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

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

*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?”

- 68%: LAWA Rocks - Very satisfied
- 44%: I'm good - Satisfied
- 15%: I get by - Neither satisfied nor dissatisfied
- 14%: Hoping for improvement - Dissatisfied
- 3%: 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: 72%
- Vendor/Contractor: 13%
- Concessionaire: 8%
- Ground Transportation Provider: 4%
- Lessee: 2%
- Other (please specify): 2%
Have you been doing business with us for long?

- 37%: Still wide-eyed — less than a year
- 18%: Got it down now — 3 to 4 years
- 34%: Definitely a pro — 5 to 10 years
- 8%: Getting the hang of it — 1 to 2 years
- 4%: I’m an institution around here — more than 10 years
Have you been doing business with us for long?

- Still wide-eyed — less than a year
- Getting the hang of it — 1 to 2 years
- Got it down now — 3 to 4 years
- Definitely a pro — 5 to 10 years
- I’m an institution around here — more than 10 years
Tell us how well we’re communicating with you:

Average | 3.87*

- 30% Great — I don’t think you could do much better
- 40% Good enough, I think
- 22% Just okay — you could be more proactive, but better late than never
- 5% Awful...who...what? Have you been communicating with me?
- 4% 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?

- Email me: 87%
- Good old-school 'snail' mail: 4%
- Text me: 4%
- I'm a people person: face-to-face meetings: 4%
- Other (please tell us): 2%
How satisfied are you with doing business with us?

Average | 3.71*  

- 68%  
- 44%  
- 15%  
- 14%  
- 3%

- **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**

*Converted to 5 point scale: Very satisfied (5) to very dissatisfied (1)
How satisfied are you with doing business with us? Average satisfaction rating*

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline</td>
<td>3.26</td>
</tr>
<tr>
<td>Vendor/Contractor</td>
<td>3.82</td>
</tr>
<tr>
<td>Concessionaire</td>
<td>3.74</td>
</tr>
<tr>
<td>Ground Trans Provider</td>
<td>3.72</td>
</tr>
<tr>
<td>Lessee</td>
<td>4.00</td>
</tr>
</tbody>
</table>

*Converted to 5 point scale: Very satisfied (5) to very dissatisfied (1)
Do you or your staff park when working at LAX?

- Yes, it's a necessary evil: 29%
- No, thank goodness!: 71%

Yes = 551 respondents
% who park

- Airline: 86%
- Vendor/Contractor: 69%
- Concessionaire: 77%
- Ground Trans Provider: 70%
- Lessee: 72%
Based on your experience or feedback from staff, what is your level of satisfaction with parking?

- 40% - No issues — Very satisfied
- 46% - Pretty good — Satisfied
- 14% - I'm not sure — Neither satisfied nor dissatisfied
- 28% - Not great — Dissatisfied
- 18% - It's the worst — Very dissatisfied

*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.

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of parking</td>
<td>63%</td>
</tr>
<tr>
<td>Length of travel time to and from LAX</td>
<td>25%</td>
</tr>
<tr>
<td>It’s all good - no complaints here!</td>
<td>23%</td>
</tr>
<tr>
<td>Frequency of shuttle service</td>
<td>20%</td>
</tr>
<tr>
<td>Frequency of pick-ups (headways)</td>
<td>18%</td>
</tr>
<tr>
<td>Operating hours of shuttle service</td>
<td>14%</td>
</tr>
<tr>
<td>I have another idea or two (please specify)</td>
<td>13%</td>
</tr>
<tr>
<td>Parking costs</td>
<td>11%</td>
</tr>
<tr>
<td>Safety</td>
<td>9%</td>
</tr>
</tbody>
</table>

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

Satisfaction Ratings

- Procurement 3.81
- SBO 3.69
- Operations 3.85
- Commercial Dev 3.85
- PDG 3.81
- Landside Mgt 3.78
- IT 3.76

Legend:
- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

LAX Business to Business Survey | Preliminary Results
Do you interact with LAWA’s Procurement / Contract Administration?

- No: 56%
- Yup, I do: 44%

Bar chart showing the percentage of respondents for different categories:
- Airline: 64%
- Vendor/Contractor: 30%
- Concessionaire: 45%
- Ground Trans Provider: 62%
- Lessee: 65%
**LAWA’s Procurement / Contract Administration**

**Satisfaction Ratings**

Average | 3.81*

- They are fantastic — Very satisfied: 28%
- Pretty good — Satisfied: 43%
- I’m not sure — Neither satisfied nor dissatisfied: 16%
- They could be better — Dissatisfied: 10%
- I cringe when I have to deal with them — Very dissatisfied: 3%

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

**Enhancement Opportunities**

- Can’t we simplify? Administration requirements and forms: 74%
- Why is this so complicated? Certification process: 52%
- It’s the 21st Century, right? - Online system: 45%
- Other (spill it, we need to know)**: 31%
- Where’s my money? Timeliness of payments: 26%
- What’s going on? Notification of bid opportunities: 10%

*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, I do 33%

Nope 67%

Yes = 238 respondents
**LAWA’s Security Badge Office**

**Satisfaction Ratings**

- Average: 3.69*
- 69% I love them! — Very satisfied
- 47% They do a good job — Satisfied
- 22% I’m not sure — Neither satisfied nor dissatisfied
- 13% I don’t look forward to dealing with them — Dissatisfied
- 13% When will the pain stop? — Very dissatisfied

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

**Enhancement Opportunities**

- 51% Availability of appointments
- 41% Procedural requirements
- 39% Efficiency in getting processed while at Security Badge Office
- 39% Length of wait time while at Security Badge Office
- 37% Parking availability at Security Badge Office
- 24% More engaging and interesting security training program
- 24% Access to Security Badge Office via public transportation
- 20% I’ve got more ideas**
- 20% It’s all good — no complaints here!

*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*

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

*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied
Do you interact with LAWA’s Commercial Development /Concessions Group?

Yes = 143 respondents
LAWA’s Commercial Development/Concessions Group

Satisfaction Ratings

Average | 3.85*

- They are as good as it gets! — Very satisfied: 32% (65%)
- They don’t let me down — Satisfied: 33% (33%)
- They do what they do — Neither satisfied nor dissatisfied: 24% (7%)
- They could be better — Dissatisfied: 7% (3%)
- They could be a LOT better — Very dissatisfied: 3% (10%)

Enhancement Opportunities+

- Support space needs: 50%
- Logistics for product delivery: 33%
- Response time to ARCC hotline submissions: 33%
- Support from Business Relationship Manager (BRM): 33%
- Other (please specify)**: 25%
- Hours of operation requirements: 25%
- Provide tools or infrastructure so we are able to comply with operational standards: 8%

*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

*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied
Do you interact with LAWA's Planning & Development Group (PDG) / Tenant Projects?

Yes = 145 respondents

Yes, definitely 21%

Nope, who are they? 79%

Bar chart showing:
- Airline: 60%
- Vendor/Contractor: 48%
- Concessionaire: 39%
- Ground Trans Provider: 8%
- Lessee: 65%

Yes = 145 respondents
Planning & Development (PDG) / Tenant Projects

**Satisfaction Ratings**

Average | 3.81*

- Very satisfied: 25%
- Satisfied: 39%
- Neither satisfied nor dissatisfied: 30%
- Dissatisfied: 5%
- Very dissatisfied: 6%

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

**Enhancement Opportunities**

- Resolve business issues with LAWA in a timely manner: 88%
- Timeliness of getting approval for routine requests: 88%
- Responsiveness of team members: 88%
- Improve clarity of requirements in design & construction handbook: 75%
- Clarify ownership and responsibility to correct inherited facility defects/deficiencies: 50%
- Reduce last-minute additions to scope requests from various LAWA agencies: 25%

*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 Landside Management & Permit Services?

Yes = 452 respondents

- No: 32%
- Yes, I need their help: 68%

Bar chart showing the percentage of respondents that interact with different services:
- Airline: 39%
- Vendor/Contractor: 32%
- Concessionaire: 30%
- Ground Trans Provider: 83%
- Lessee: 56%
LAWA's Landside Management & Permit Services

Satisfaction Ratings
Average | 3.78*

- 26% Pleasedly happy — Very satisfied
- 45% Having a good relationship with them — Satisfied
- 14% Not sure — Neither satisfied nor dissatisfied
- 9% Wishing for more — Dissatisfied
- 5% Frankly frustrated — Very dissatisfied

Enhancement Opportunities+

- 85% Create LAX Permits online system
- 48% Knowledge and assistance of staff at the Permits counter
- 46% Operating hours and staffing levels at the Permits counter
- 45% More improvement ideas: (please specify)**
- 40% Fee structures, payment methods and requirements
- 32% Reduce Central Terminal Area (CTA) restrictions
- 2% No issues - all is great!

*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

*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied
Do you interact with LAWA's Information Technology (IT) Group?

- Yes = 161 respondents

- Pie chart: I never need to 75% vs. When I need to 25%

- Bar chart:
  - Airline: 68%
  - Vendor/Contractor: 45%
  - Concessionaire: 33%
  - Ground Trans Provider: 14%
  - Lessee: 47%
LAWA's Information Technology (IT) Group

Satisfaction Ratings
Average | 3.76*

Enhancement Opportunities+

- I'd give them an 'A' — Very satisfied: 31%
- I'd give them a 'B' — Satisfied: 32%
- No grade — Neither satisfied nor dissatisfied: 22%
- They're barely passing — Dissatisfied: 11%
- They've failed — Very dissatisfied: 15%

- 54% for Wi-Fi services
- 39% for Cellular communications
- 34% for Technology projects
- 26% for IT issues related to LAWA construction or tenant improvement
- 24% for IT network services provided by LAWA
- 18% for Other (please specify)**
- 16% for IT response time to system issues

*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

*Converted to 5 point scale: 5=Very Satisfied to 1=Very Dissatisfied
Which statement best describes your awareness of the LAX Guest Experience Initiative?

- **45%**: It's at the forefront of my business
- **18%**: I know a little bit about it
- **23%**: I think I heard about it
- **14%**: It's news to me...what is it?
Which statement best describes your awareness of the LAX Guest Experience Initiative?

- It's at the forefront of my business
- I know a little bit about it
- I think I heard about it
- It's news to me...what is it?

Airline
Vendor/Contractor
Concessionaire
Ground Transportation Provider
Lessee
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.