



The World Leader in
Airport Service Benchmarking

MESSAGE FROM THE DIRECTOR GENERAL

Knowing that they are in a competitive business, today's airport executive strives for consistently high levels of customer service as a business strategy. Leaving the delivery of quality customer service to chance is akin to leaving money on the table. This is why top performing airports have mastered the basics of customer service.

ACI's ASQ programme translates passengers' real-time survey results into data that pinpoints your passengers' needs and expectations and tells you what is working and what is not. Airport executives use ASQ data to prioritize investment in facilities and services.

ASQ is not a popularity contest. ASQ is about giving you the tools to make the right business decisions.



Angela Gittens
Director General
ACI World



AN INTRODUCTION TO AIRPORT SERVICE QUALITY

ASQ (Airport Service Quality) is a comprehensive ACI initiative to help airports in their continued efforts to improve the quality of service experienced by their passengers. It is the world's leading airport customer satisfaction benchmarking programme.

Service Quality is a key factor in achieving business success. With the transformation of airports from near infrastructure providers into sophisticated business orientated service providers, having a tool to measure service quality is an essential part of the airport business.

World-wide, customers and regulators are paying increasing attention to the quality of services provided at airports. This ranges from the time standing in a queue all the way to the availability of wifi services. Excellent customer service is one of the greatest assets for an airport operating in today's competitive environment. It is a fact that a pleasant airport experience encourages spending, and with a large portion of revenues stemming from non-aeronautical sources, improving customer satisfaction levels makes business sense.

Five core ASQ programmes provide practical management information and advice specifically for the airport industry. The ASQ programmes identify and disseminate best practices from top-performing airports around the world. By joining one or more of the ASQ programmes, your airport gains access to a wealth of information and to a worldwide airport forum that discusses current issues and solutions.

- ➔ ASQ SURVEY
- ➔ ASQ PERFORMANCE
- ➔ ASQ ASSURED
- ➔ ASQ RETAIL
- ➔ ASQ MANAGEMENT



ASQ SURVEY



ASQ Survey is the main programme of the five core programmes, and is designed for airports that require up-to-date feedback on their service performance to inform operational and strategic decision making. The majority of the world's top 100 airports participate in the ASQ Survey.

The programme offers quarterly results in the form of insight and comparisons with the service performance of other airports from around the world. It is tailored for airports of all sizes. The wide range of ASQ participants allows each airport to select an appropriate benchmark.

Every month at participating airports, passengers are interviewed about their day's experience using identical questionnaires and methodology. ASQ Survey provides management summaries and interactive data mining and analysis tools, as well as individually tailored reports, panels and raw data within weeks of the end of each calendar quarter. Participating airports also have access to the results of other participating airports.

The ASQ survey must be carried out in strict accordance with the airport's statistically sound sample plan, developed by ACI, which guarantees an accurate representation of the flights, destinations and passenger groups served by the airport. ACI regularly audits participating airports to ensure compliance and to validate the results.

Optimize investments and initiatives

ASQ identifies the areas where investments will most improve levels of customer satisfaction. Understanding what is most important to airport passengers, helps identify where to invest and focus financial and human resources.

Monitor performance of your suppliers

By enabling comparisons with other airports, ASQ Survey lets airports situate their service level ratings alongside those of other airports, either on a regional or global level. ASQ Survey therefore enables airports to precisely set and monitor targets included in Service Level Agreements.

Share best practice with other airports

Airports participating in the programme share all customer satisfaction information with the ASQ community of airports, which drives the use of best practices and promotes discussions aimed at helping airports improve their customer service levels. Regional ASQ Airport Forums are organized every year.

Assess the performance of your management

Service targets can be set for managers, and goals and incentives can be established to motivate managers and their respective teams. In addition, ASQ information is often used in discussions between governments, regulators and airport management companies to provide a reliable measure of airport service performance.

Marketing your airport

ASQ is a unique offering that helps you to inform airlines, passengers, the public and authorities of your achievements in customer service. In addition, ASQ publishes a yearly rating of top performing airports and rewards top performers with industry awards and a press campaign that highlights their achievements.

ASQ REGIONAL

ASQ Regional is specifically designed to provide benchmarking for airports with fewer than 2 million passengers. It allows smaller airports to take advantage of the benefits of ASQ without having to invest in the full ASQ programme.

It surveys passengers twice a year for each season schedule and is fully compatible with the main ASQ programme. It also offers a powerful array of ASQ management tools and customer insight that includes benchmarking indices that are based on the entire ASQ airport list. Airports can upgrade from ASQ Regional to the ASQ main programme at any time.

The Regional programme is particularly attractive for airport management companies that require a tool to measure and monitor the customer service performance of their regional airports. Smaller airports which need the full depth of information provided by the main programme can then be compared against airports of similar size.



ASQ PERFORMANCE



ASQ Performance measures the actual levels of service delivered at an airport and provides comparison with other airports. It allows airport management to accurately pinpoint underperformance, bottlenecks and over-performance.

ASQ Performance focuses on 16 key performance indicators (KPIs), which define the passenger experience, including:

- Waiting time at check-in.
- Waiting time at security.
- Number of baggage carts available.
- Waiting time at immigration.

Service levels are measured through a series of observations that are precisely scheduled to provide an accurate reflection of issues occurring at peak hours. Fieldwork costs are kept to a minimum through the use of PDAs (Personal Digital Assistant) that employ specifically designed software.

Conceived as a tool for airport management, ASQ Performance offers monthly feedback and a range of deliverables, from management summaries to full databases that are capable of displaying each recorded observation.

Turnkey solution for measuring service delivery

ASQ Performance provides unique measurement software and a clear and consistent methodology that facilitates programme implementation.

Significantly lower research costs and consistent, comparable management data

When combined, ASQ Survey and ASQ Performance enable airports to benefit from economies of scale and a unified approach to business analysis and informed decision making. Consequently, many airports are able to rid themselves of a number of small internal surveys. This not only reduces costs, it also provides access to reliable and unbiased management data.



ASQ ASSURED



ASQ Assured is a quality management certification that is specifically designed and operated for airports. Certified airports benefit from industry recognition as well as an independent audit and report. Certification is testament to the effective use of service quality management processes at airports, recognition of airports' commitment to service quality and affirmation that systems and processes are in place to continually improve the service provided to passengers.

ASQ Assured is an invaluable tool to help airport CEOs:

- Chart a course of airport service improvement.
- Benchmark their existing service quality management processes against airport industry best practices.
- Strengthen their customer focused management culture.
- Measure year-on-year progress.
- Demonstrate their commitment and attainment of industry best practices to stakeholders and regulators.

ASQ Assured defines best practices

ASQ Assured defines industry best practices and describes the ways in which this is exhibited in today's airport industry. New processes and technologies are emerging constantly in response to passenger and regulatory requirements, and ASQ Assured enables airports to stay on course to service excellence.

ASQ Assured provides an industry benchmark

ASQ Assured enables airport managers to benchmark their service quality management system and processes against airport industry best practices. The gap analysis helps to identify opportunities to strengthen the organization's customer focus and management culture. The airport retains complete discretion as to which opportunities to pursue, and when and how they are actually implemented.

ASQ Assured facilitates year-on-year improvement

ASQ Assured provides an annual assessment of the airport's progress in implementing planned service quality improvements across all aspects of service and management processes.

ASQ Assured provides an independent industry 'seal of approval'

The ASQ Assured logo is viewed as an industry 'seal of approval' by regulators and the travelling public.

ASQ Assured is a user-friendly, performance-focused certification process

ASQ Assured is designed to be airport-user friendly. It does not burden an airport with prescriptive requirements that necessitate large changes to internal processes. Rather, it looks at the performance of the existing management approach and how well it benchmarks against best practices.



ASQ RETAIL



BENCHMARKING COMMERCIAL SERVICES

ASQ Retail measures passenger satisfaction with an airport's commercial services as well as its performance on key sales ratios. It places those measures into context through comparison with other airports. It helps managers improve commercial performance through a better understanding of their airport's retail and food and beverage offerings. It also highlights their strengths and weaknesses and provides deeper knowledge of shopper profiles.

ASQ Retail is designed to provide a bias-free, statistically accurate reflection of service levels, as experienced by the passenger. It was developed at the request of a number of airports who wished to complement the information obtained from the ASQ Survey with a dedicated benchmark of airport commercial services. The content of the survey is based on discussions held with over 30 airports around the world in order to identify current best practice as well their needs for commercial research.

ASQ Retail is a sister programme of the ASQ Survey, the world's leading airport customer satisfaction benchmark programme. It is designed to complement your airport's existing commercial research by providing a bi-annual comparison with global best practices. ASQ Retail's combination of statistically accurate data and global best practices will help identify areas for improvement and increase sales while providing an enhanced shopping experience for your passengers.

ASQ Retail focuses on the three most important service categories:

- Food and Beverage (F&B)
- Retail (non duty free)
- Retail (duty free)

ASQ Retail aims to help airports improve performance in these areas by providing a global benchmark of the following:

Retail/F&B offering satisfaction rating: comparison of 30 KPIs for the three key activities (F&B, non duty free, and duty free).

Sales performance: understanding how many passengers spend at your airport's outlets, including an analysis of planned versus impulse purchases and the total amount spent.

Consumer profile and behaviour: who are your typical airport shoppers, how many shops did they visit and how much time did they spend in your commercial outlets.



ASQ MANAGEMENT



Advisory Services

ASQ Management provides support, advice and advisory services to airports that are seeking to improve their quality of service. Advisory projects range from supporting airports that would like to achieve ASQ Assured Certification, to providing assistance in changing airport culture and implementing best practices throughout the airport.

Training Services

ASQ Management can also provide training for staff involved in using ASQ Survey and ASQ Performance. Training Services range from understanding and analysing market research to presentation skills and assistance in embedding ASQ into day-day business processes at the airport.

Best Practices

One of the core roles of the ASQ Management service is to assist airports in the implementation of best practices that are identified through ASQ Survey and ASQ Performance. By analysing and collating the results of hundreds of airports' customer satisfaction surveys and through regular meetings and discussions with the airports, the ASQ initiative is building a best practice model of service quality in airports.

Airports that would like to improve the quality of their customer service can now access knowledge on best practices that were reflected in ASQ Survey and ASQ Performance.



RECOGNIZING THE WORLD'S BEST AIRPORTS

The annual Airport Service Quality (ASQ) Awards recognize and reward the best airports in the world according to ACI's ASQ passenger satisfaction survey. The ASQ Awards are the industry's highest honours for airport operators and are an opportunity to celebrate the commitment of airports worldwide to continuously improving the passenger experience.

To be eligible for the annual ASQ awards, an airport must have participated in the ASQ Survey every month of the year. The categories for the prestigious ASQ Awards are:

- Best Airport by Region (Africa, Asia-Pacific, Europe, Latin America-Caribbean, Middle East, North America)
- Best Airport By Size (2-5 million pax, 5-15 million pax, 15-25 million pax, 25-40 million pax, over 40 million pax)
- Best Regional Airport
- Best Improvement

The ACI Director General's Roll of Excellence

Launched in November 2011, the ACI Director General's Roll of Excellence recognizes airports that have ranked among the top five in Airport Service Quality (ASQ) for five consecutive years.

This prestigious accolade has been awarded to 14 airports.

Inductees with Distinction (2)*: Seoul Incheon Airport and Hong Kong Airport

Regular Inductees listed by region (12):

AFRICA

Durban (DUR)
Johannesburg (JNB)

ASIA PACIFIC

Nagoya (NGO)
Singapore (SIN)

EUROPE

Porto (OPO)
Zurich (ZRH)

MIDDLE EAST

Abu Dhabi (AUH)
Doha (DOH)

NORTH AMERICA

Austin (AUS)
Dallas Fort Worth (DFW)
Halifax (YHZ)
Ottawa (YOW)

*Inductees with distinction have ranked among the top five in the same ASQ category for five consecutive years.

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