training and human resources departments of the respective members. The regular exchange takes place with staff from the working level.

DESCRIPTION

Munich Airport has successfully set up a Service Quality Committee (SQC) for the whole airport family. This committee includes Munich Airport and its subsidiaries as well as other stakeholders in the travel chain of our passengers (authorities, service providers, airlines, etc.). This is based on a focus on customer orientation. Customer orientation involves the regular, systematic recording and analysis of the requests, needs and expectations of customers and their realization (Customer Experience Management).

The Service Quality Committee was strengthened in January 2020 with a commitment by the top-management of all involved stakeholders. In addition to this top management meeting, the SQC will be held four times a year in group workshops (5 hours each) at working level. The contents of the workshops are strategically planned and differ from each other in the respective workshops.

BENEFITS

A unique service is not only associated with costs, but can also have a significant positive and sustainable influence on the success of the company. Because a high service quality results in: increased customer satisfaction, increased customer acquisition and increased customer loyalty. An excellent service can make a significant contribution to the sustainable success of a company.

PHOTOS/VIDEO


Service Quality Committee



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Case study: The daa Values

AIRPORT

TITLE
The daa Values Programme
AIRPORT CULTURE
Company values and their role in driving cultural change and multiplier benefits into employee and passenger experience. This is an important initiative to secure the commitment from all staff to live the values and to help them feel proud to be ambassadors of the values every day.
PERIOD OF REFERENCE
In 2014, a significant internal programme was commenced to review and revise the daa values. This programme ensured that the values were developed from the ground up; by employees from across all of the business units and at all levels of seniority. This created a set of values that genuinely reflect how we want to work with each other and what should underpin how we think about and treat passengers, customers and stakeholders. The Values Programme is still in place to ensure continued focus on living the values in how we work every day, reflective of the current context and associated demands placed on teams.
GOALS
<p>The daa values are the glue that binds diverse teams together and drives how we behave to deliver on our purpose, vision, goals and strategy. Values are a crucial part of a customer focused strategy and experience programme, guiding the right kinds of actions and helping to avoid negative behaviours.</p> <p>The core original objective of the values programme was to help drive cultural change across the business that was required to meet the challenges of being a fast-growing airport. In managing this growth, we needed to ensure that we behaved in a way that was aligned to our brand promise and that met the expectations of our passengers and customers. Values had to be at the heart of how we worked, supporting real collaboration and teamwork and ultimately, ensuring we achieved our strategy.</p>
TARGETED STAFF

The values are for all daa staff, across our businesses in Ireland and overseas. This includes Dublin and Cork Airports as well as our international businesses (ARI and daaI) which are spread across multiple locations including North America and the Middle East. Our values are visible across our common areas and are shared with third parties at appropriate engagements/interactions.

PROJECT MANAGEMENT

There is a Values Steering Group which comprises representatives from a mix of areas including HR, IT, Marketing, Communications and Strategy. This group works within their own teams and across the organisation, alongside a network of 100 Values Ambassadors (see below).

DESCRIPTION

A new set of values were developed for daa during 2014. Once the organisation had agreed the final values, a significant amount of work was undertaken to ensure the values were visible and accessible to all staff, creating awareness and building an understanding of the values and what they mean for collective behaviours. A range of initiatives were used to do this including;

- Design and production of supporting content, graphics and **promotional material**, including screen savers for all company equipment
- Inclusion of values as part of the **recruitment/selection process** for candidate staff who wish to join daa
- A values module was added to the **induction training** for all staff who have been recently recruited. At this time, new joiners are also asked if they would like to become a Values Ambassador
- The most far reaching initiative was the introduction of **Values Ambassadors**. These ambassadors are volunteers who are drawn from a wide range of business areas, both front of house and back office staff. Anyone can become an ambassador, irrespective of seniority or tenure. There are over 100 Values Ambassadors who promote the values and provide insight into the impact of values in their teams and business areas to the wider ambassador network and Steering Group. Ambassadors meet as a group three times per annum for a half day discussion of current business challenges, experiences and to share initiatives and achievements relating to the values in various teams.
- **Living the Values Awards Programme** – these awards were run in the early part of the roll out to promote awareness of and recognise staff who demonstrated the values in action. Nominated by other staff and voted on by the Values Ambassadors, winning colleagues were celebrated at quarterly events hosted by the Chief Executive and members of the Executive Team
- Evidence of living the values is now included as part of the daa staff **performance review** process
- Awareness and demonstration of values in the workplace assessed as part of the annual **Staff Survey**

BENEFITS

We believe that the Values Programme has contributed to a range of positive trends and achievements across daa:

- Improving staff engagement scores, driven by positive changes related to respect, leadership and communications
- Maintenance of strong passenger experience scores for staff courtesy and helpfulness
- Improving brand/reputation scores for daa and Dublin Airport
- Inspiring and underpinning further important staff engagement initiatives such as the daa Leadership Standard and specific staff related programmes such as Walk in my Shoes (where senior managers regularly work shifts with front line teams)

PHOTOS/VIDEO

Our daa Values



Respecting each other's value

We work as a team. All of us have a distinct and valuable role to play; we appreciate each other's diverse contributions and celebrate success together.



Brilliant at the essentials

Whatever our role, everyday we take pride in doing our job to the highest standards, creating an exceptional environment for our customers and for each other.



Passing the baton, not the buck

We seek solutions before presenting problems and we support each other when we stand up to take responsibility.



Always better

We are constantly seeking ways to improve, sharing information and ideas, and always feeling that we have the freedom to ask, 'how could this be better?'

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Airport Helpers at Rome airport, serving passengers beyond expectations by Aeroporti di Roma

AIRPORT

TITLE
<p>Airport Helpers at Rome airport: serving passengers beyond expectations.</p>
AIRPORT CULTURE
<p>The airport helper initiative, adopted from the original idea born at Lyonairports and present in other European airports, is an example of airportcommunity where staff feel as ambassadors. Airport Helpers are staff workingat the airport (Airport Managing Body + stakeholders) that volunteer to be part of the community in order to serve passengers beyond their expectations.</p> <p>Further to the Covid-19 emergency and the Biosafety Trust Certification delivered to FCO and CIA airports by the company Rina - member of the international certification network - ADR deployed a dedicated team of 40 people, adequately trained, whose mission is to verify on-site that sanitary measures are respected. In particular, they control physical distance at check- in, security, boarding, baggage delivery and the use of face mask by passengers and staff . Their task is also to facilitate and inform passengers in the Covid-19 test areas. They are easily identifiable in their blue jackets. The Biosafety team belongs to ADR staff and works in the Health & Safety department.</p>
PERIOD OF REFERENCE
<p>Aeroporti di Roma started to implement the Airport Helper community in 2013, at Rome Ciampino airport, considered as a “laboratory” to validate the concept. In a few months, the Airport Helper community reached 250 people belonging to ADR, ADR Security, ADR Assistance (for Passengers with Reduced Mobility assistance), Airport Cleaning and other stakeholders (Italian Civil Aviation Authority, local Police, bars, restaurants, retailers, handlers, airlines..).</p> <p>Further to the success encountered at Ciampino airport, the initiative was developed at Fiumicino airport in 2014. The Airport Helper community at Fiumicino airport gathers currently approximately 750 people representative of stakeholders (ADR and subsidiaries, Italian Civil Aviation Authority, retailers, bars and restaurants, handlers, airlines..).</p> <p>The Airport Helper community at both Rome airports amounts to nearly 1000 people.</p>
GOALS

The objective of the Airport Helper initiative is to commit all staff in serving better the passenger, engaging them to contribute to the passenger experience, through their personal touch and attitude, providing information, help, professionalism, kindness and showing empathy to the passenger in order to facilitate his journey, make him feel welcome and be ambassador of the airport's image and country's hospitality.

TARGETED STAFF

Potentially, all staff can be - on a voluntary basis - an Airport Helper, subject to authorisation from their company. Being an Airport Helper is not a second job but a philosophy, an attitude demonstrated towards the passenger while performing regular duties.

PROJECT MANAGEMENT

The idea was picked up from the original idea of Lyon airports who invented the Airport Helper concept, within the benchmarking activity in the Service Quality department that guides ADR approach in order to implement best practices aimed at enhancing the passenger experience. Implementation of the project, 100% in house, was carried out by the ADR's Service Quality department in cooperation with the Human Resources department, in particular for the Airport Helper training courses, with the support of a representative in each partner company, in order to involve their staff in the initiative.

DESCRIPTION

Airport Helpers are volunteers picked up from staff currently working at the airport. They decide, with the authorization of the company they belong to, to be an Airport Helper i.e. they fill in a form and participate to a training course performed by ADR in a classroom with other participants from different stakeholders companies. The following topics are addressed: basic knowledge on airport premises, processes, the steps of the passenger journey, the right attitude in the relationship with passengers, the common values that inspire Airport Helpers.

Airport Helpers are identified through a badge they wear, reporting "May I help you?". Furthermore, deployed in the airport terminal, totems with AirportHelper photos advertise that Airport Helpers are happy to help passengers.

Airport Helpers share their experience built on the field, provide feedback and ideas to the community through a dedicated portal.

One emblematic event for the Airport Helper community is the World Kindness Day that takes place every 13 November where Airport Helpers preside desks to offer flowers and pastries to passengers at arrival and departure to celebrate a key value, kindness, at the core of the Airport Helper mission. This is an important appointment with passengers and with all stakeholders, flowers spread all over the airport, flashmobs with staff or concerts in the terminal transform the slogan "let's kindness bloom" in moments of joy for passengers and staff.

BENEFITS

Having the Airport Helper community at Rome airports generates benefits for the passengers, for the staff and is very powerful to build a positive image of the airport.

Passengers feel welcome, their journey is facilitated as they can find easily the information they need and interact with staff demonstrating particular attention to their needs.

The Airport Helper initiative is a unique opportunity to gather staff from various companies, performing different jobs, sharing common values and united in their personal mission to help every single passenger. Staff gain the sense of belonging to the same family, they feel proud and cooperation is easier when people know each other.



PHOTOS/VIDEO



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Fostering a Welcoming and Relaxing Environment While Creating Memorable Experiences For Passengers by Toronto Pearson

AIRPORT
 
TITLE
<p>Welcome Team: Fostering a Welcoming and Relaxing Environment While Creating Memorable Experiences For Passengers.</p>
AIRPORT CULTURE
<p>Toronto Pearson recognized that enhancing the passenger experience was critical to achieving its mission to be the best airport in the world. A key aspect of the passenger experience is delivering superior service. In addition to other enhancements, this requires personnel at the airport dedicated to providing genuine and personalized service.</p>
PERIOD OF REFERENCE
<p>Toronto Pearson has Passenger Service Representatives (PSRs) who provide direct service to passengers. However, they alone were not able to provide personalized service to every passenger as they are stationed at information counters, and behind the scenes in the Integrated Operations Control Centre, answering information phones and responding to social media. As a result, in 2013, Toronto Pearson implemented the volunteer program to provide another means by which passengers would be able to receive information and helpful way-finding tips throughout the terminals. Volunteers are a friendly face for the traveling public as they move through the terminals. This added presence continues to contribute to creating a more relaxing and welcoming experience for passengers.</p> <p>In the fall of 2013, approximately 58 volunteers were recruited from our neighbouring airport communities. Over the following six years, the program grew through multiple onboardings to its current size, with over 300 Welcome Team volunteers. Since the inception of the program, the Welcome Team volunteers have assisted over 6.1 million passengers! Given the success of the program, additional recruitment drives are planned for the future.</p> <p>As an exciting addition to further provide a welcoming and relaxing environment for passengers, in February 2019 the Welcome Team Therapy Dog program was launched in partnership with St. John Ambulance (a local therapy dog organization). The therapy dogs and their volunteer handlers walk the terminals to bring delight and comfort to passengers and employees alike.</p>
GOALS

As previously stated, the primary purpose of the volunteer program is to enhance the passenger experience by providing another avenue by which people can obtain basic, helpful and immediate information, and be greeted in a warm, welcoming and empathetic manner.

When volunteers join the program, they agree to contribute four hours per week of their personal time for a one-year term. Most volunteers—well over 70%—stay on the team for more than one year—some for two, three, four and even five years. Many have been on the team since the program's inception, almost seven years ago, and have communicated that they never intend to cease volunteering.

Here is how the volunteers enhance the passenger experience:

- greeting passengers in the terminals;
- proactively providing directions to passengers, members of the public (e.g., friends and family of passengers), and airport staff who are visibly experiencing difficulties;
- helping passengers navigate their way through the terminals by personally accompanying them from one terminal to another, taking them to their airline counter, departure gate, ground transportation, car rentals or other airport amenities;
- providing suggestions on airport services (where to shop, dine and relax while at the airport or in the surrounding area); and
- escalating more complex questions/issues to appropriate airport employees and airline staff.

TARGETED STAFF

The Welcome Team volunteers come from the communities surrounding the airport. The volunteers are widely recognized as customer service-focused, and highly knowledgeable about the airport.

Airport stakeholders appreciate the way the volunteers interact with the passengers and recognize the value of having them nearby to help support their passengers. Often, the volunteers are requested to be positioned in specific areas of the airport by terminal operations managers, airlines and security to help provide directions to passengers in specific locations and during different time frames throughout the day.

We often receive requests from our Commercial Development and Passenger Experience teams for the Welcome Team to support various initiatives and marketing promotions at the airport. These include:

- holiday promotions (distributing special items to passengers, such as gift cards, games and colouring books for children during the busy

- Christmas and spring break travel periods to surprise and delight passengers); and
- welcoming and cheering major athletic delegations (e.g., Special Olympics, Invictus Games)

The volunteers range in age from 15 to 89 years old with a 50/50 gender split. This diverse group of volunteers come from over 50 different countries. Although English is spoken by all volunteers, many speak additional languages. A majority of the volunteers works full-time and the next-largest group is retired. In 2019, we launched a new volunteer initiative, called the Jr. Ambassador program, for high school students who require their 40 community hours to graduate. There are also many college students in the program who are required to complete 150 unpaid working hours as part of their field of study.

A very positive development that has resulted from the creation of the volunteer program is that it has given the opportunity for multiple volunteers to make the move to paid employment at the airport on account of the knowledge and experience that they gained as volunteers. There are several volunteers who enjoy helping passengers so much that they continue to volunteer on the Welcome Team while employed full or part-time at the airport.

PROJECT MANAGEMENT

The volunteer program falls under the Customer and Terminal Services department. It is directly led by the Manager, Volunteer Program and two Volunteer Program Coordinators. The manager reports directly to the Director, Terminal Operations, who in turn reports to the Vice President, CTS.

As mentioned above, the volunteer program works in close collaboration with other airport stakeholders, divisions, departments and teams to give passengers the best experience possible as they travel through the airport.

DESCRIPTION

The volunteers are recruited from all across the Greater Toronto Area.

Promotion of the program: Potential volunteers hear about the Welcome Team volunteer program through a variety of sources: the airport website, social media platforms, professional organizations and associations or word of mouth.

Onboarding: Potential volunteers attend scheduled program information sessions and are interviewed to determine their customer service skills.

Training: Volunteers who are selected for the program receive robust in-class, online and in terminal training on:

- customer service;
- general airport knowledge, including terminal tours;
- airport policies and procedures;
- security compliance; and
- government-legislated courses.

Incentives: To show appreciation to the volunteers, we provide them with many incentives, including:

- a formal annual appreciation gala event;
- recognition of volunteer hour milestones (100, 250, 500, 1000, 2000 volunteer hours) through management-signed certificates, lapel pins, gift cards and award plaques;
- social events (summer family picnics, bowling nights);
- behind-the-scenes airport tours (baggage, aircraft);
- ongoing subject matter expert training sessions;
- free parking while on shift;
- a volunteer uniform (vest and jacket); and
- two weeks of free vacation parking at the airport.

BENEFITS

It is well known at Toronto Pearson airport that every week, the volunteer team receives, on average, a minimum of one passenger compliment for the exceptional customer service provided to them. The compliments provide documented evidence of the success of the volunteer program in enhancing the passenger experience.

Here are some compliments that highlight the memorable experiences provided for the passengers:

"I felt like such a proud Canadian to have been treated with such hospitality. Thank you!"

"I can honestly say I would not have had as enjoyable an experience without the Welcome Team. What a great service! Thank you!"

"I am expressing my gratitude to your volunteers for their patience, professionalism, and level of customer service. Thank you, Wonderful Welcome Team!"

Our therapy dog teams are also very much appreciated by the passengers:

"I had the pleasure of meeting a therapy dog and his owners at Toronto Pearson airport. I watched them work a line of people and saw not just children, but also adults get a smile on their face while they obviously were stressed waiting for customer service. An excellent program and excellent volunteers."

Airport staff, who often cannot leave their posts, have realized the benefits of having a volunteer program as they often request that a volunteer direct or accompany a passenger to where they need to go.

It remains to be said that the Welcome Team therapy dogs bring joy to passengers and airport staff alike. The presence of the therapy dogs has been requested at numerous airport events, including media events, new employee orientations and community initiatives.

PHOTOS/VIDEO

<https://youtu.be/j5UzEv287wk>

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AIRPORTS COUNCIL INTERNATIONAL

ACI EUROPE is the European region of Airports Council International (ACI), the only worldwide professional association of airport operators. ACI EUROPE represents over 500 airports in 55 countries. Our members facilitate over 90% of commercial air traffic in Europe. In response to the Climate Emergency, in June 2019 our members committed to achieving Net Zero carbon emissions for operations under their control by 2050, without offsetting.

EVERY FLIGHT BEGINS AT THE AIRPORT.

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