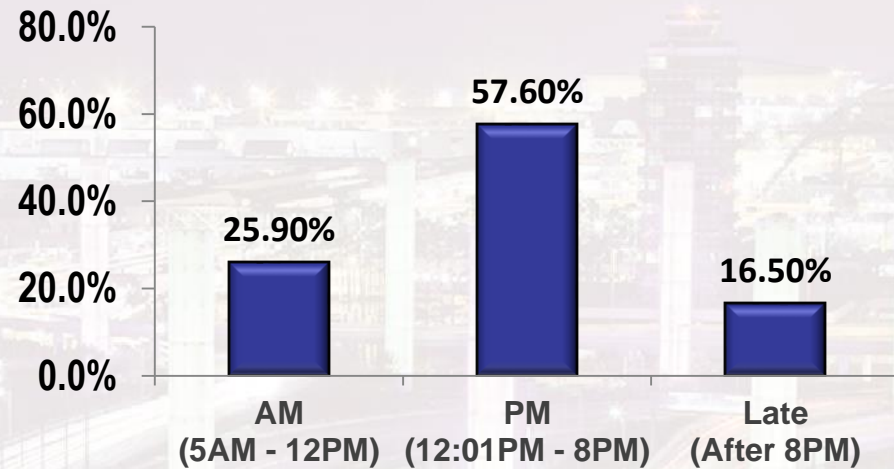
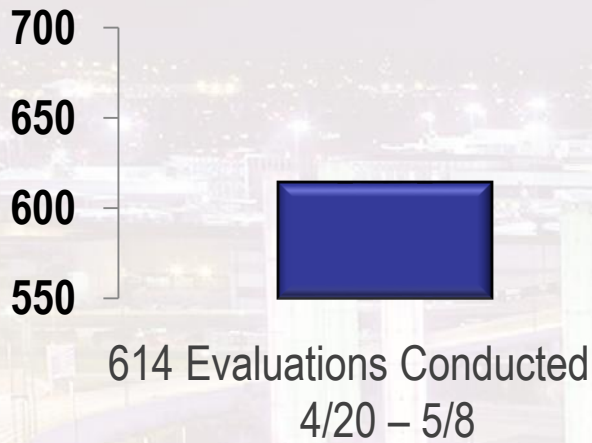


Executive Summary

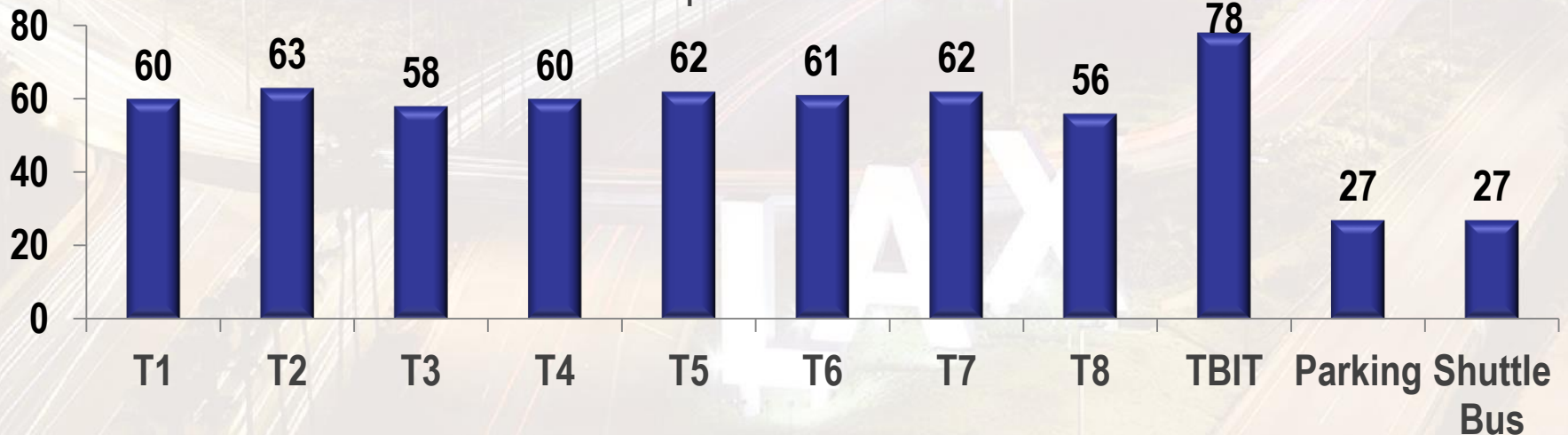
Los Angeles International Airport
iCARE Program
Mystery Shopping Baseline Results
April 20, 2017 to May 8, 2017

LAX

Baseline Evaluation Breakdown

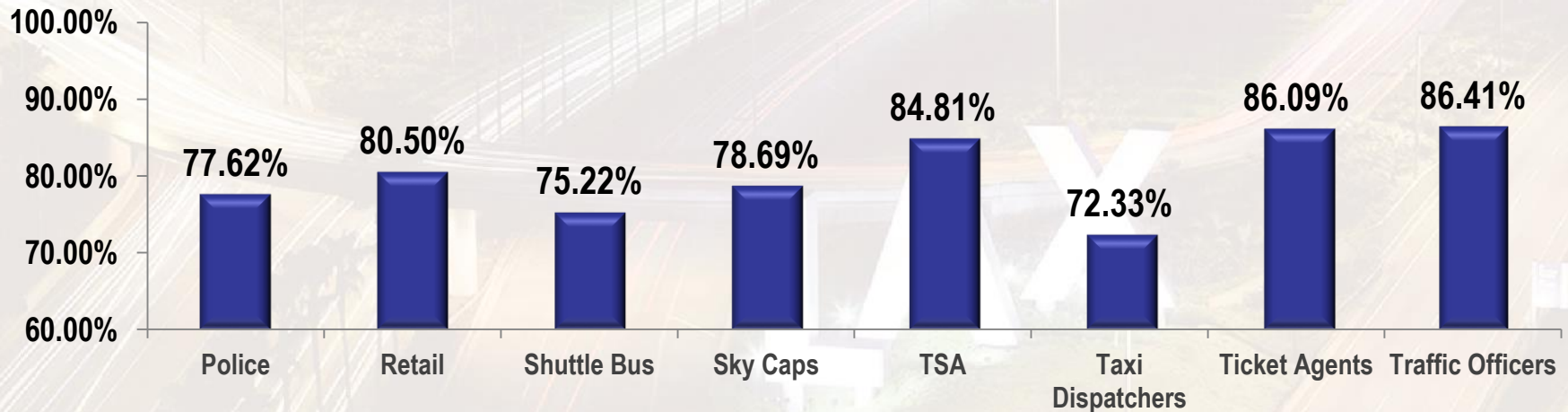
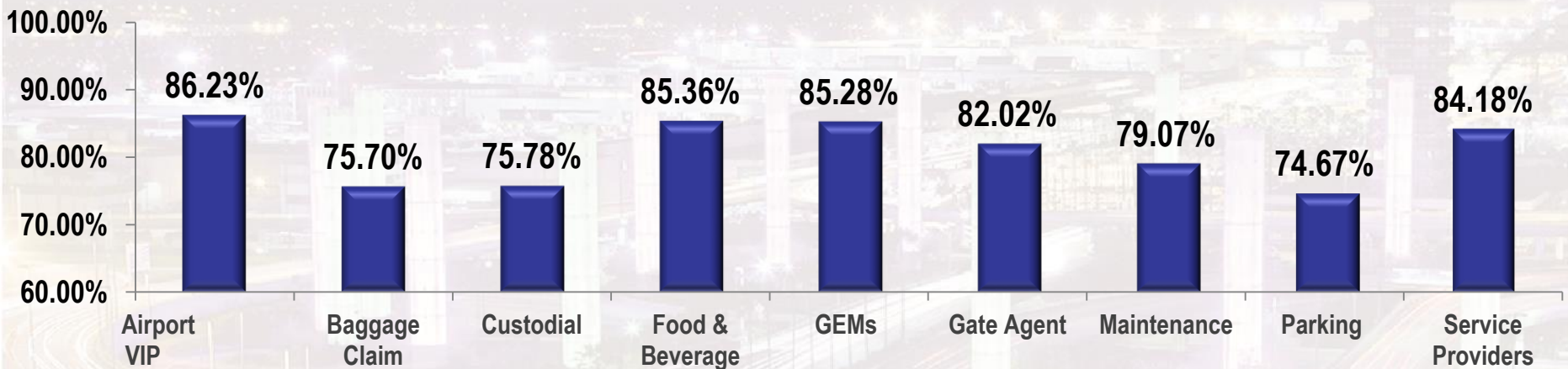


Shops Per Terminal

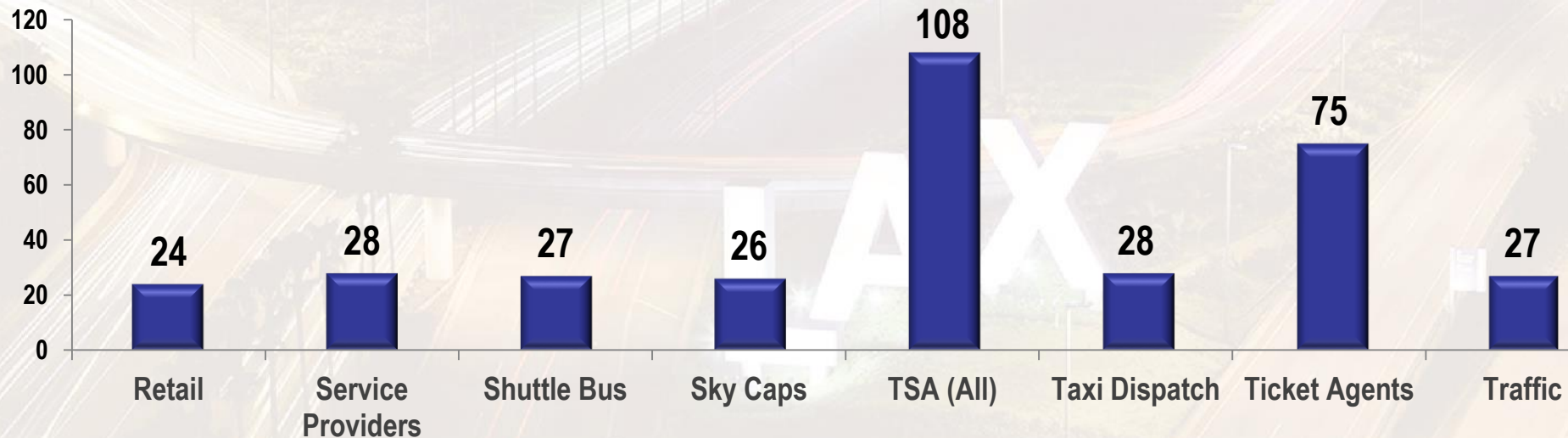
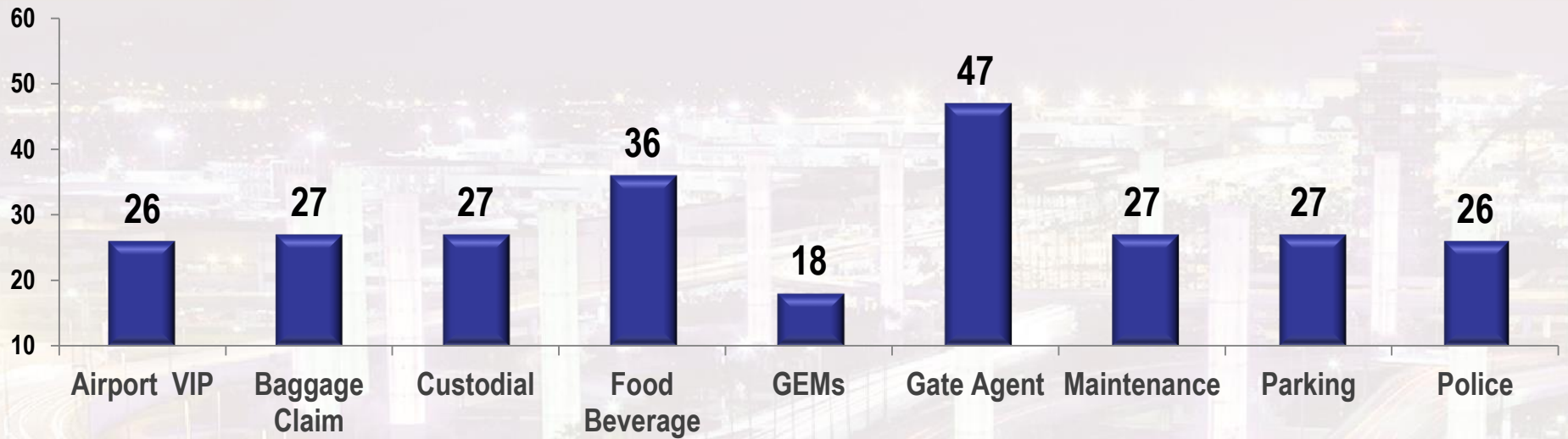


Overall Group Performance

Airport-wide Averages - Performance by Job Function

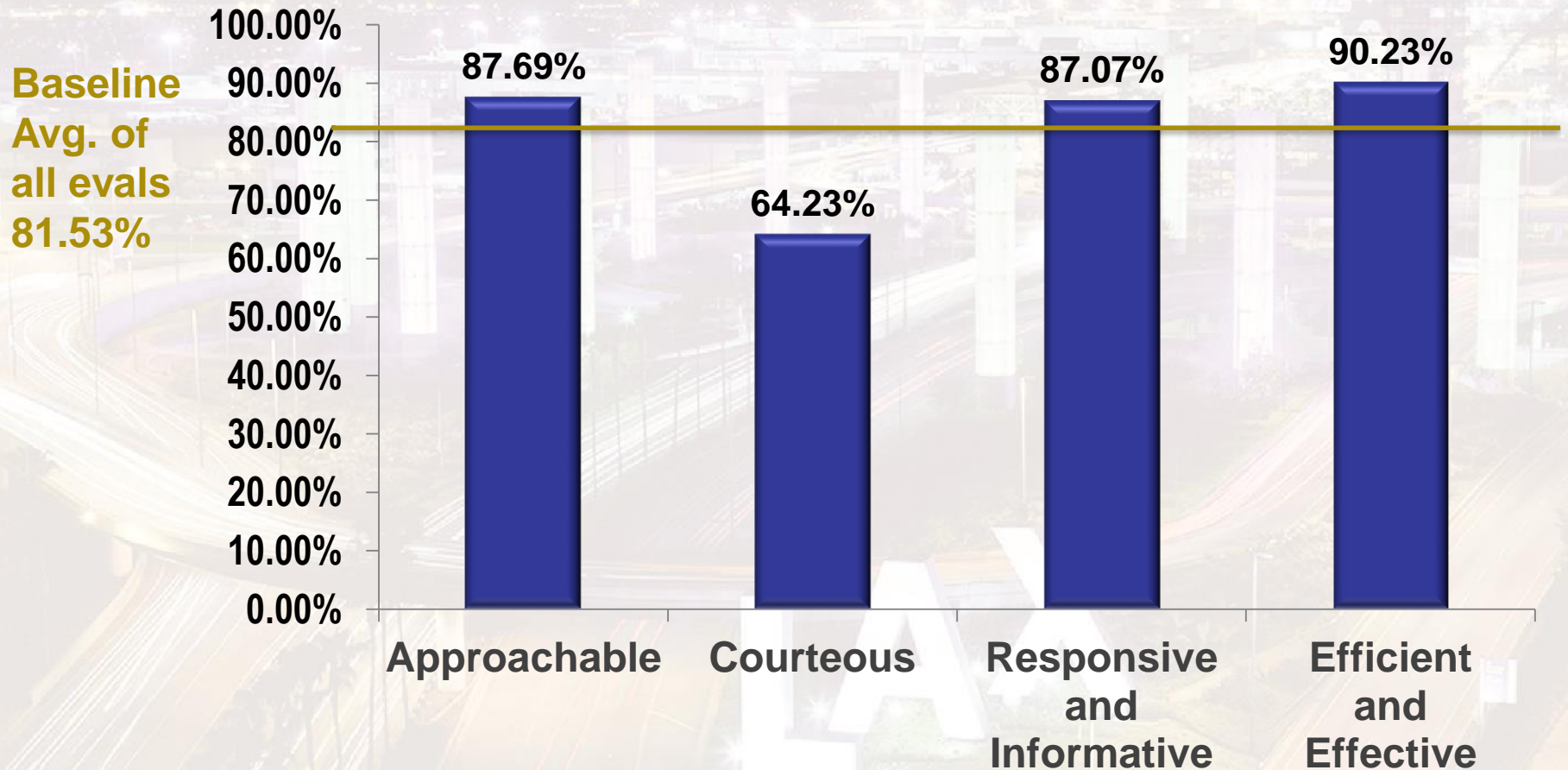


Evaluations by Job Function



iCare Standards Breakout

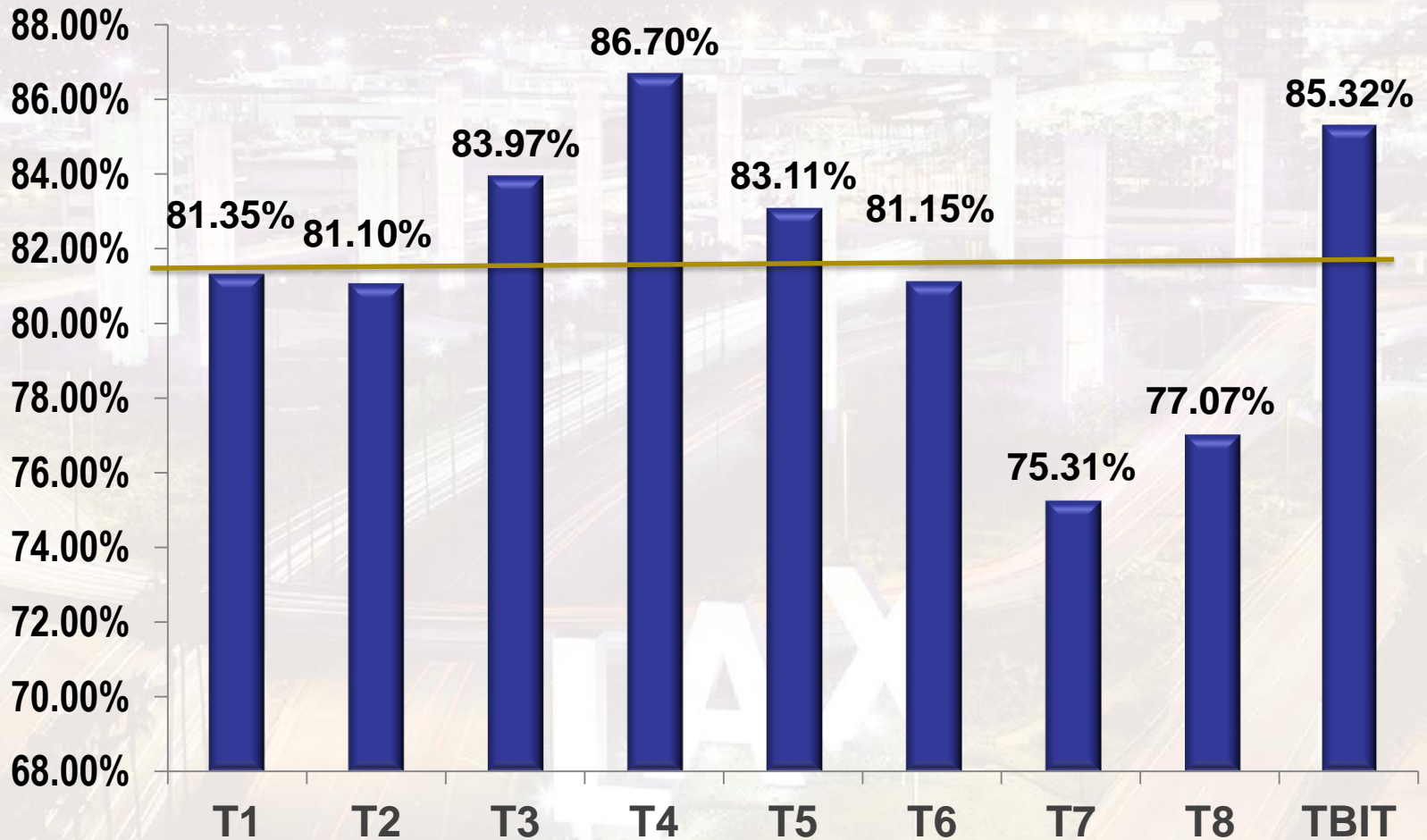
Utilizing sectional scores from all 614 evaluations in these categories. % out of 100%



Average Scores by Terminal

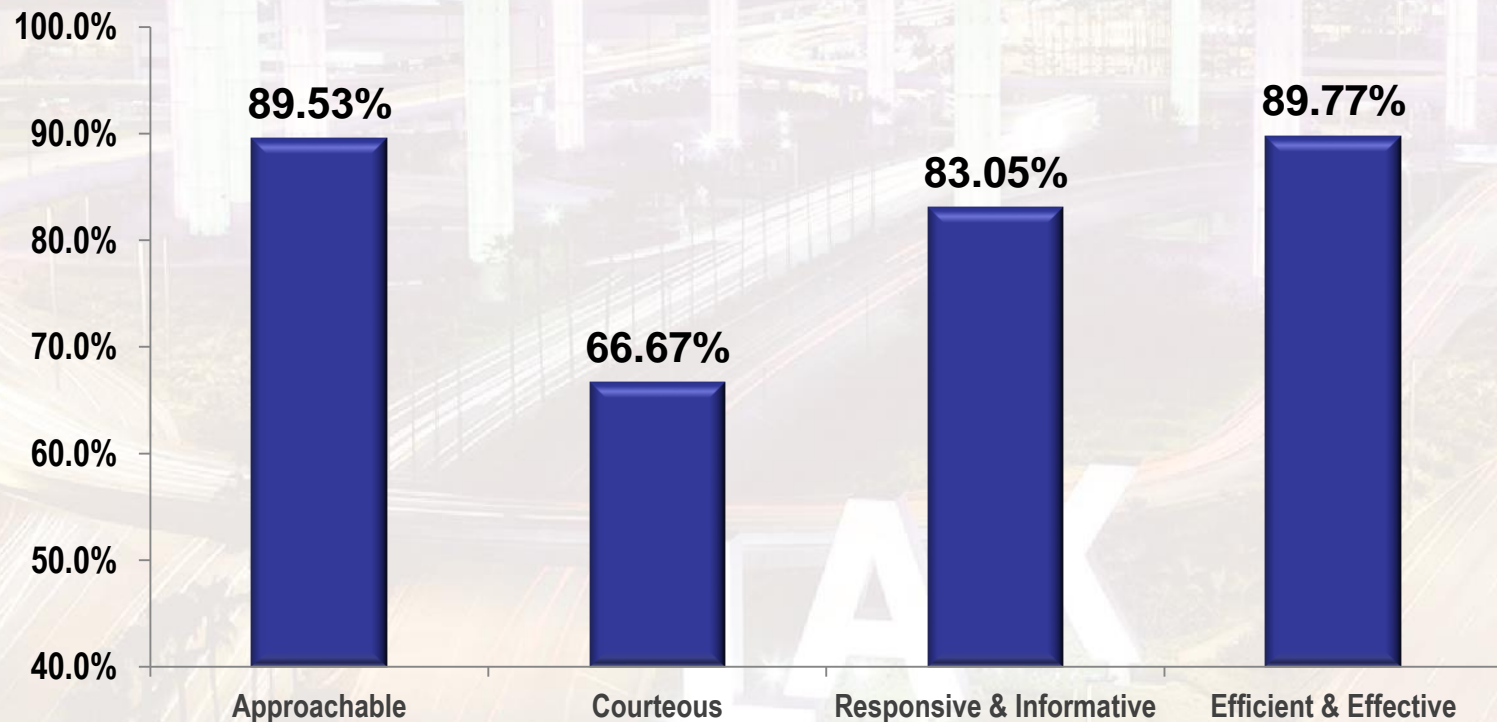
Utilizing overall scores from all evaluations conducted in each terminal. % out of 100%

**Baseline
Avg. of
all evals
81.53%**



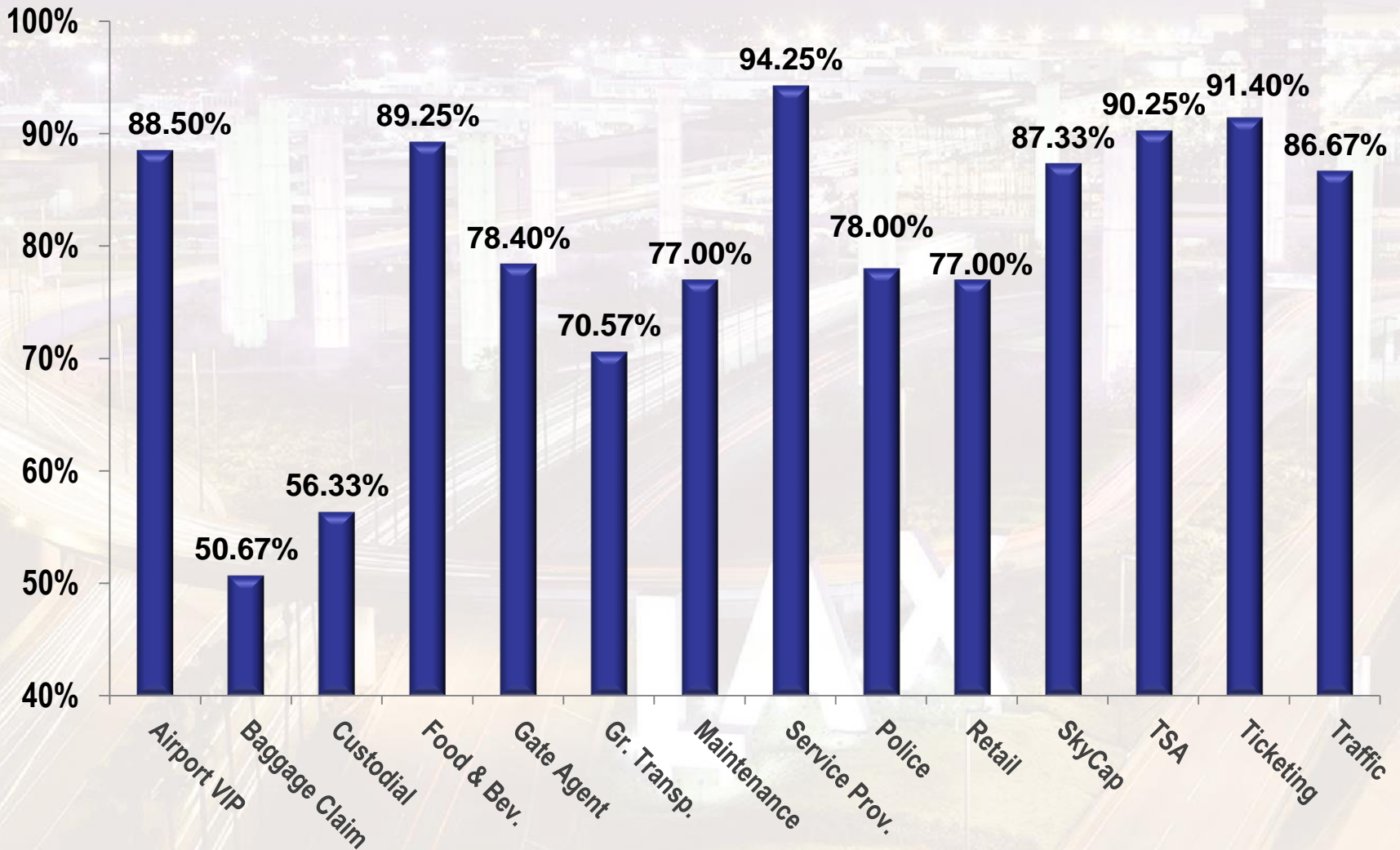
Terminal 1

- 60 evaluations conducted
- Average Score 81.35% of a possible 100%



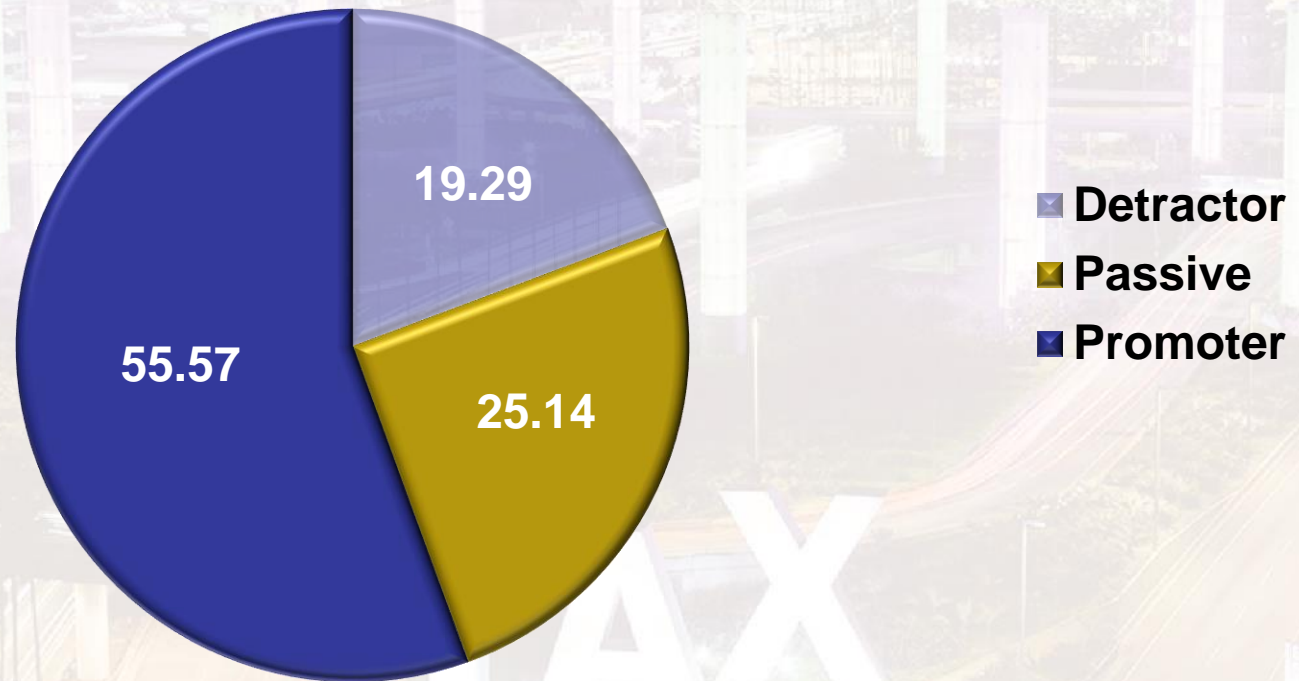
Terminal 1 (Cont'd)

Average overall scores by position for evaluations conducted in T1. Score out of 100%



Net Promoter®

Based on your experience today, how likely are you to recommend LAX as an airport of choice to your friends and family?



Net Promoter Score®: 36.29

Successes & Opportunities

- “The interaction was immediate, helpful, and reflected a genuine desire to help on Mario's part.” Terminal 1 TSA
- “The employee's welcoming demeanor and willingness to assist guests gave me a great impression of LAX.” Terminal 3 Custodian
- “Ruth and the two fellow employees worked together to make my purchase quick, efficient, and enjoyable. “ Terminal 4 Concessions
- “His body language was perfect as he looked at me and his attitude was a helpful one. He paid attention entirely to me.” Terminal 2 Traffic Officer
- *“This was not a exceptional experience, but rather a transaction that the employee just wanted to get done.”*
- *“The interaction was lackluster and the employee didn't seem to care about my LAX experience.”*
- *“The employee did not smile, she spoke in a robotic tone, and she did not greet me or make a parting remark to me.”*
- *“There were other employees present and neither verbally acknowledged my presence or provided a greeting.”*

Key Takeaways

- Greatest opportunity is in Courtesy. All nine terminals consistently scored the lowest in this area.
 - Courtesy includes offering greetings, saying thank you when appropriate, projecting a professional demeanor and offering parting remarks when appropriate.
 - Currently, employees are not aware of these expectations. It would be expected to see this rise as the new culture is rolled out and employees become aware of these expectations.
- Retail scored amongst lowest performing groups in four terminals (T3, T5, T6 and T7). Opportunity to increase non-aeronautical revenue if these scores are raised.

Next Steps

- Initiate Journey evaluations in June which capture the full passenger experience for departing passengers from curbside to gate and for arriving passengers from the gate to the various ground transportation options for exiting the airport. One round of Journey evaluations will be conducted each month (one per terminal). First round now completed.
- Discuss strategy to set evaluation score targets and work with Partners Council to achieve these targets.
- Begin regular quarterly evaluation process for Q3 in July
 - Approximately one third of the total quarterly evaluations will be conducted each month
 - Quarterly Executive Summary comparing baseline vs. current numbers
 - Consulting/Performance Coaching begins in August
- iCARE orientation workshops continue with mandatory training for LAWA employees
- iCARE communication campaign to launch in August
- Train the Trainer selection process launched with over 40 applications
- Train the Trainer workshops will commence in September