



Business to Business Survey Results

LAX *ceptional
perience*

 **UNISON
CONSULTING**

Executive Summary

- LAWA conducted a survey to identify enhancement opportunities so business partners can operate more effectively
- Almost 800 responses from various partners were collected
- 9 areas were explored (see slide 5)
- 68% of business partners say LAWA is doing a fine job
 - However, there is room for improvement in all areas
- Areas to be addressed ASAP:
 - Communication is critical
 - Parking shortage and access to terminals
 - Customer service – courtesy and helpfulness towards partners

Project Overview

- LAWA is transforming how they do business to fulfill their strategic vision of Gold Standard Airports...delivered!
 - Giving LAX guests a gold-standard travel experience is the responsibility of the businesses that make up the LAX airport community
- To ensure business partners have the necessary tools and support to do their jobs effectively and provide exemplary service in the spirit of the LAX Guest Experience initiative, LAWA initiated a business-to-business survey with the assistance of Unison Consulting
 - The survey is part of LAWA's effort to review business practices, policies, and procedures to achieve greater efficiency and effectiveness

Survey Process

- Unison collaborated with the Guest Experience team to successfully accomplish the objectives of the survey
 - Unison worked closely with the Guest Experience team as well as several of the division leaders to ensure the final questionnaire addresses the most pertinent areas of concern
- More than 3,300 email addresses of various business partners were reviewed, sorted, and verified to compile the most accurate survey distribution list

Survey Sample

Category of Business	Total Invites	Bounced	Opted Out	Responses	Response %
List 1 (TIAP)	555	57	11	71	15%
List 2 (LAX Certified Service Providers)	67	4	0	13	21%
List 3 (Ground Transportation)	2,374	29	40	575	25%
List 4 (Procurement)	164	4	3	47	30%
List 5 (Airlines & Service Providers)	86	0	0	26	30%
List 6 (LAX Partner Council)	37	0	1	15	42%
List 7 (Concessionaires)	83	4	1	25	32%
List 8 (Additional Emails)	8	0	0	5	63%
Totals	3,374	98	56	777	24%

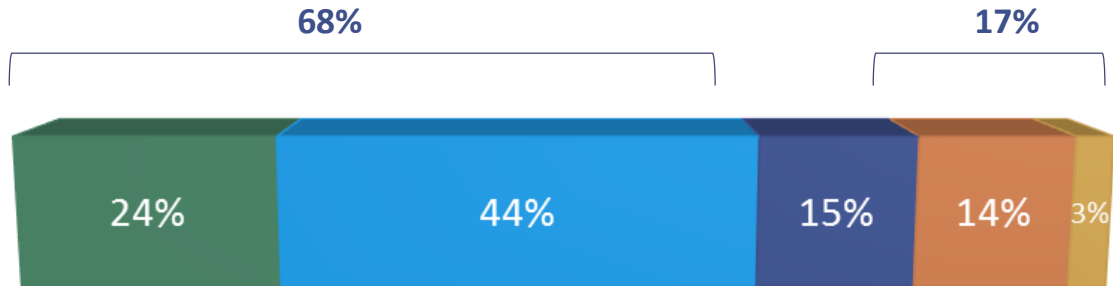
*Note: Response % excludes bounced and opted out emails

9 Areas Explored

- 1 General Communication
- 2 Parking
- 3 Procurement/Contract Administration
- 4 Security Badge Office
- 5 Airport Operations
- 6 Commercial Development / Concessions
- 7 Planning and Development (PDG) / Tenant Projects
- 8 Landside Management and Permit Services
- 9 Guest Experience Initiative

Overall Opinion of LAWA

“How satisfied are you with doing business with us?”



- **LAWA Rocks - Very satisfied**
- **I'm good - Satisfied**
- **I get by - Neither satisfied nor dissatisfied**
- **Hoping for improvement - Dissatisfied**
- **Yikes, it's brutal - Very dissatisfied**

Hot Topic: Communication



- Communication must be consistent and timely
 - Update e-mail distribution list now and on a regular basis
 - Establish LAWA-wide process on how information is distributed, internally within LAWA and to businesses
 - Information via e-mail is most preferred method for communicating

Hot Topic: Parking



- Parking shortage impedes ability for business partners to operate effectively
- Short-term solutions should be contemplated
 - Establish policy on when parking garages should be closed as “full”
 - Consider relocating parking for construction workers to off-site location
 - Establish policy regarding who should park on-site versus off-site
 - Designate short-term (i.e. 30-/60-minute) reserved spaces for ground transportation providers
 - Re-evaluate shuttle bus schedule to terminal to help ensure reliable service

Hot Topic: Customer Service Skills



Courtesy and helpfulness are contagious traits

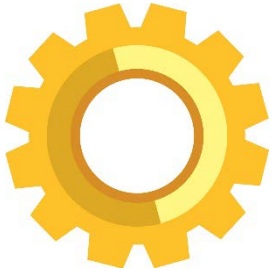
- Treat partners like LAX guests
 - Establish process for complaints to be handled efficiently
 - Develop standards of service regarding service to partners
 - If not already established, create process to re-train/re-educate LAWA employees on providing LAX expectational experience to partners

Hot Topic: Team Building



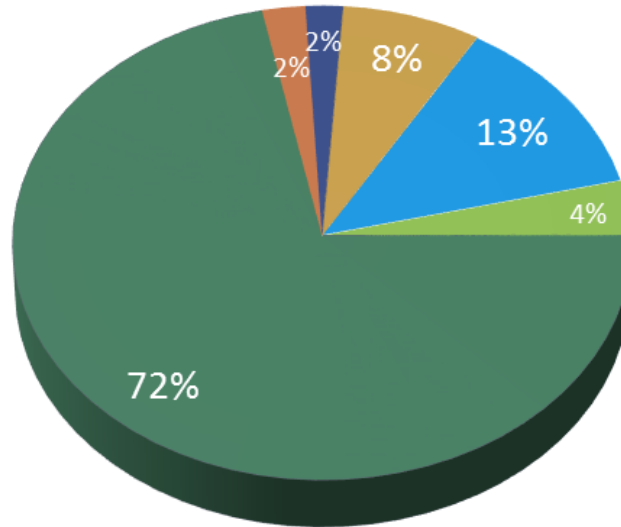
- A team includes team players
- Businesses want to feel valued
 - Easy fix: host business appreciation days
 - Host regular open house/town-hall style meetings
 - Establish guidelines/standards
 - Develop standards of service for business-to-business relationship

Hot Topic: Review Business Processes



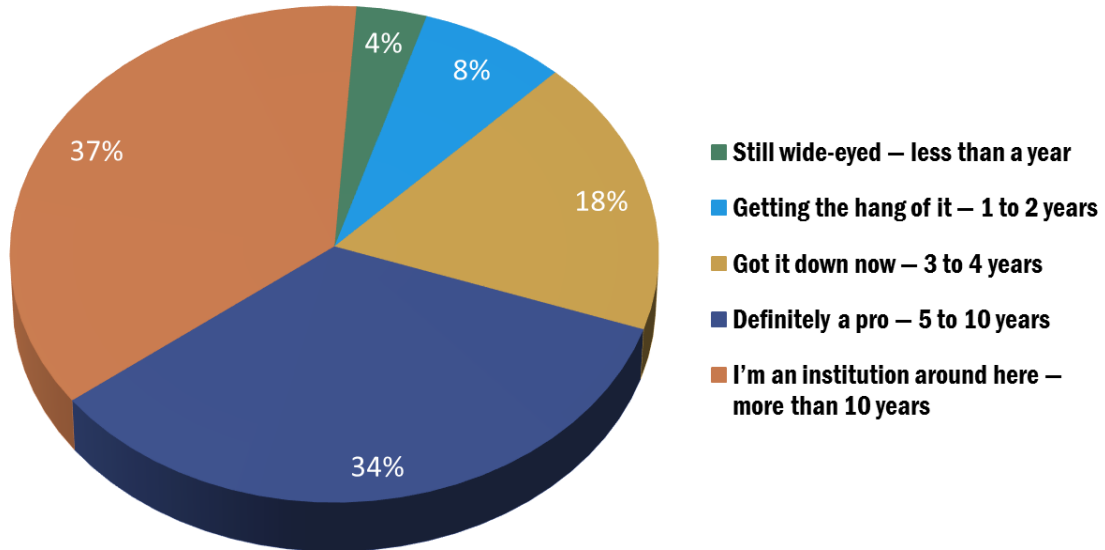
- Simplification of various processes will create additional time and energy for customer experience enhancement
- Streamline process steps and simplify documents
 - Eliminate unnecessary or redundant steps in approval processes
 - Simplify language and length of documents
 - Review or retraining on procedures to ensure consistency
 - Discourage siloed business practices between departments

I do business with LAWA as a...

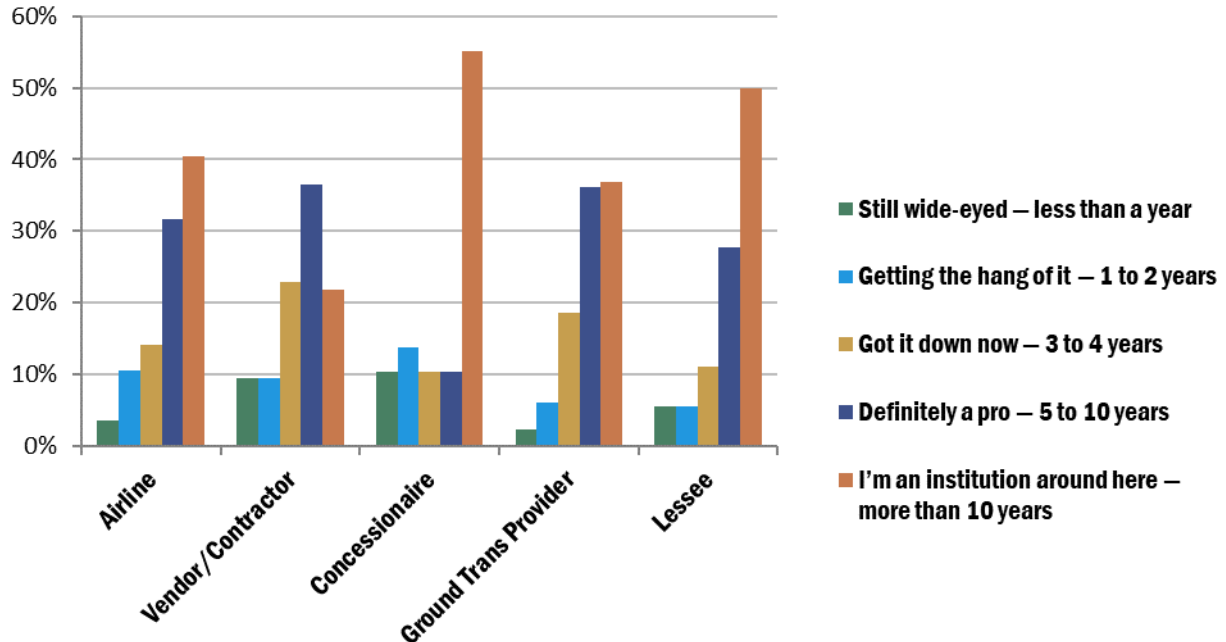


- Airline**
- Concessionaire**
- Lessee**
- Vendor/Contractor**
- Ground Transportation Provider**
- Other (please specify)**

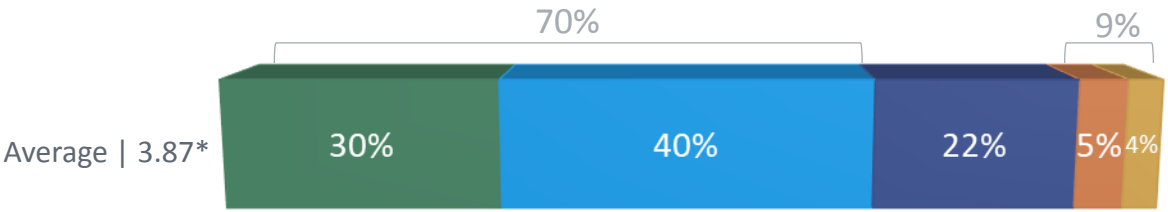
Have you been doing business with us for long?



Have you been doing business with us for long?



Tell us how well we're communicating with you:

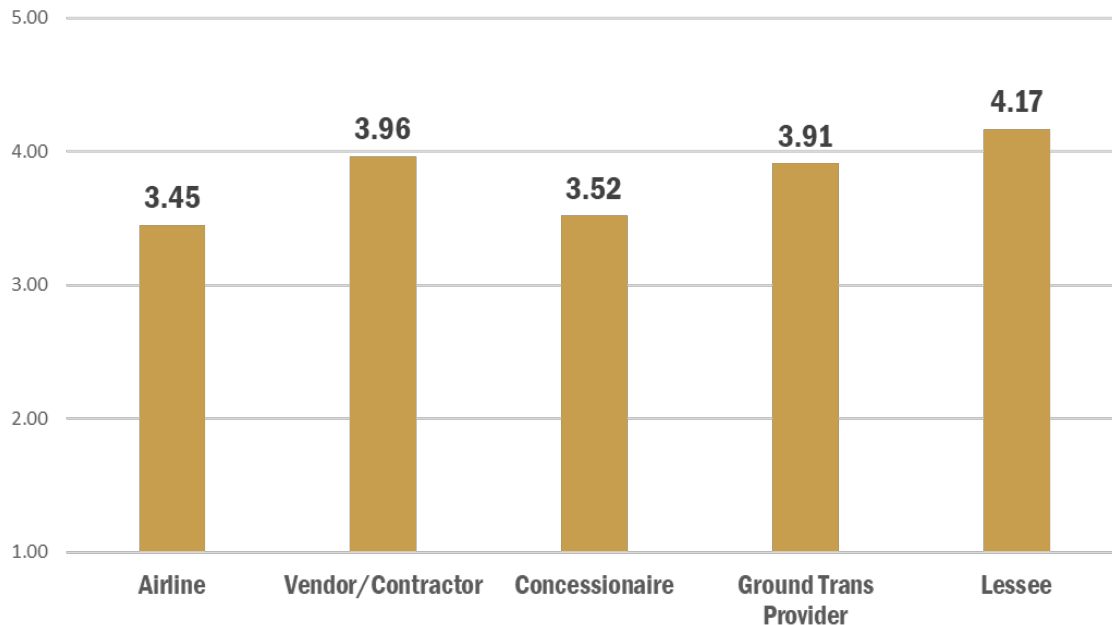


- **Great – I don't think you could do much better**
- **Good enough, I think**
- **Just okay – you could be more proactive, but better late than never**
- **Awful...who...what? Have you been communicating with me?**
- **I'd put it another way**

*Converted to 5 point scale: Very satisfied (5) to very dissatisfied (1)

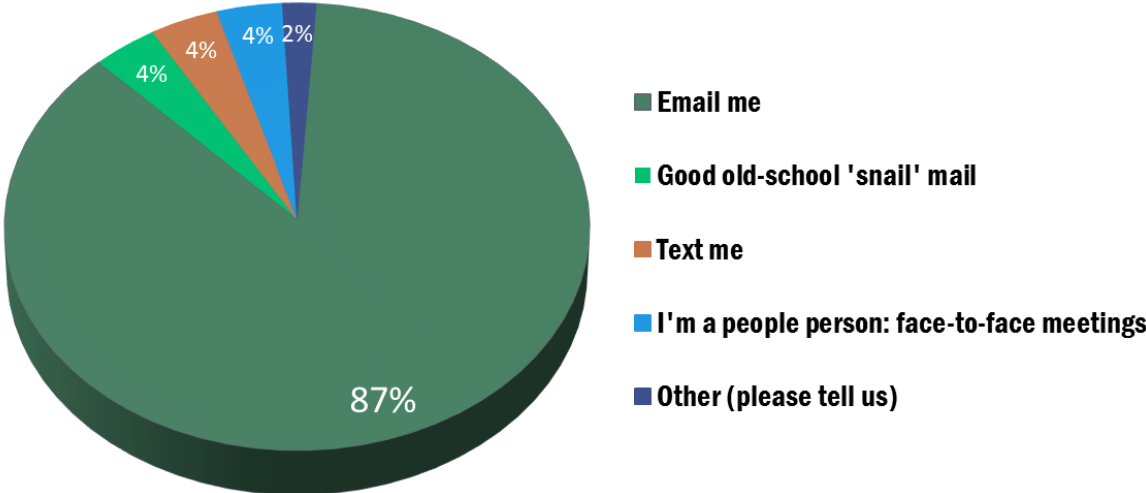
Tell us how well we're communicating with you

Average satisfaction rating*

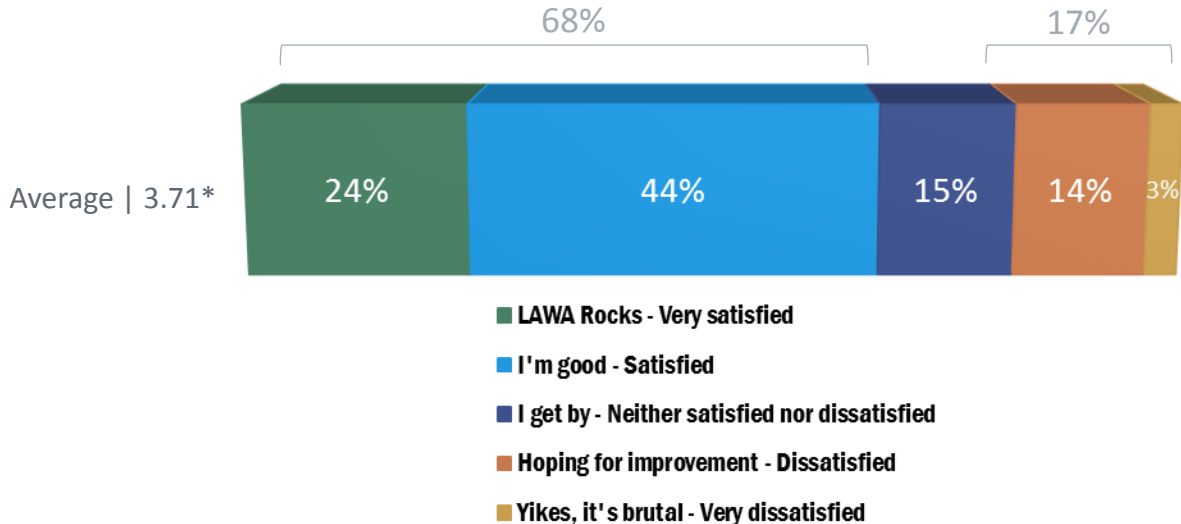


*Converted to 5 point scale: Very satisfied (5) to very dissatisfied (1)

How do you like to hear from us?



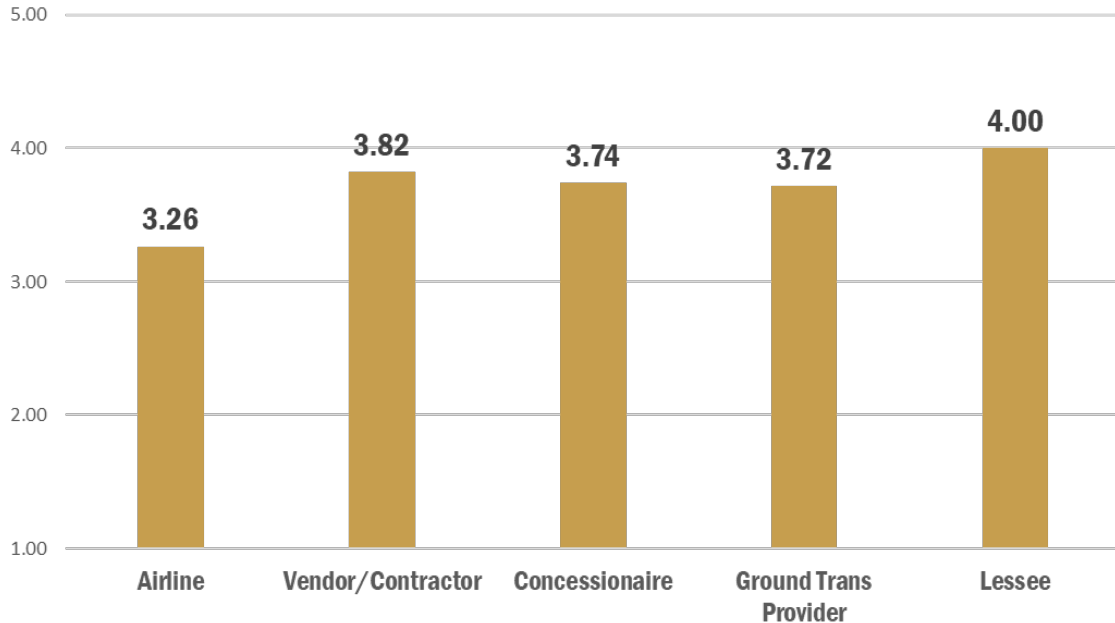
How satisfied are you with doing business with us?



*Converted to 5 point scale: Very satisfied (5) to very dissatisfied (1)

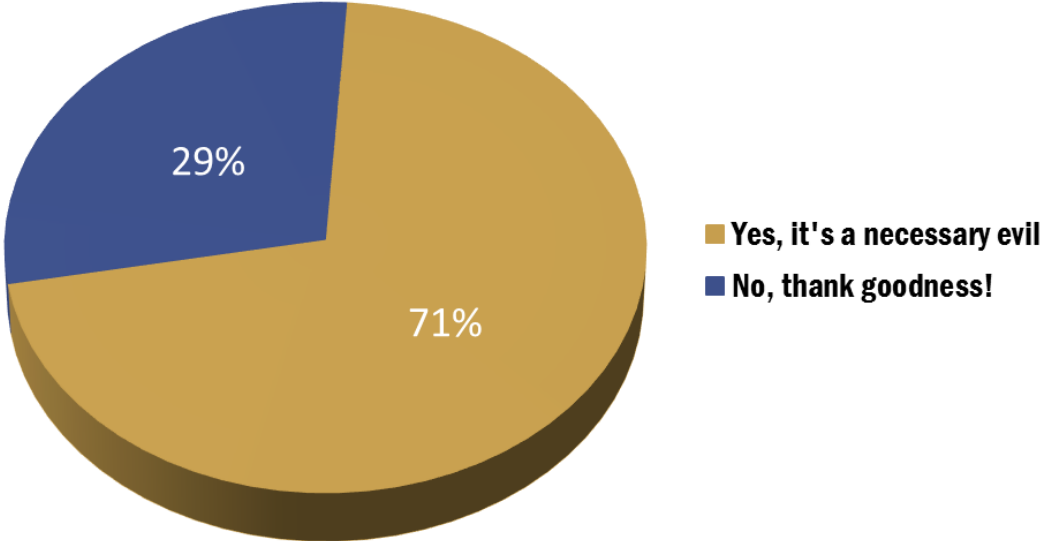
How satisfied are you with doing business with us?

Average satisfaction rating*



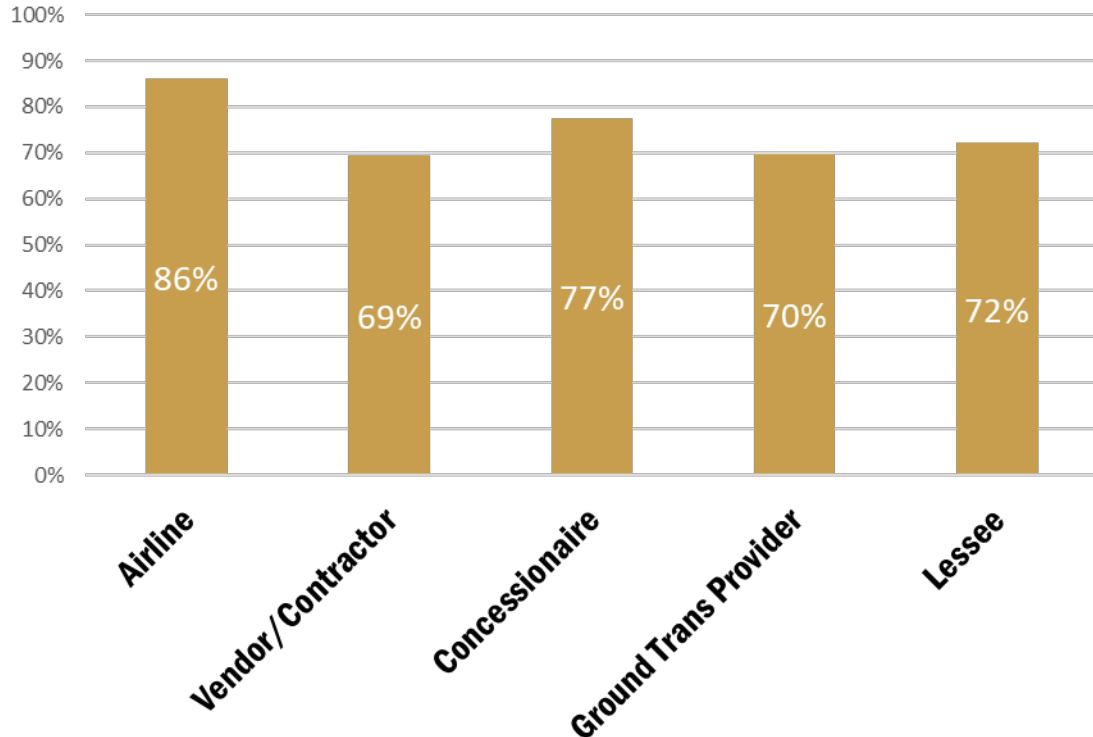
*Converted to 5 point scale: Very satisfied (5) to very dissatisfied (1)

Do you or your staff park when working at LAX?

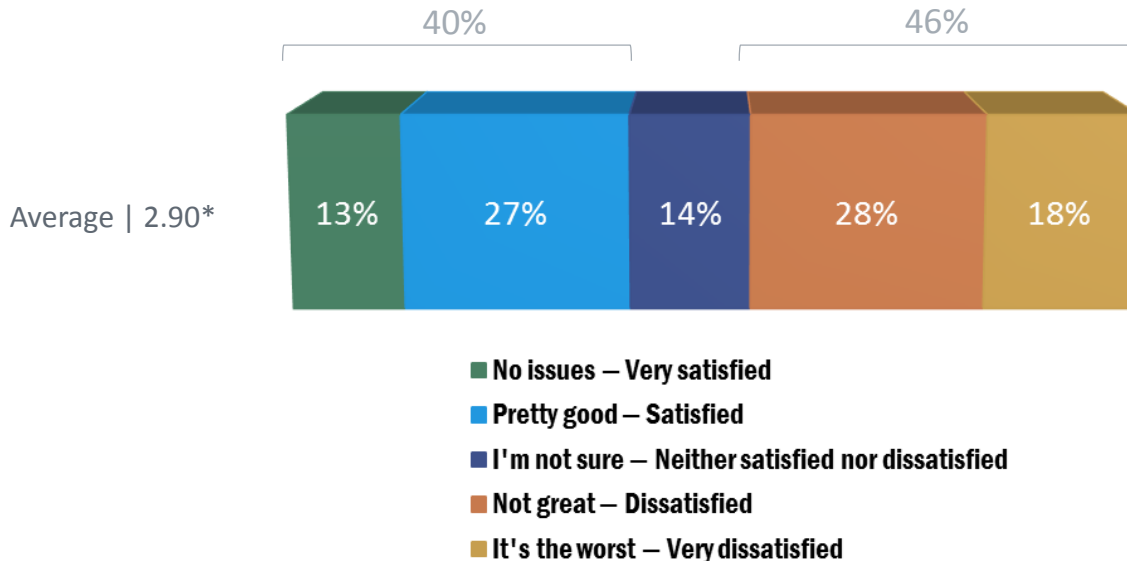


Yes = 551 respondents

% who park



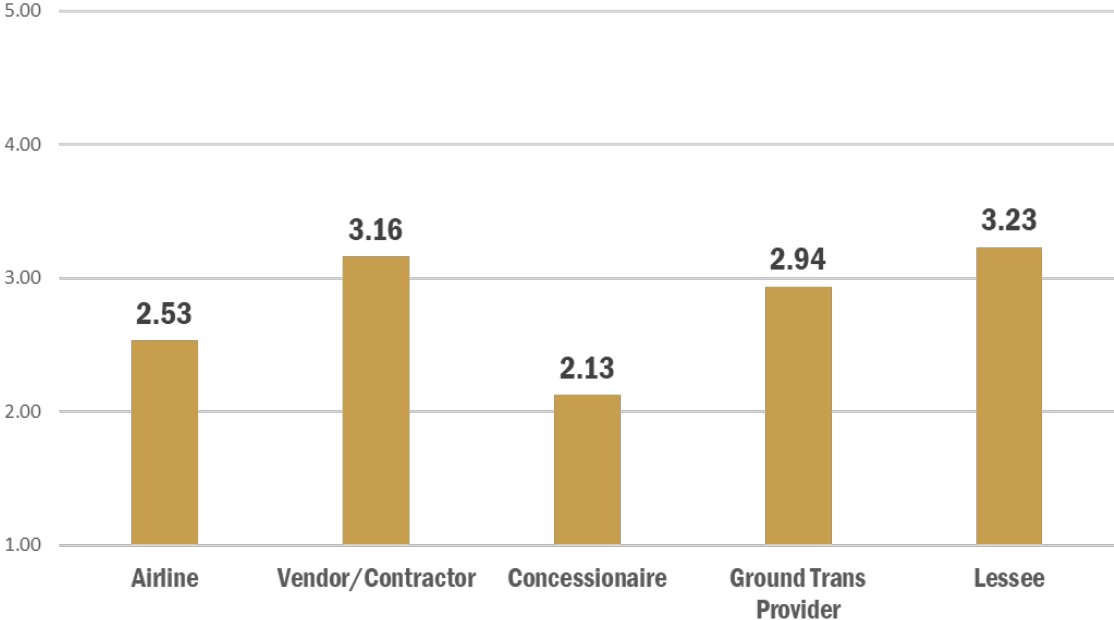
Based on your experience or feedback from staff, what is your level of satisfaction with parking?



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

What is your level of satisfaction with parking?

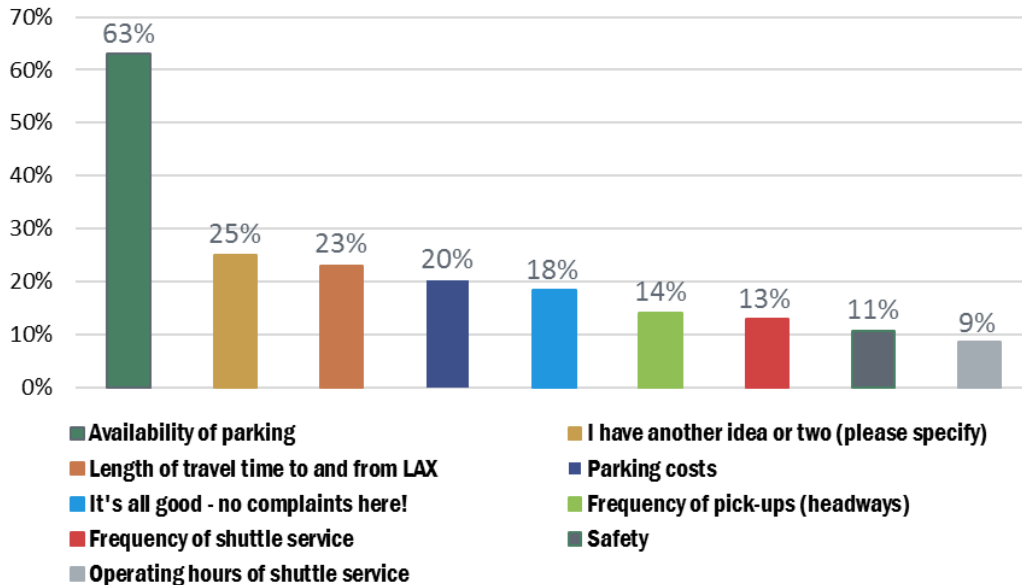
Average satisfaction rating*



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

How can we make parking better?

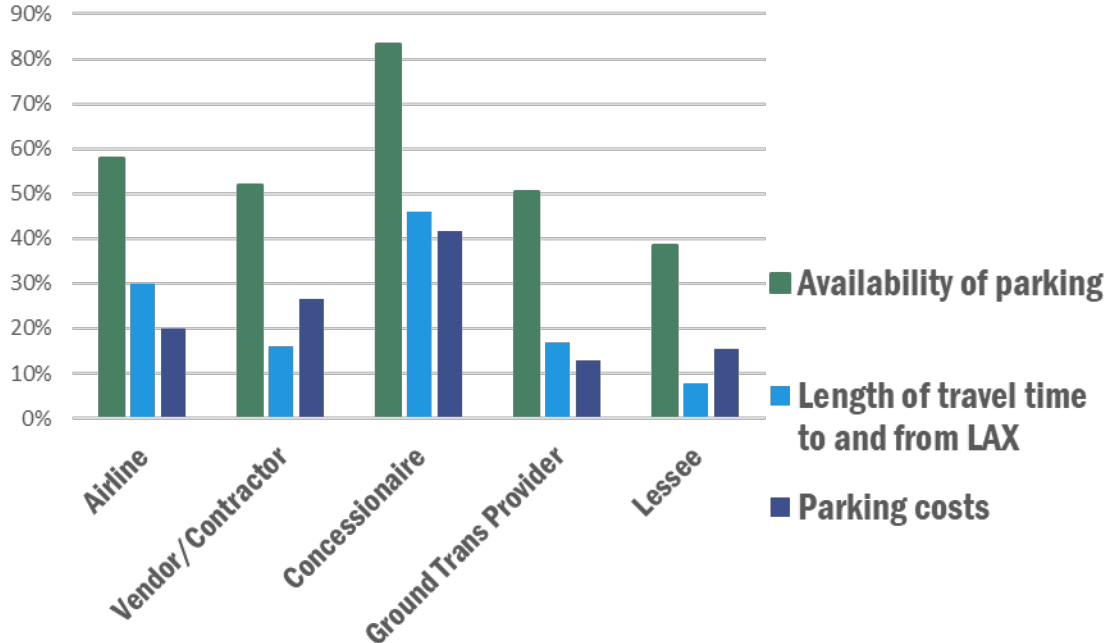
Select all you think would help.



Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 459.

How can we make parking better?

Top 3 responses

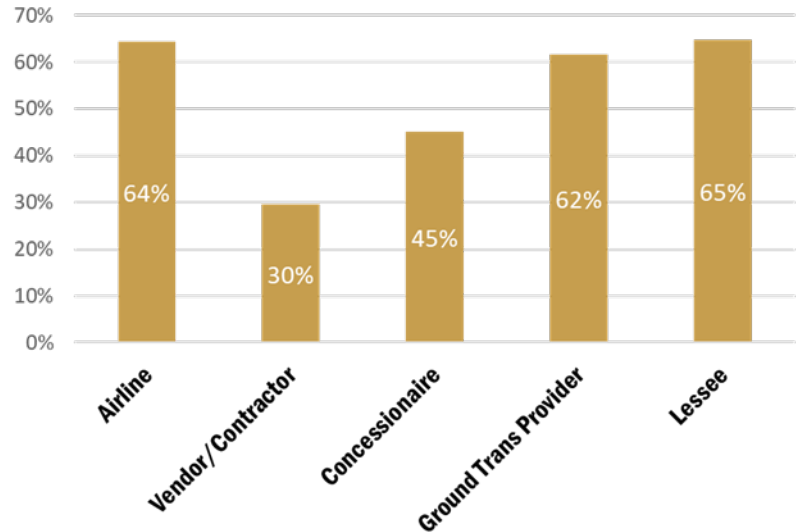
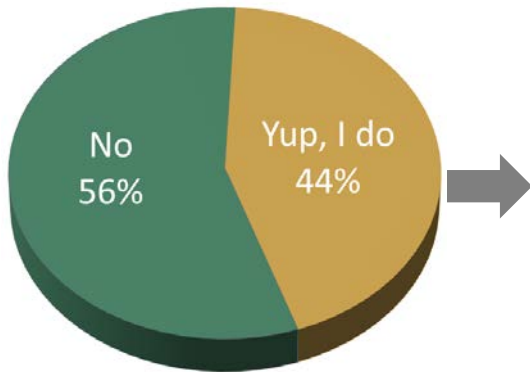


Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%.

Average Satisfaction Ratings by Division



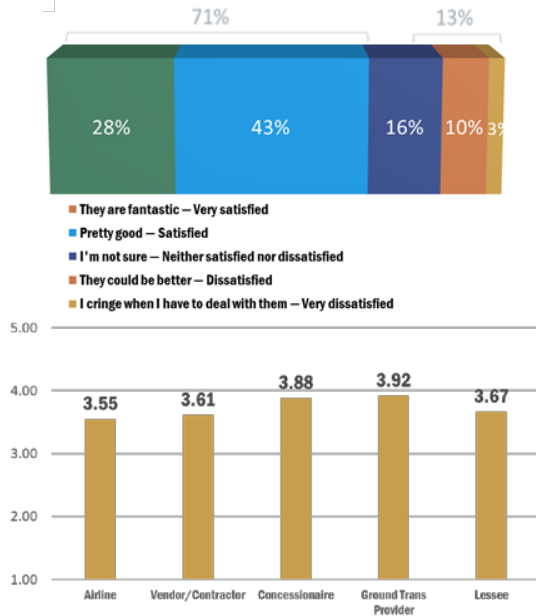
Do you interact with LAWA's Procurement / Contract Administration?



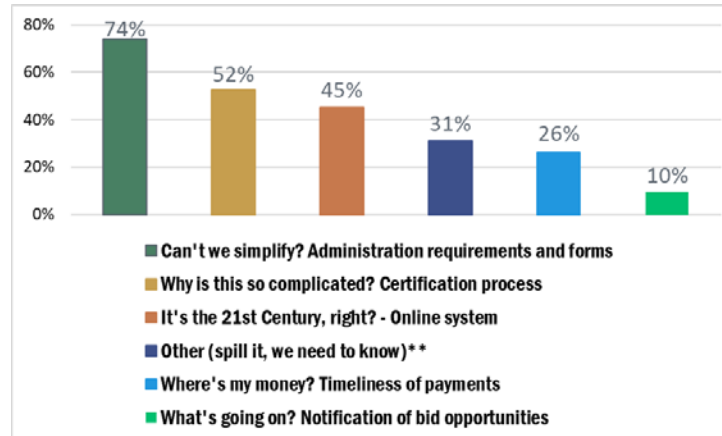
LAWA's Procurement / Contract Administration

Satisfaction Ratings

Average | 3.81*



Enhancement Opportunities*

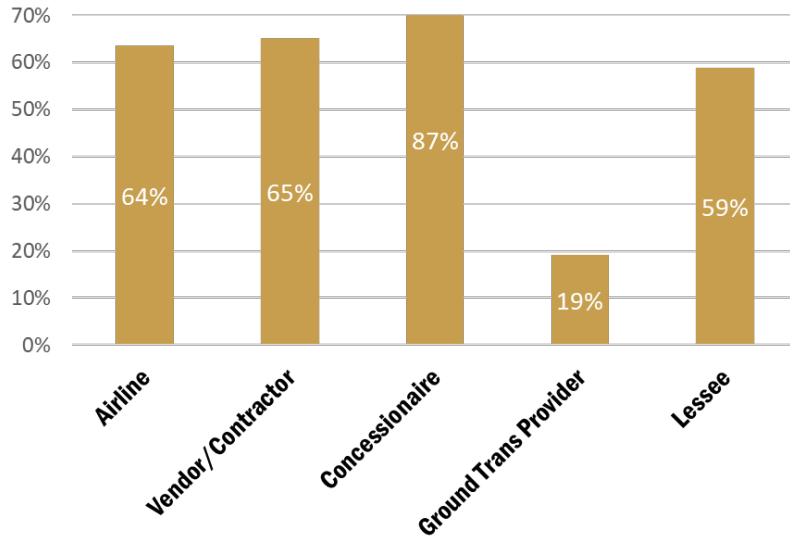
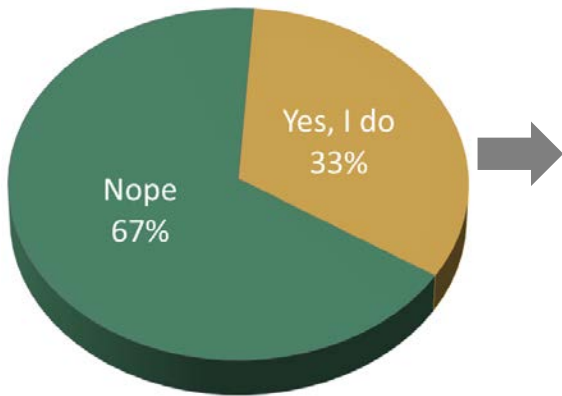


*Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N=42

**Comments are provided on next slide

*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

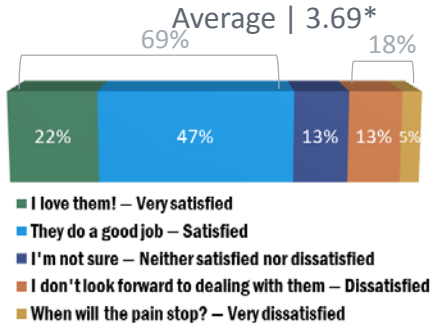
Do you interact with LAWA's Security Badge Office?



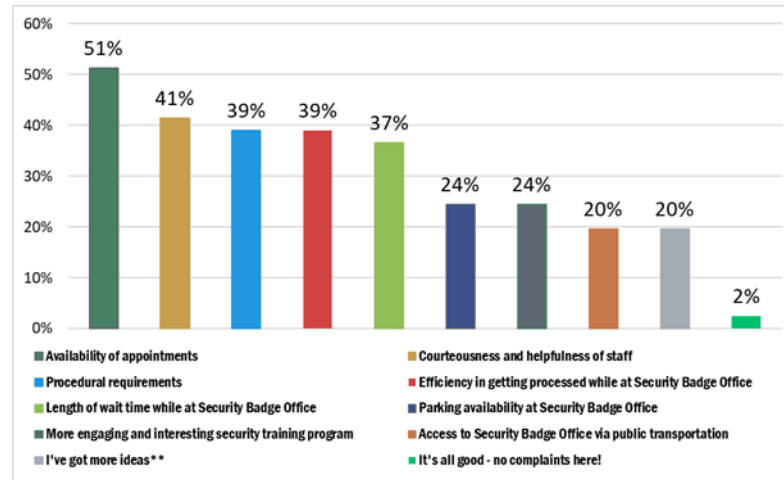
Yes = 238 respondents

LAWA's Security Badge Office

Satisfaction Ratings

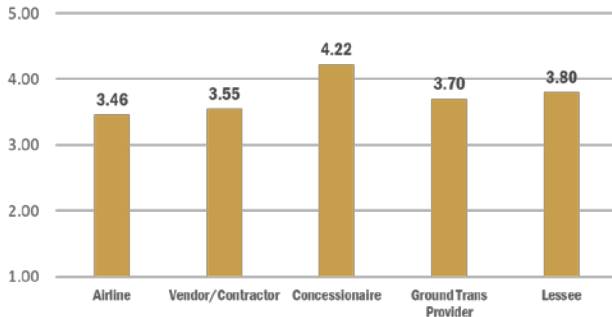


Enhancement Opportunities[†]



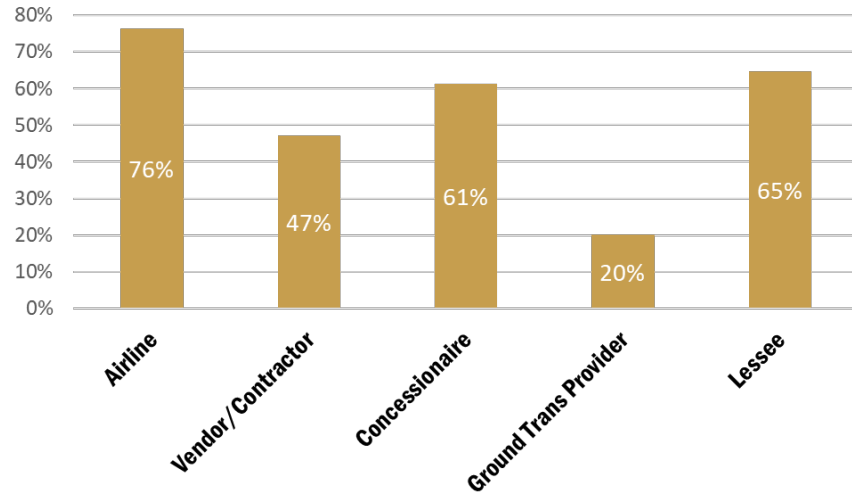
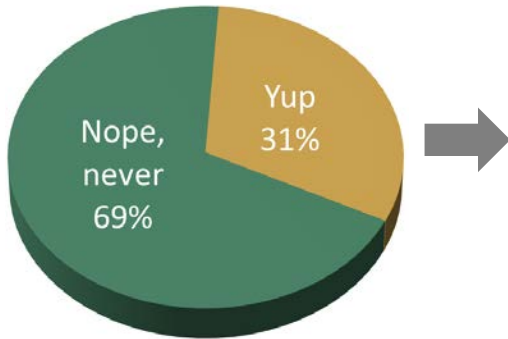
[†]Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 41

**Comments are provided on next slide



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

Do you interact with LAX's Airport Operations?

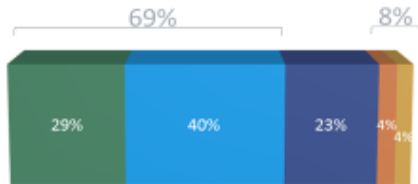


Yes = 224 respondents

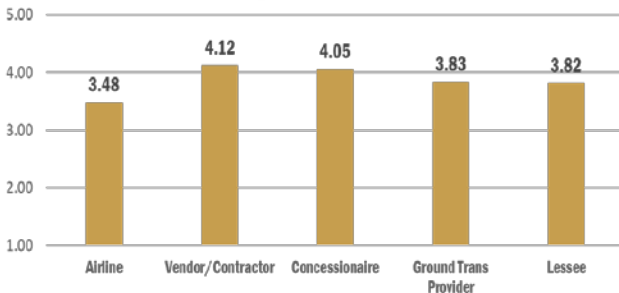
LAX's Airport Operations

Satisfaction Ratings

Average | 3.85*

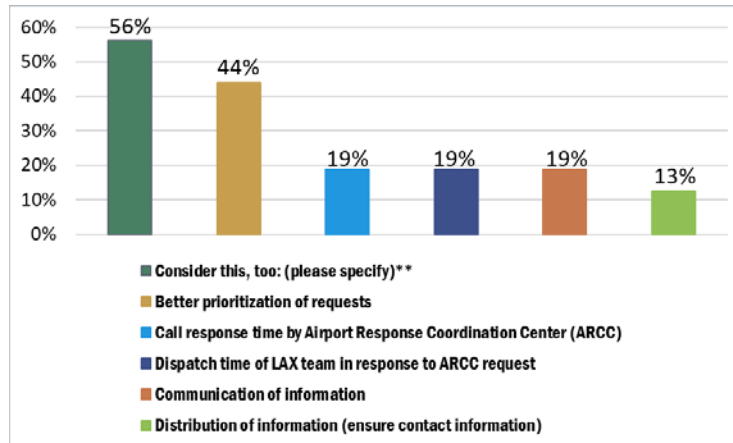


- They are great – Very satisfied
- I get what I need – Satisfied
- Feeling lukewarm – Neither satisfied nor dissatisfied
- I get pretty frustrated with them – Dissatisfied
- Not a fan! – Very dissatisfied



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

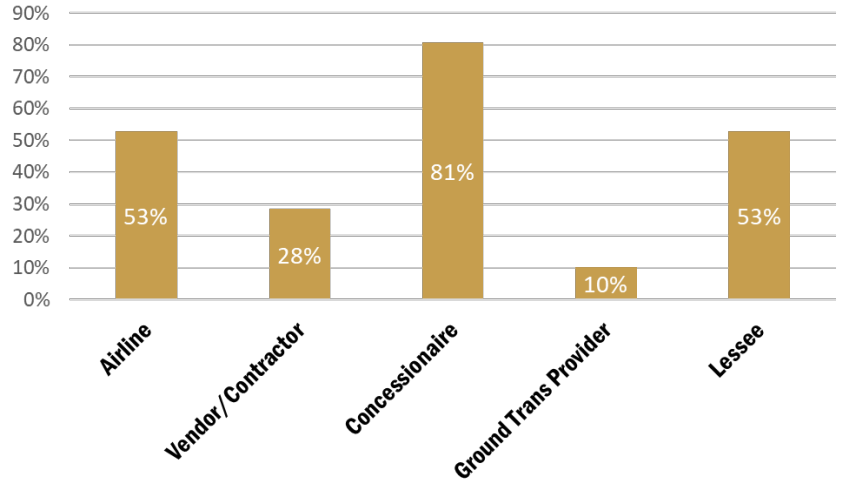
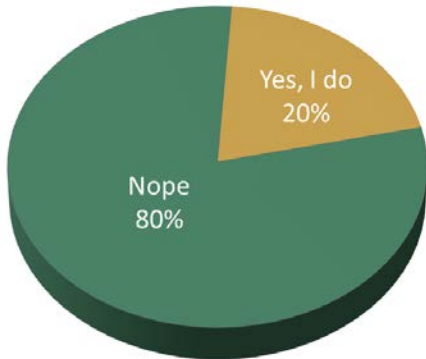
Enhancement Opportunities+



+Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 16

**Comments are provided on next slide

Do you interact with LAWA's Commercial Development / Concessions Group?



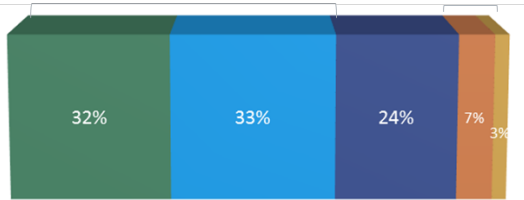
Yes = 143 respondents

LAWA's Commercial Development/Concessions Group

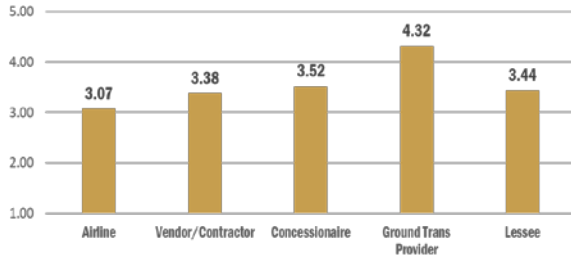
Satisfaction Ratings

Average | 3.85*
65%

10%

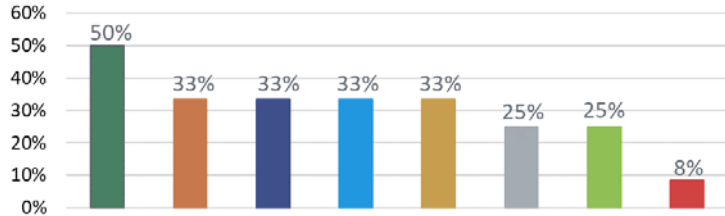


- They are as good as it gets! – Very satisfied
- They don't let me down – Satisfied
- They do what they do – Neither satisfied nor dissatisfied
- They could be better – Dissatisfied
- They could be A LOT better – Very dissatisfied



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

Enhancement Opportunities*

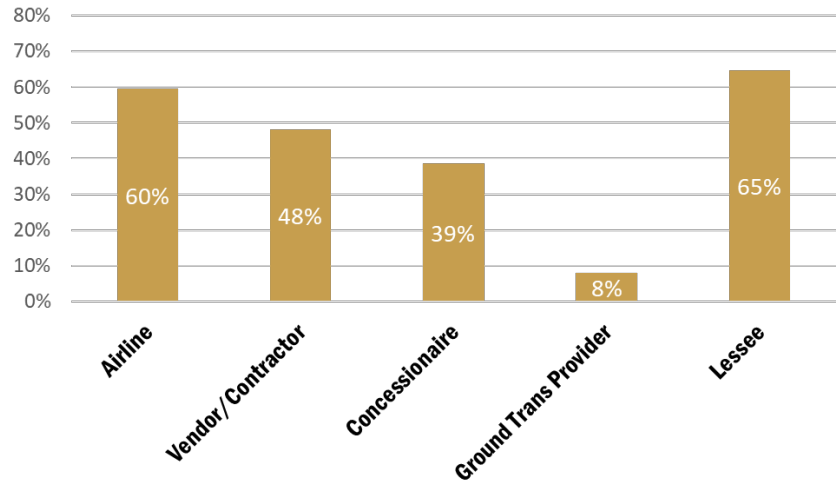
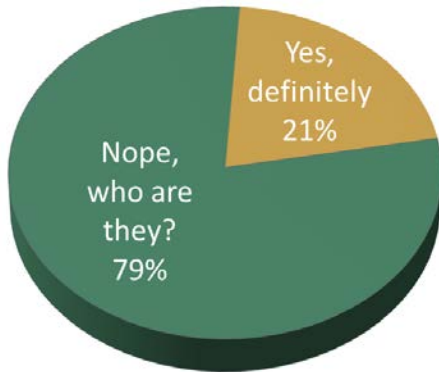


- Support space needs
- Logistics for product delivery
- Response time to ARCC hotline submissions
- Support from Business Relationship Manager (BRM)
- Other (please specify)**
- Hours of operation requirements
- Provide tools or infrastructure so we are able to comply with operational standards
- Support from public relations

*Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 12

**Comments are provided on next slide

Do you interact with LAWA's Planning & Development Group (PDG) / Tenant Projects?

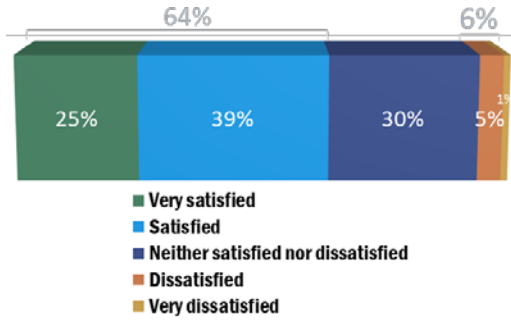


Yes = 145 respondents

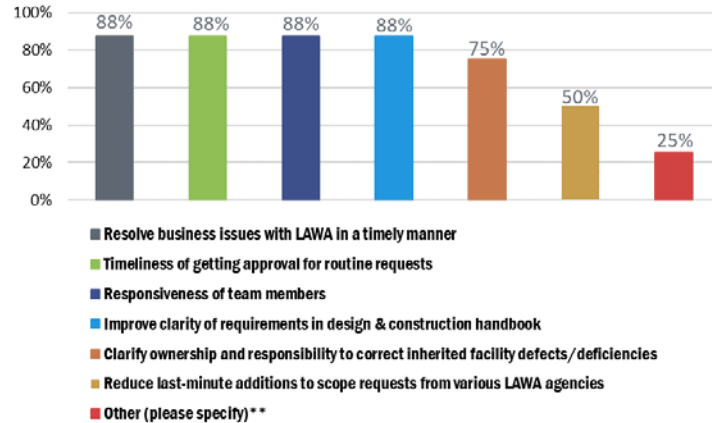
Planning & Development (PDG) / Tenant Projects

Satisfaction Ratings

Average | 3.81*

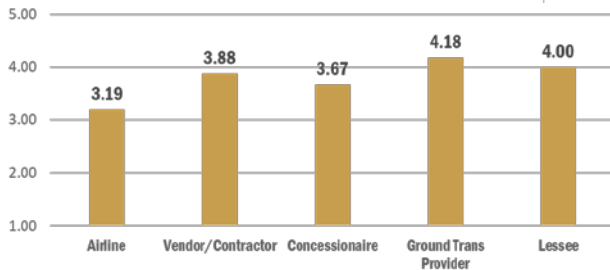


Enhancement Opportunities*



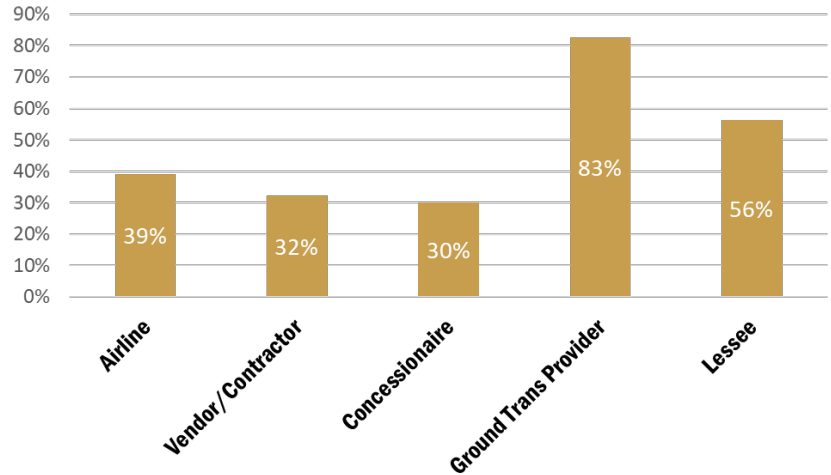
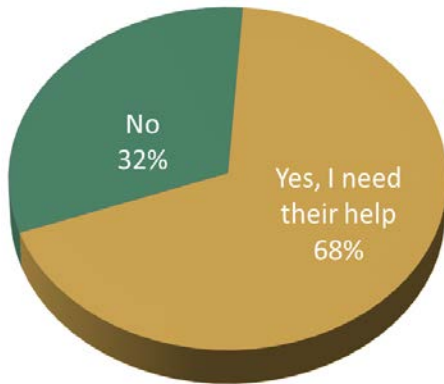
*Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 8

**Comments are provided on next slide



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

Do you interact with LAWA's Laneside Management & Permit Services?

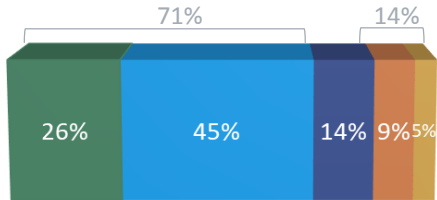


Yes = 452 respondents

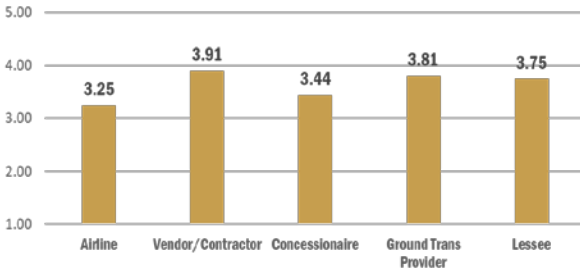
LAWA's Landside Management & Permit Services

Satisfaction Ratings

Average | 3.78*

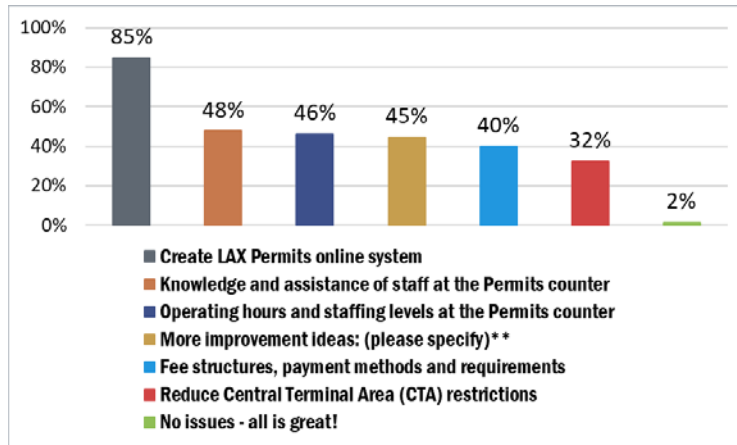


- Pleasently happy – Very satisfied
- Having a good relationship with them – Satisfied
- Not sure – Neither satisfied nor dissatisfied
- Wishing for more – Dissatisfied
- Frankly frustrated – Very dissatisfied



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

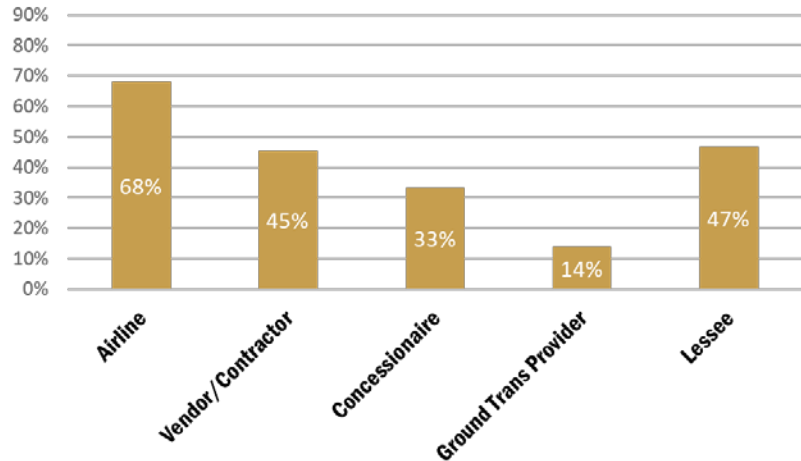
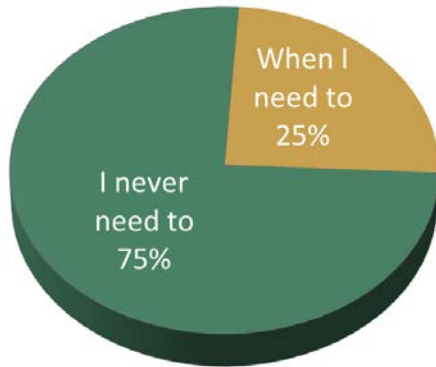
Enhancement Opportunities+



+Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 65

**Comments are provided on next slide

Do you interact with LAWA's Information Technology (IT) Group?

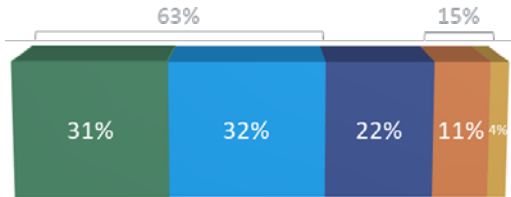


Yes = 161 respondents

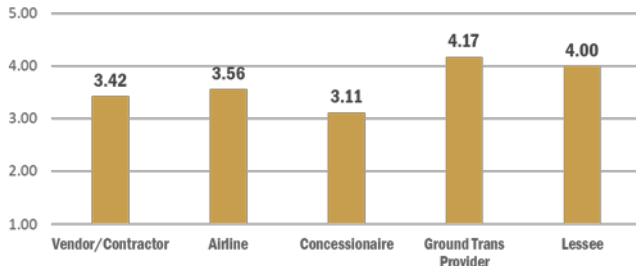
LAWA's Information Technology (IT) Group

Satisfaction Ratings

Average | 3.76*

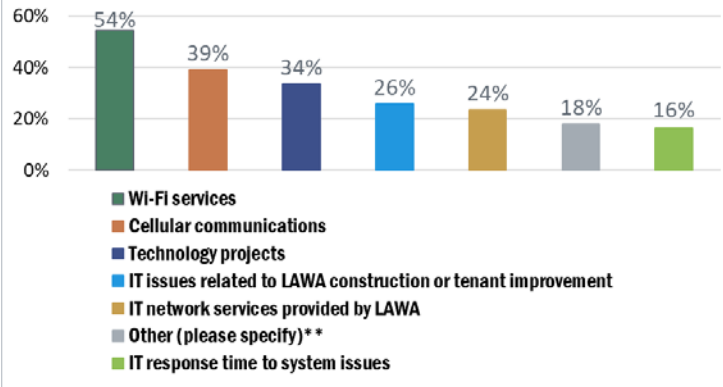


- I'd give them an 'A' – Very satisfied
- I'd give them a 'B' – Satisfied
- No grade – Neither satisfied nor dissatisfied
- They're barely passing – Dissatisfied
- They've failed – Very dissatisfied



*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied

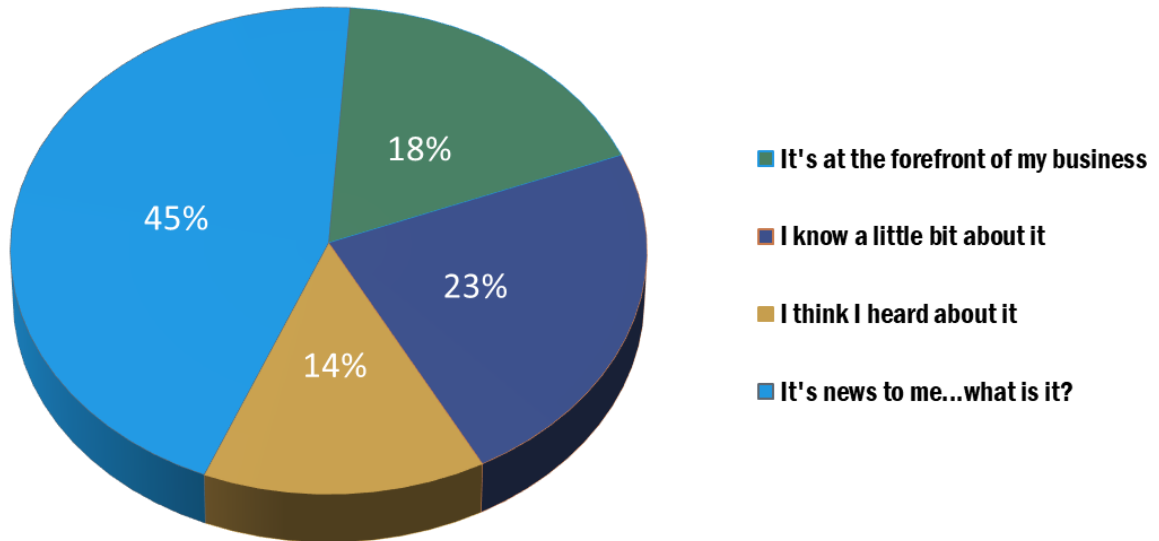
Enhancement Opportunities*



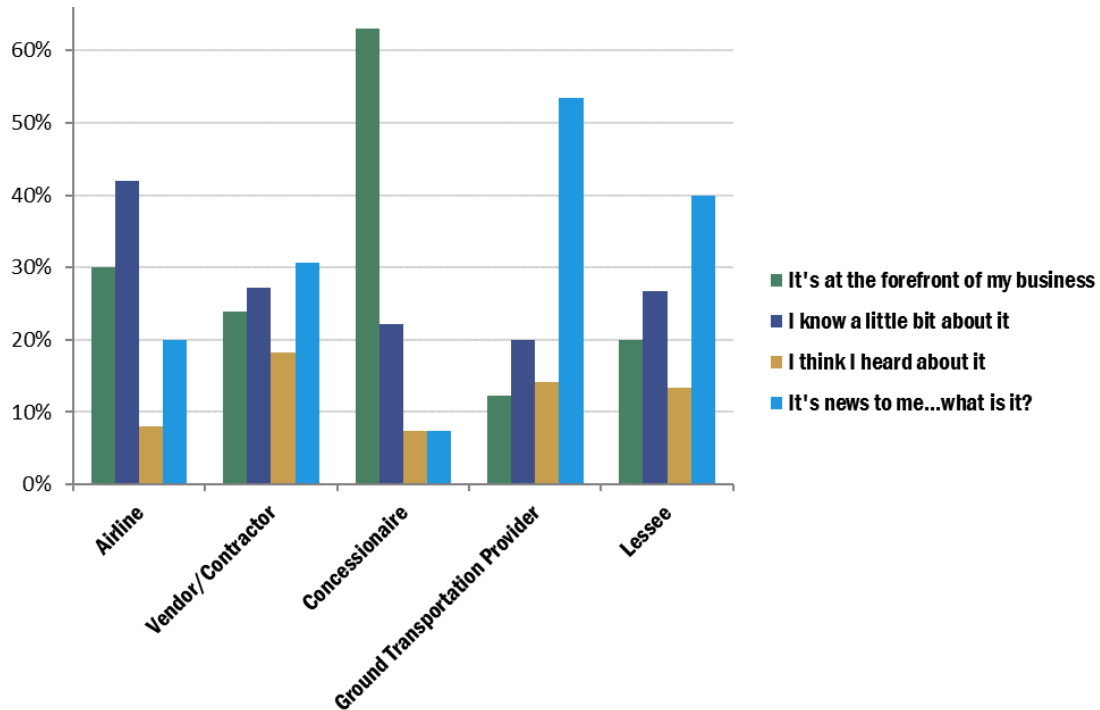
*Percentages indicate the amount of respondents that selected the respective answer among their choices, and thus are not additive to 100%. N = 140

**Comments are provided on next slide

Which statement best describes your awareness of the LAX Guest Experience Initiative?



Which statement best describes your awareness of the LAX Guest Experience Initiative?



How do we turn feedback into action?

- **Business Processes**
Streamline contracting and procurement processes to reduce average processing time - online bidding systems and online business enterprise certification systems
- **Communications/Teambuilding**
Increase LAWA's business-to-business satisfaction by 2% per year.
Review communications plan and anticipate more communication tools and events like Business Appreciation Days
- **Customer Service**
Improve level of service in areas with direct interface with business partners
- **Parking**
Improve employee parking availability by increasing FlyAway and employee rideshare use and increasing parking capacity
Develop an online permit system
- **Airport Operations**
Achieve full potential of the ARCC to improve responsiveness to facilities, maintenance and operational issues