Airport Customer Service & Strategy
(a dialogue)

AirTap Fall Forum
2011
Today’s Objectives

- Explore the airport “customer service component”.
- What is it?
- Does it matter?
- Stuff to do about it
Critical Success Factor

- Strategic Leadership
  - Leaders’ abilities to provide a clear source of direction, delegation, decision-making and long-term planning.
Critical Success Factors

- Strategic Planning
  - The process by which the company determines specific action steps to achieve future goals.
Critical Success Factors

- Clarity of Purpose and Direction
  - A shared understanding of the company's identity and uniqueness, along with a detailed picture of the company in the future.
Critical Success Factor

- Internal Infrastructure
  - The company's ability to support the business strategies through its internal operations, systems and organizational structures.
Critical Success Factor

* Market Intelligence
  - The company's ability to perceive and adapt to changes in the marketplace, including future industry trends, competitive environment, and *customer feedback*. 
Dialogue & Discussion

- Discussion
  - Winners and losers
  - Ideas cut off
  - Preconceived thoughts prevail
  - Agendas rule
Dialogue & Discussion

- Dialogue
  - Assumptions are suspended
  - All ideas receive respectful attention
  - Colleagueship prevails
THE 7-S MODEL

- Shared Vision
- Strategy
- Skills
- Staff
- Systems
- Structure
- Style

McKinsey and Co.
Shared Vision

Vision

Mission

Values
What’s the Difference?

★ **Mission**
  - states the basic purpose of the business
    » *What we do*
    » *How we do it*
    » *Who benefits*
  - defines relationship to other organizations
  - drives strategy
What’s the Difference?

- **Values**
  - articulates company's guiding decision making business principles
  - defines the character of relations with other entities
  - drives strategy
Employee Satisfaction Drives Profitability

Internal Service $\rightarrow$ EMPSAT $\rightarrow$ External Service

Customer Satisfaction $\rightarrow$ Customer Loyalty $\rightarrow$ Revenue $\rightarrow$ Profit $\rightarrow$ Revenue $\rightarrow$ Profit
Strategic Triangle

CLIENTS

DIFFERENTIATORS

Us  Value  Them  Value
4 Balanced Scorecard Perspectives

- Financial
- Internal-Business-Process
- Customer
- Learning and Growth
Financial Perspective

- Summarizing measurable economic consequences of actions already taken
  - Operating Income
  - Return on capital employed
  - Sales growth
  - Profitability
  - Revenue per employee
  - Other
Customer Perspective

- Measuring the company’s performance in targeted market segments
  - Customer Satisfaction
  - Customer Retention
  - Customer Acquisition
  - Customer Profitability
  - Market Share
  - Other
Identify the critical internal processes in which the company must excel to:

- Deliver value which attracts customers in targeted market segments
- Satisfy shareholder expectations of excellent financial return
- Other
Continuous improvement of capabilities for delivering value to customers

- Reskilling ourselves
- Enhancing information technology & systems
- Aligning organizational procedures & routines
- Other
Customer Satisfaction drives Profit

Profitability

Zone of Indifference

Terrorists

Apostles

Satisfaction