Business to Business Survey Results
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% Very satisfied
- 44% Satisfied
- 15% Neither satisfied nor dissatisfied
- 14% Dissatisfied
- 3% 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: 2%
- Lessee: 4%
- Other (please specify): 2%
Have you been doing business with us for long?

- 37% Still wide-eyed — less than a year
- 8% Getting the hang of it — 1 to 2 years
- 18% Got it down now — 3 to 4 years
- 34% Definitely a pro — 5 to 10 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*

- 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*

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline</td>
<td>3.45</td>
</tr>
<tr>
<td>Vendor/Contractor</td>
<td>3.96</td>
</tr>
<tr>
<td>Concessionaire</td>
<td>3.52</td>
</tr>
<tr>
<td>Ground Trans Provider</td>
<td>3.91</td>
</tr>
<tr>
<td>Lessee</td>
<td>4.17</td>
</tr>
</tbody>
</table>

*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: 2%
- Other (please tell us): 4%
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

Average: 3.71

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

Yes = 551 respondents
Based on your experience or feedback from staff, what is your level of satisfaction with parking?

Average | 2.90*

- 13% No issues — Very satisfied
- 27% 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.

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

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 Chart]

- **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
Do you interact with LAWA’s Procurement / Contract Administration?

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

Here are the percentages 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*

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

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

- Nope: 67%
- Yes, I do: 33%

- Airline: 64%
- Vendor/Contractor: 65%
- Concessionaire: 87%
- Ground Trans Provider: 19%
- Lessee: 59%
LAWA’s Security Badge Office

Satisfaction Ratings

Average | 3.69*

- I love them! — Very satisfied: 69%
- They do a good job — Satisfied: 47%
- 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: 6%

Enhancement Opportunities*

- Availability of appointments: 51%
- Procedural requirements: 41%
- Length of wait time while at Security Badge Office: 39%
- More engaging and interesting security training program: 39%
- Access to Security Badge Office via public transportation: 37%
- Courteousness and helpfulness of staff: 24%
- Efficiency in getting processed while at Security Badge Office: 24%
- Parking availability at Security Badge Office: 20%
- I’ve got more ideas**: 20%
- It’s all good - no complaints here: 2%

*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
Airport Response & Coordination Center

Satisfaction Ratings

Average | 3.85*

- They are great — Very satisfied: 29%
- I get what I need — Satisfied: 40%
- Feeling lukewarm — Neither satisfied nor dissatisfied: 21%
- I get pretty frustrated with them — Dissatisfied: 9%
- Not a fan! — Very dissatisfied: 1%

Enhancement Opportunities*

- Consider this, too: (please specify): 56%
- Better prioritization of requests: 44%
- Call response time by Airport Response Coordination Center (ARCC): 19%
- Dispatch time of LAX team in response to ARCC request: 19%
- Communication of information: 19%
- Distribution of information (ensure contact information): 13%

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*

65% 32% 24% 7% 3%

- 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

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

*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

Nope, who are they? 79%
Yes, definitely 21%

- Airline: 60%
- Vendor/Contractor: 48%
- Concessionaire: 39%
- Ground Trans Provider: 8%
- Lessee: 65%
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 Landside Management & Permit Services?

Yes = 452 respondents

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

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

**Satisfaction Ratings**

Average | 3.78*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>71%</td>
<td>Pleasantly happy — Very satisfied</td>
</tr>
<tr>
<td>45%</td>
<td>Having a good relationship with them — Satisfied</td>
</tr>
<tr>
<td>14%</td>
<td>Not sure — Neither satisfied nor dissatisfied</td>
</tr>
<tr>
<td>14%</td>
<td>Wishing for more — Dissatisfied</td>
</tr>
<tr>
<td>9%</td>
<td>Frankly frustrated — Very dissatisfied</td>
</tr>
</tbody>
</table>

**Enhancement Opportunities**

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

*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
LAWA’s Information Technology (IT) Group

Satisfaction Ratings
Average | 3.76*

- 63% I’d give them an ’A’ — Very satisfied
- 32% I’d give them a ’B’ — Satisfied
- 22% No grade — Neither satisfied nor dissatisfied
- 11% They’re barely passing — Dissatisfied
- 14% They’ve failed — Very dissatisfied

Enhancement Opportunities+

- 54% Wi-Fi services
- 39% Cellular communications
- 34% Technology projects
- 26% IT issues related to LAW A construction or tenant improvement
- 24% IT network services provided by LAW A
- 24% Other (please specify)**
- 18% 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
- **23%**: I know a little bit about it
- **18%**: 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?
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