



Major European Airport Going with the flow

Case Study Transportation

Improving passenger experience on a financially sustainable basis

Company Name: n/a

Location: Europe

Sector: Transportation

Function: Customer Services

Business Challenges:

Increase customer satisfaction without increasing costs and instill a more customer focused culture across the business.

Consulting Services:

Performance Improvement, Change Management

Capabilities: Process

Excellence (Six Sigma)

Client quote:

“Celerant came in with a lot of enthusiastic people. I would say their key quality is interaction with people at all levels.” Client Group Security Manager

“We have improved passenger experience on a financially sustainable basis.” Client Group Six Sigma Programme Manager

Situation

With millions of passengers passing through this major European airport, providing good customer service, while maintaining full, post 9/11 regulatory security compliance, was increasingly challenging. Customers wanted to spend less time in queues and more time shopping, so Celerant was brought in to help change the operational culture.

Approach & Delivery

The Celerant-Client project team identified 3 areas:

- **Lack of Transparency between Departments:** Everyone had to understand the value of a complete service experience, so Celerant’s team interviewed over 100 employees to get a bottom-up view of key processes and identify metrics that would increase visibility into real day to day performance.
- **Processes not fully supporting business objectives:** A key issue in security is the number of stakeholders. Police, Immigration Services, Screening and Site Control all have to be coordinated. With the Client Group acting as a key influencer, Celerant deployed a concentrated Six Sigma programme to create a culture of ownership among the personnel involved.
- **Improved productivity to increase passenger satisfaction:** Celerant analysed and improved passenger handling and the layout of security lanes. Agents now continuously measure

process times in their own lane, supported by supervisors focused on performance improvement.

Results

Transparency: Interdepartmental co-operation has been greatly improved with decision-making linked to overall vision and strategy.

Processes: All key processes now have measurements, targets and specifications defining performance. A KPI structure based on direct reporting lines between process owners has been established and a Six Sigma organisational structure supports Continuous Improvement.

Productivity: Process time has been improved by 17% with time spent on passenger and luggage checks reduced by 10%. New security regulations and a 9% passenger increase have been successfully absorbed.

Client Satisfaction

Celerant delivered a range of sustainable operational, cultural and financial benefits. In addition, the Client Group now has the in-house knowledge of Six Sigma Black Belts.