Managing Customer Expectation for Passenger Service at Airport

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Contents

Abstract ........................................................................................................................................................................ 3
1. Introduction .......................................................................................................................................................... 3
2. Customer Expectation vs Customer Satisfaction .................................................................................................. 3
3. Passenger segmentation ...................................................................................................................................... 4
4. Evolving passengers expectation .......................................................................................................................... 5
5. Performance measurement on customer satisfaction ......................................................................................... 5
   5.1. Linking to Business Objectives ...................................................................................................................... 5
   5.2. Key Performance Indicators ......................................................................................................................... 6
   5.3. Customer Service Benchmarking Programme .............................................................................................. 6
      5.3.1 Airport Service Quality (ASQ) Survey ........................................................................................................ 6
      5.3.2 SKYTRAX ................................................................................................................................................ 6
      5.3.3 J.D. Power Travel Ratings ..................................................................................................................... 7
6. Key focus areas in managing passenger expectation ........................................................................................... 7
   6.1 Passenger processing .................................................................................................................................... 7
      6.1.1 Improving operational efficiency by innovations .................................................................................. 7
      6.1.2 Ease of journey through airport ............................................................................................................ 9
   6.2 Safety & Security .......................................................................................................................................... 9
   6.3 Airport Ambience ....................................................................................................................................... 10
      6.3.1 Availability of facilities and services ................................................................................................... 10
      6.3.2 Environment ........................................................................................................................................ 10
      6.3.3 Retail and F&B Offerings .................................................................................................................... 11
   6.4 Airport Staff Courtesy ................................................................................................................................. 11
   6.5 Customer Feedback Management ............................................................................................................. 13
7. Recommendations .............................................................................................................................................. 13
   7.1 Customer Value Proposition ....................................................................................................................... 13
   7.2 Airport branding ......................................................................................................................................... 14
   7.3 Integrated Smartphone Apps ..................................................................................................................... 14
   7.4 Creating Seamless Journey by adapting the SMART Airports Model ......................................................... 15
   7.5 Providing World Class Ambience .............................................................................................................. 16
      7.5.1 Addressing passengers with special needs ......................................................................................... 16
8. Conclusion .......................................................................................................................................................... 17
References .................................................................................................................................................................. 17
Managing Customer Expectation For Passenger Service at Airport

Abstract

The purpose of this paper is to further discuss the conceptual model of managing customer expectation of the airport experience from the passengers’ perspective. Managing customer expectation is crucial to the airport business where the correlation between customer satisfaction and profitability has been widely accepted. The understanding of customer expectation becomes very important for airport management to further explore the airport service quality that will differentiate the success of airport business. This research paper will be focusing on passenger – the end users of airports facilities and services together with relevant examples that will further illustrate the concept of managing customer expectation together with example of how it makes the difference for the success of an airport business.

1. Introduction

In the last decade, with the increasing competitive environment, airports worldwide have come a long way since the years of providing only airport operations services to a complex and diversified businesses. The rapid changes in airport business model – from an industry that was entirely owned and operated by the government to privatization and emerges of low-cost carriers will give significant impact on airport operations and customer service management. Re-architecting the passenger experience requires discipline, investment, and a deeper understanding of passengers, in terms of demographics, behaviours, attitudes, and needs. This will create a significant opportunity for revenue, growth, and competitive positioning. The main reason many airports are focusing more in entertaining the customer mainly because according to a study done by J.D. Power and Associates, "Happy passengers are super spenders" which acknowledge that when passengers reported the highest levels of satisfaction with an airport, their retail spending will increase by 45%. This will be a great impact to the airports business as many of the airports worldwide have shifted their focus more towards the non-aeronautical revenues. Since then, airports have made a lot of investment on various customer service initiatives and developing plans to improve efficiency and to increase revenues from concessions and other airport services.

In this research, the concept of managing customer expectation on passenger service quality of Kuala Lumpur International Airport (KLIA) is explored by examining a number of factors that simultaneously influence passengers’ satisfaction. KLIA is managed by Malaysia Airports, an airport management company that was established in 1992 to focus on the operations, management and maintenance of 5 international airports, 16 domestic airports, and 18 short take-off and landing ports (STOLports) in Malaysia. In 2013, Malaysia Airports recorded an all-time high of 79.6 million passengers passing through Malaysia Airports 39 airports in Malaysia.

2. Customer Expectation vs Customer Satisfaction

Customer expectations are the totality of those needs and preferences, both tangible and intangible, which customer brings to bear on the supplier of goods and services (Denham, 1998). Joseph C. Andraski the President and CEO of Voluntary Inter Industry Commerce Solutions (VICS) Association stated that customer expectations are the needs, wants, and preconceived ideas of a customer about a product or service. It can influence a customer’s perception of the product or service and can be created by previous experience, advertising, hearsay, awareness of competitors, and brand image. Customer satisfaction defines as an emotional state, their post-purchase reactions can involve anger, dissatisfaction, irritation, neutrality, pleasure, or delight (Lovelock & Wright, 1999). As shown below, if customer’s perception is better than expected, satisfaction level will be at the highest level but if the service experience is less than the expected standard, the customers will dissatisfy with the lowest satisfaction level.

![Customer Expectation vs Customer Satisfaction Diagram](source)

How the airport management perceive their performance may differ from how the customers perceive it. If customers view the airports as unresponsive, then they are unresponsive — in the customers’ eyes. It merely emphasizing that customer satisfaction is driven by their perceptions, not the service providers. One way to exceed customer expectations is through surprise – dazzle them with something beyond expectation and extraordinary would be a powerful tool in the quest to satisfy customer. Raising customer satisfaction may lead a rise in customer loyalty and retention, therefore airport can increase good customer. In managing customer expectation, airports must continually measure and improve how well they meet customer need. Three major steps that are involved in this process is understanding customer needs, obtaining customer feedback and instituting an ongoing program to ensure customer satisfaction (Kurtz, 2012). Flow chart in managing customers’ expectation.
Managing Customer Expectation For Passenger Service at Airport

from how the airports established desirable standard performance, measure it against actual performance to action taken once the result reported are depicted below:

Excellent customer service is the heart of the sustainability and survival of every airports worldwide. Excellent customer service is defined as the synergy created when an airport’s ability to exceed its customers’ needs and expectations consistently matches the customers’ perception that their needs and expectations are well met. (Paternoster, 2007).

3. Passenger segmentation

In managing the customer service, airport management must identify the target groups to better understand the key elements that have the greatest impact on meeting the expectations and needs. Traditionally, the airports’ customers were defined as airlines and passengers as customers of the airlines (Francis, Humphreys & Ison 2004). The relationship between airport and airline based on this traditional model is shown below.

Since the mid-90s, commercial business model began to replace the traditional public utility model. Thus, airport management have begun to place more emphasis on non-aeronautical revenues such as, rents, concessions, car parking, consultancy and property development. This has led the traditional airline–airport–passenger relationship to become more complex and diversified (Francis, Humphreys & Ison 2004). Today, airports are focusing directly to airlines’ passengers, meeters and greeters, users of general aviation services and other airports visitors (Transformation Research Board, 2013). The airports’ customer groups are shown in the figure below.

Passengers’ behaviour and expectations of the airport experience depend highly on the type of traveller – demographic characteristics (i.e. gender, age group, income, the composition of the group), purpose of trip (i.e. leisure, business) and their circumstances (Fodness & Murray, 2005). In general, the passengers can be divided into different group – arriving, departing and transfer – with different expectation and needs in the way they will be using the airport services and facilities and will also influence the behaviour of individuals while in the commercial area (Jung, 2011). Origin and destination (O&D) passengers who are departing and arriving will require all airport facilities including parking, surface transportation (car rental, rail access

Flow chart in managing customer expectation

Source: Airports perspectives on the growth of low cost airlines and the remodelling of the airport-airline relationship (2004)

Managing Customer Expectation For Passenger Service at Airport

system, limos, taxi’s and buses), check-in service, bag processing and security check and vertical and horizontal moving systems in passenger terminals. Transfer passengers will have a discretionary time waiting and their needs will be likely different from those of origin and destination passengers. Some of the transit passenger will spend nearly four hours at the airport. By providing airport facilities that can accommodate their needs such as a place to lie down and take a short nap, spa & massage, and free shower facilities will mostly give them an enjoyable airport experience.

Passengers travelling with families may want children play areas where kids can have a great time while waiting to board the aircraft. They also want the availability of rooms for families travelling with babies equipped with changing facilities, baby crib, microwaves and hot water. Meanwhile, passengers that are on a business trip may want a lounge, with all the business facilities that they can feel free to use such as free internet access and other services such as fax, scan, and photocopy machine. The airport management can develop the strategic customer service planning in order to improve the design and delivery of all the facilities and services by understanding expectation of each passenger group.

4. Evolving passengers expectation

Airport operations and business models have evolved dramatically over the last two decades due to deregulation and privatisation which created an efficient air transportation ecosystem. Not so long ago, airport management were responsible for the infrastructure that supported air transportation and airports were viewed as public utility. In recent years, the passengers’ expectations have grown considerably especially in regards to quality of service. Privatisation has transformed airports to deliver safe and secure operations, raised standards of customer service, and into meeting growing demand. Over the past two to three decades, airports have gained more stakeholders, with increasingly complex operations. The transformation of airport customer service began in the late 1990s, where passengers have raised the bar of their expectations on airports services and facilities, courtesy of airport staff, security clearance, availability of baggage carts, cleanliness of washrooms, clear signposting and comfortable waiting areas.

The demand of air travel with lower cost has caused the emergence of low-cost carriers that affect the passengers’ expectation towards airports services. A study on the influence of passengers’ demographics on airport attributes has indicated that 95% of the passengers who travel for the purposes of other than business (i.e. leisure) are more conscious of the cost of travel (Carstens & Heyns, 2012). Generally, passengers expected the same standard of service at the airport regardless of how much they paid for their tickets. Nevertheless, safety is a non-negotiable issue and it should meet some important standard of service quality. Today, a new type of passenger category has been created; the air travellers that have been empowered by end-to-end passengers’ self-service solutions. They want to self-process and expect easy access to all the information they want, exactly when they need it. This emerging new breed of airport that attract new segments of commercial customers and may even develop a unique brand identity as it offers smart services for various areas.

5. Performance measurement on customer satisfaction

“If you can’t measure it, you can’t manage it.” - Peter Drucker

Today, airports all over the world are competing in a complex business environment. The complexity of the airport business environment has been further defined by ACI 2013 Airport Economics Reports as an industry that operate in a unique and evolving physical, financial and regulatory environments. A comprehensive set of performance measures must be established, as the airport management will need some key indicators to help them in developing the overall framework of strategic customer management system. Kaplan-Norton has described that the ability of a company to mobilize and exploit its intangible or invisible assets has become far more decisive than investing and managing physical, tangible assets. Customer relationship management has been recognised as an intangible asset that will enable the organization to retain the loyalty of existing customers and enable new customer segments and market areas to be served effectively and efficiently.

5.1. Linking to Business Objectives

The performance measures of an airport can be derived from the mission and strategy that later can be translated into tangible objectives. In focusing the specific objectives that can enhance customers experience, the airport management must highlight those processes that are most critical for achieving outstanding customer service and start to develop the execution plans. Then, the objectives should be communicated throughout the organisation via all communications carrier such as email, bulletin boards, videos and websites. The communication will give signal to all employees that all the objectives must be accomplished if the airport’s strategy is to succeed (Kaplan & Norton, 1996).

Malaysia Airports new vision – “To be the global leader in creating airport cities” supports the airport city master plan – dubbed KLIA Aeropolis, a diversified and integrated city with comprehensive facilities for retail, exhibitions, leisure and tourism activities. A new mission – “Together we create joyful experiences by connecting people and businesses” – was created to support the achievement of the vision and becoming a world-class airport business. The connectivity is essential as Malaysia Airports business is about connecting people to the world, and to their lives and dreams.

“Malaysia Airports Runway to Success (2010-2014)” is a document that charts the business direction of Malaysia Airports and the road map to get there. As service excellence is central to the business, it is possible for the airports to provide new
Managing Customer Expectation For Passenger Service at Airport

experiences and world-class service standards to all customers. Malaysia Airports has also established initiatives for enhancing customer service and overall passenger satisfaction. All these initiatives can be achieved by improving the operational processes and efficiencies by leveraging on new technologies and best practices, implementing Conditions of Use contracts with airlines customers and developing people to ensure the delivery of the highest service standards (Runway to Success, 2010). As shown below are the business goals and objective of Malaysia Airports to support the organisation towards providing excellent service to the customers.

Malaysia Airports seeks to attain the ultimate mission of achieving service excellence by promoting desirable attributes in the people. These attributes are represented as: Being friendly and firm; Being business driven and responsible; and Being progressive and practical.

5.2. Key Performance Indicators

ACI World Director General, Angela Gittens in July 2014 issue of Airport World stated that, ACI continues to come out with acceptable Key Performance Indicators (KPIs) that will be used as the international benchmarks that provide quantifiable barometers of industry activity and performance. Through the implementation on these KPIs, airport of all types and sizes around the world will be able to identify the best practices related in managing the customer expectation and complementing the passengers’ subjective quality assessment by measuring the actual objectives quality of service delivered. The cascading of the company’s strategic objectives to individual KPIs for the operational staff that focused on responding and resolving issues related to airports facilities and services within the agreed timeline, can help airport management in tracking the actual performance of their customers’ feedback system. The common KPIs that can be used to measure the service quality levels are customer satisfaction, delay statistics, and security, passport, check in and baggage clearing times.

5.3. Customer Service Benchmarking Programme

Several customer service benchmarking programmes have been established to systematically measure the customer satisfaction of the airport. The benchmarking programme will measure the actual airport performance against desirable standard of customer service. All these programmes will provide key data points to the airport management so they can further understand the strengths and weaknesses of airport facilities and services and to identify the areas of improvement. In a way, it will provide the airport management the mechanism to monitor and manage all other service providers at the airport such as those engaged in gate management, baggage handling, concessions, parking, and security checkpoints.

5.3.1 Airport Service Quality (ASQ) Survey

ASQ Survey is the Airport Council International (ACI) comprehensive initiative to improve the quality of service experienced by passengers with participation over 200 airports in more than 50 countries. All airports use the same questionnaires and follow the same methodology to identify best practice and to measure its own performance precisely.

5.3.2 SKYTRAX

SKYTRAX Airport Star Rating is a programme that evaluate standards of frontline Product and Service quality for airports worldwide. The programme applies an evaluation system to assess the quality standards across each airport’s operations to ensure that all airport quality rating is conducted in a standardised and consistent manner. The methodology is to evaluate the actual quality of delivered products and services to customers against the global benchmark and quality performance basis.
Managing Customer Expectation For Passenger Service at Airport

5.3.3 J.D. Power Travel Ratings

J.D. Power travel ratings are the guide to find which airlines, airports, hotels, and rental car companies ranked highest in J.D. Power consumer studies that are based on the opinions of a sample of consumers who have used or owned the product or service to indicate the typical buying experience.

6 Key focus areas in managing passengers’ expectation

A unique travel experience is the key element in addressing passengers’ expectations as each journey comes from many different priorities and concerns. In creating this unified passengers’ journey, the airport’s role must evolve from passive landlord to active participant, enriching the passenger journey as a key ecosystem partner. Each passenger will have different expectations towards airports services and facilities. It is almost impossible for airports to address all the demand and need of all passengers at once but the airport management need to actively analyse the common similarities before implementing the improvement strategy in managing the passengers’ expectation that will enhance the overall travelling experience.

Imagine a traveller departing from an airport for a long holiday. She arrived at the airport, and proceeds to check-in her baggage. Her expectation on airport service quality has started beforehand – from how to access the airport until boarding the aircraft. The key areas that have been identified and need to be focused in managing the passengers’ expectation in order to obtain the highest level of customers’ satisfaction are – passenger processing, safety & security, airport facilities, airports staff and customer feedback management.

ASQ 2013 Reports had highlighted that the highest top ten elements for Malaysia Airports are short duration of waiting times, courtesy and helpfulness of airport staff (check-in, security, and immigration), availability of facilities and flight information screens. Malaysia Airports is continually reviewing new solutions to enhance operations to make air travel a seamless experience for passengers. Three key initiatives to achieve this in the near to medium term are harnessing technology to reduce passenger processing time and effort, ensuring safety and security and enabling easy access to and from our airports.

6.1 Passenger processing

According to a research done by J.D. Power and Associates (2010), the areas with greatest impact on overall passengers’ satisfactions are related to their expectations of basic needs such as prompt baggage delivery, airport comfort and ease of navigating the airport. By all means, the only way to gain more passenger satisfaction is to ensure that they experience a smooth journey - starting from how to access the airport, going through the security check, until they board into the aircraft. The ground experience for a passenger before boarding an aircraft can be describe in a few distinct segments as depicted below:

![Figure: Departing Passenger Movement](image)

Passengers’ expectations can be enhanced by improving efficiency of the machines and also the airport personnel, ensure they have a smooth journey, opening more lanes for the counters and providing distractions such as entertainment to reduce the passengers’ perceived waiting time.

6.1.1 Improving operational efficiency by innovations

The passenger processing will involve a lot of waiting time that in general has a real impact on the satisfaction level. According to ASQ Best Practice Report on waiting times, the longer a passenger has to wait, the lower the ASQ score given to the airport. The report had also indicated that there is a negative correlation between waiting time and overall satisfaction.
Managing Customer Expectation For Passenger Service at Airport

Acknowledging the importance of thrive and grow, and that every airports must adopt with new work processes and latest technologies, Malaysia Airports has been organising the Innovative and Creative Circles (ICC) programme as one of the employees participative methods of developing the innovative capability in enhancing operational performance to support the delivering of outstanding passenger service. The ICC is a part of organizational culture transformation to tap every employee’s capabilities for greater innovation & productivity and will imply the development of skills, capabilities, confidence and creativity of the employees through cumulative processes of education, training, work experience and participation.

The areas of improvement that need to be addressed while implementing all the initiatives are breakthrough in product innovations, increased work efficiency, reduce downtime and improvement in products and services. By addressing all the areas, Malaysia Airports hopes to meet customers’ needs, with simplified work process, reduce time and wastage to save money and ability to delight customer. This initiative aims to reduce operating costs and increase efficiency by giving the opportunity to the employees to exchange ideas and experiences based on innovative and creative improvement program.

Due to increased passenger and baggage security screenings at all airports; passengers should plan to arrive at the airport a minimum of two hours prior to departure for all domestic flights and a minimum of two and a half hours for international flights. An initiative developed by the Aviation Security Services to further improve the passengers security screening processes at KLIA Main Terminal Building (MTB) Contact Pier link bridge aims to reduce waiting time due to the long queue during peak hour. With the new initiative, it promises a fast and easy security check process for both passengers and security personnel. As a result of this initiative the processing time for security screening is statistically reduced by 83% (from 367sec to 63sec). A survey on the effectiveness of this initiative had been conducted by the team member and the end result – 71% of the respondent were satisfied with the new improved way of security screening process.

As airport service levels are highly dependable on asset overall conditions, airport facilities such as infrastructures and specialised airport systems (passenger boarding bridges, fire safety vehicles, baggage handling and airfield ground lighting systems) are appropriately used and maintained. The maintenance cost for baggage conveyors keep increasing due to the frequency of replacement of spare parts such as timing belt. In 2012, an average of 38 breakdowns happened due to misalignment of timing belt. An ICC project had been developed by Malaysia Airports Engineering Division and this initiative ensure the improvement of down time for maintenance were reduced by 80%, spare parts cost reduced by 90% and manpower for maintenance reduced from 3 to only 2. There are also initiatives to improve transfer baggage from breakdown to main sorter to overcome the problem of late delivery of baggage at MTB Transfer Conveyor. These initiatives have given positive impact on the way passengers perceive the baggage delivery service by acknowledging it as the top 10 elements in the ASQ 2013 by the improvement score of 0.29 points from the result of ASQ 2012 for the same element.

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Source: Continuous Improvement Management
Managing Customer Expectation For Passenger Service at Airport

6.1.2 Ease of journey through airport

Way-finding is one of the important elements for the passenger in the terminal building. Availability and efficiency of the Flight Information Display System (FIDS) and signage will certainly addressing the passengers’ expectation on easily navigating through the terminal zones. Signage should use English in addition to the local or other foreign language, easy to understand pictograms, and with consistent signage design (i.e. colours, fonts, motifs) throughout the airport. Today, intelligent advertising allows destination or status-specific messages to be displayed based on flight stage and location within the airport. Digital signage can display ads for various airport facilities and services, and can even be used for important information in the event of an emergency.

More and more passengers visits airport websites to find useful information on the how to navigate in through the terminal zones and facilities available at the airports. Malaysia Airports has provided the end-to-end passenger guide on the new terminal – klia2 in the corporate website. This guide provides the passenger with a listing of the facilities and services available at the terminal for your convenience to equip them with pre-trip information so they can have an enjoyable and seamless journey. In order to address the walking distance issue inside the terminal, a guide on buggy services is also being uploaded in the website and various electronic display signage inside the terminal.

6.2 Safety & Security

The importance of ensuring safety and security in an airport cannot be over-emphasised especially in providing passengers with a safe and seamless experience. The airport management must also ensure that a wide array of safety and security considerations of the passenger are met by working closely with the wider airport community. Large numbers of people pass through airports every day, therefore airport security serves to prevent any threats or potentially dangerous situations from arising or entering the country. Passengers’ expectations of airport security are related to waiting time required for security check, the professionalism of the security staff and the ability of the security process to make them feel safe.

In 2008, Malaysia Airports has been ranked in the top five for ASQ elements - ‘courtesy and helpfulness of security staff’, ‘thoroughness of security inspection’, ‘waiting time at security inspection’ and ‘feeling of being safe and secure’. The security improvement initiatives include instituting Malaysia Airports’ in-house detective task force, reconfiguring passenger flows at some existing terminals to segregate departing, arriving, international and domestic passengers, upgrading security systems and detection equipment which are due for replacement at smaller airports and installing CCTV systems with behavioural analysis capabilities (Runway to Success, 2010).

Pilferage is also another customer sensitive area and to address the issue, Malaysia Airports had come out with a few initiatives – established task force working in close cooperation with both the police and airline security, installation of additional CCTVs at the baggage handling system conveyor belts, constant spot checks on baggage handlers, increase in manpower to guard passengers’ baggage and increase in patrolling frequency (Runway to Success, 2010). The impact has improved since 2002, where reported pilferage cases is far below the global average of 80 bags per 100,000 passengers. It was much lower than the global average and the number of incidents continues to decrease on a downward trend. The figure shown below is the reported number of pilferage cases from 2002 to 2008.

![Number of baggage pilferage cases per 100,000 passengers](chart.png)

*Source: Malaysia Airports Runway to Success*

Acknowledging the passengers’ safety is one of the top priorities, Malaysia Airports’ Airport Fire and Rescue Services (AFRS) provides rescue and firefighting services for aircraft and buildings within a specific boundary of the airport area with the operational objective of achieving a response time not exceeding three minutes to any point of each operational runway, in optimum visibility and surface conditions. Various types of inspections are being carried out to ensure fire hazards are eliminated and fire protection systems are operating well. The implementation of the Annual AFRS Rating programme for measurement of performance ensures the preparedness of the AFRS team.
Managing Customer Expectation For Passenger Service at Airport

6.3 Airport Ambience

Ambience is not really something passengers see, but rather something that is felt, something that is experienced (DKMA). Nowadays we can do almost everything within the airport terminal – watch a movie at cinema, visiting theme park, sightseeing in a butterfly garden, and even golfing, and swimming. Hence, passengers all around the world are raising the bar of their expectations towards the services offered when travelling through an airport. Many of the airports worldwide have gone beyond expectation in offering an outstanding customer experience. Today, most passengers check in and obtain a boarding pass before they arrive at the airport. However, not knowing how long it will really take to move through the terminal, passengers tend to arrive very early for flights. All of these have contribute to the emergence of a new era where customer experience has become the top strategic priority for all airports worldwide so they can be viewed as a competitive differentiator. To create an excellent the passenger experience airport must adapt to following guidelines – exceed expectations and create the elements of surprises that are different of the norm the region, and to provide clean, tidy airport, and well maintained airport facilities.

6.3.1 Availability of facilities and services

Providing airport facilities for everyone to enjoy – with a sense of well-being alleviate the stress of flying. Apparently, airport passengers tend to appreciate cleanliness of the facilities, shopping options, Wi Fi and adequate seating. A good Wi-Fi connection, a proper place to do work, plugs sockets easily available everywhere to recharge mobile phones and laptops, shower facilities, and rest area to relax, can enhance the time passengers spend in the airport. Research on airport seating has indicate that by simply installing new seating area with more attention on size, colour, comfort and arrangement, passengers experience ratings can jump up until 12%. (Gordon, Airport World 2014). The fitness and wellness / Spa, airside hotel facilities and tour desk for transit passenger are added value services that can increase the satisfaction level of airport passenger.

klia2 provides Plaza Premium Lounge that welcomes everybody with a minimal charge per hour. The passengers are able to enjoy their time efficiently at the airport as Plaza Premium Lounge provides comfortable seating and a wide range of food and beverages and workstations with high-speed Wi-Fi and printing services. In addition, it offers baggage handling and laundry service to provide a true home away from home. For travellers who need a place to catch a quick rest, Plaza Premium Lounge has carved out private spaces for relaxing areas, including various studios, napping rooms in different sizes so that there is something for everyone, and elevating its lounge to a new level of luxury standard.

Capsule by Container Hotel is the first airport capsule in Malaysia located in klia2. With the concept of container hotel, it is designed for transit travellers, backpackers on-the-go, and frequent flyers, where it allows overnight stay, or recharge before catching the next flight. It also further developed the ideas of green & sustainable living.

6.3.2 Environment

From the customer’s perspective, there is now a need to spend more time at the airport to allow sufficient time to pass security checkpoints. There are various elements that have been implemented by airports all over the world such as museum, indoor gardens, theme parks, library, cinema, video games areas and casino. The elements are available at various point to serve as a past time activity while waiting for their flights.

Setting the benchmark in the aviation industry, over the last few years, Malaysia Airports has been focusing in the development of klia2 – a mega terminal dedicated for low-cost carrier is ready to redefine the travel experience for passengers in the region with its Next Generation Hub concept. The new terminal is measured to be at least 257,000 sqm, to accommodate up to 45 million passengers annually and designed to allow expansion for future air travel growth trends and airlines’ operational models. A sky bridge was built to link the main terminal building and the satellite building. It cross over the taxiway and features glass wall, providing the passenger the spectacular view of the airside. The sky bridge was divided into two section – departure and arrival – to allow passenger segregation implementation at the terminal. klia2, is the first airport in Asia and the third in the world with a sky bridge that will give the added advantage of greater aircraft manoeuvrability.

klia2 Skybridge
Managing Customer Expectation For Passenger Service at Airport

6.3.3 Retail and F&B Offerings
Since the change of airport business model in the 90s, airports worldwide are focusing more on the non-aeronautical revenues and always looking for innovative ways to increase the retail offerings by exploring the wider retail sector that will be affecting the concessions inside the terminal. Declining airline economics have required airports to become more reliant on non-aeronautical revenues, with many airports deriving more than half of total revenues from such sources. Research done by Airport Market Research & Advisory Services (DKMA) on Things You Should Know About How Passengers Shop At Airports indicates that most passengers have no intention of purchasing before they come to the airport and passengers who come to the airport with the intention to buy something are more likely to purchase. As 31% of non aeronautical revenues of airports worldwide are generated from retail and F&B, they should be more actively involved in the research for the development of this segment of business.

Malaysia Airports has defined airports as a lifestyle destinations. With the development of Airport Commercial Model, Malaysia Airports has recognised the importance of retail and F&B offerings that deliver ‘Value for Money’ coupled with service excellence to enhance our customers’ experience hence maximising the retail revenue. One of the initiatives to turn airports into a lifestyle destination is – iButterfly - a fun new way to go about with coupons by using Augmented Reality, whereby passenger can catch and collect virtual butterflies, all of which have a special coupon attached to them. The objective of the initiative is to transform all the amazing special offers into mobile application that has also been available in iOS devices and Adroid platform. It iButterfly also fits well with today’s consumer profile where there is a growing dependence on mobile technology and gadgets. klia2 features a commercial hub known as Gateway@klia2 - designed to cater not only to travellers, but also meeters and greeters, airport staff, and shoppers from neighbouring residential. Strategically located between the drop-off and klia2 Main Terminal Building, Gateway@klia2 is the bustling integrated complex that is designed to fill the gap to allow tourists to shop before departure and upon arrival.

Limited food service on aircraft has increased demand for concessions and eating areas. Based on the research done by DKMA, the most important aspects that contribute to passenger satisfaction with F&B are the menu selection, selection of restaurants / bars, quality of food and / or drinks, speed of service, value for money, atmosphere of facilities, friendliness of staff, cleanliness of facilities and availability of seating areas. The research also indicates that passengers who rate their experience with F&B as “Excellent” spend more than passengers who were less satisfied with the restaurants. At klia2, 13% of gross floor area (GFA) is dedicated to customer fronting commercial offerings, and 30% of it have been developed for F&B. Malaysia Airports has established an Entrepreneur Development Programme (EDP) that encourages growth and development among small and medium enterprises (SME) in line with the group’s Corporate Social Responsibilities (CSR) initiatives. The pilot project has been the F&B offerings of a variety of local cuisines. A famous Malaysian cartoonist – Datuk Lat had involved in the marketing campaign of the new F&B outlets, facilities and services in klia2.

Non-aeronautical business continues to be the key in Malaysia Airports earnings, accounting for 50.8%, to the Group’s revenue and this is in line with the Group’s long term plan to further grow its business.

6.4 Airport Staff Courtesy
Passengers’ expectation on airport staff are related to the ability to provide reliable and accurate services and the willingness to help customers and provide services with quick responses. Assurance indicates that staff with professional knowledge of services and behave kindly and courteously is likely to win the customers’ trust and confidence. Helpful and efficient frontliners have become the most important aspect for passengers’ satisfaction. However, according to ASQ Best Practice Report on Staff Courtesy, ASQ courtesy scores have not significantly improved during the last few years. This is due to the following reasons: Courtesy is about human beings, which means that it is very personal and difficult to have an impact on and most of the staff working within an airport is not employed by the airport authority (third party staff), which implies that the airport has a limited influence on them. Airport management has engaged in many types of programmes to further develop their own and also third party employees to positively influence the staff courtesy. These programmes will include awareness & refresher training, including giving up incentives and recognition programmes. The percentage differences of staff courtesy programmes conducted by airports in Asia Pacific to their own staff and third party staff are shown below:

Source: Malaysia Airports Facebook
Malaysia Airports recognises that the employees must be equipped with the right skills and knowledge to perform their jobs professionally and to bring the organisation forward. To strengthen the positive service mindset and service skills of airport frontliners, the company has embarked in several training programmes and customer service campaigns.

Courtesy and Care (C&C) is a customised motivational training programme specially crafted for Malaysia Airports employees. The objectives of this programme are to establish a world class customer service culture on customer service excellence, identify and manage customers’ expectations, and to establish a standardised greetings with excellent customer service culture. The Living the Brand awareness is a program to internalise Malaysia Airports Brand Essence and to transform the people and work culture, creating a significant impact that is apparent from a business performance and customer service perspective. This programme is also aims to further inculcate the new Brand DNA of Friendly and Firm, Business Driven and Responsible, and Progressive and Practical. These values have been used as guidelines in encouraging the staff to develop connections with the stakeholders, the community and the environment.

In ensuring the capabilities to deliver the highest level of customer service standards, Malaysia Airports has emphasised on developing excellent customer service culture within its own staff. Malaysia Airports introduced a programme that is designed to improve the ASQ elements related to customer service, called Advancing Towards a Culture of Excellence (ACE) Programme. ACE involves the participation of all agencies and partners in the airport, namely airlines, Department of Civil Aviation, Immigration, Custom, Public Transportation companies, medical services, and Police – to work together as one ecosystem to serve the customers. The programme outlines the standard of customer service that Malaysia Airports aims to achieve that can be universally practiced by all service providers which include grooming guidelines and standard behaviour practice.

T.O.U.C.H Customer service excellence was established by Malaysia Airport in 2012. T.O.U.C.H. attributes are – ability to deliver Total customer satisfaction through Outstanding service practices with an Unforgettable smile while being Conversant and Humbly pleasant. It is a customer service campaign with the main objective to conceptualise a uniform customer service excellence practice by all airport tenants and frontliners due to the different types of customer service delivery practices at various tenants. It also seeks to inculcate and cultivate world-class customer service practices amongst frontliners of all retail, F&B and services outlets at KLIA through structured service standards and guidelines, assessment and recognition. Currently over 70% of third party staff are engaged in this programme. This programme comprises of overall process from training, rewards and recognition and has become a huge success in engaging and motivating airport personnel to deliver outstanding customer service. In 2013, the T.O.U.C.H Campaign won two awards at the Advertising + Marketing’s Marketing Excellence Awards 2013 - Gold Award for Excellence in Public Relations Internal and the Silver Award for Excellence in Public Relations Corporate Communications.
Managing Customer Expectation For Passenger Service at Airport

6.5 Customer Feedback Management

Managing customer feedback can help to identify areas that may have missed the mark in any part of the customer journey. Airport management use a variety of methods to collect feedback from customers – with the use of social media, website, android and tablet apps, email and manual medium such as customer feedback forms. Listening and responding to customers feedback are given a high priority and sometimes is the main method of communication between airports and their customers. All the feedbacks – whether complaints, comments or compliments will be followed through. Customers must also be notified on the status of their comments or complaints.

In 2013, Malaysia Airports has established a new unit called CARE (Customer Affairs and Resolution Excellence) to better serve the public and travellers and to further enhance the pursuit and delivery of service excellence in line with the ultimate objective of growing the business and to achieve the company’s revenue target. CARE’s objective is to provide a centralised platform to manage and respond to all enquiries, complaints and feedback received across multiple channels. A new Customer Relationship Management system was also implemented to track and monitor the service levels expected by the customers and stakeholders. Malaysia Airports introduced the Chat@KLIA – a live chatting system that is hosted on an online platform - to harness the power of customer feedback and also empowers the staff to respond instantaneously to customers’ needs and initiate any service recovery. In addition, corporate website and social media such as Twitter, Facebook and Youtube are also being used as a platform to listen to customer feedback and updating passengers on airports news and activities. All of the feedback will be channelled to a centralised database before being sent to the respective parties. The time needed in order to respond and resolve the issues are based on the agreed service level agreement in achieving consistency on managing customers’ feedback.

Many airports introduce customer service ambassadors to offer assistance to passengers. They will operate the help desk and welcome centres and sometime will be equipped with tablets to access real time information. Ambassadors will usually serve as primary contact for passengers with strong multi language proficiencies. Malaysia Airports CARE Ambassadors are stationed in key areas in klia2 to provide help and proactively seek passengers who may need assistance. They are known as an integral part of customer service and are trained to help passengers and getting customers’ feedback on the terminal facilities and services. In addition, a mobile and interactive tablet-based customer service application called i-CARE is also being deployed at all international airports to further facilitate the customer service engagement.

7 Recommendations

Airports worldwide should focus more on exceeding customers’ expectations today and planning for an even better future that will set them apart from their competitors. By designing the total airport experience, from the moment the passengers arrived at the parking area to the moment they take off will surely elevate the passengers’ experience to the next level. This can best summarised as a branded approach, integrating information, people, technology and services. ASQ 2013 had indicated the improvement areas than need to be improved by KLIA in order to achieve higher passenger satisfaction in the near future – such as walking distance inside the terminal and availability of airport facilities (ATM, internet access, Wi-fi Lounges). This research will explore a few recommendations to further improve the passenger experience – not only on operational attributes but also in terms of company strategy for the sustainability of the airport business.

7.1 Customer Value Proposition

An organisation creates value for its customer to gain customer retention and loyalty that will in the end translates into profitability. Customer value proposition has three dimensions: the physical attribute of the product or services such as price, quality, speed of delivery and completeness of the service; the relationship that a customer experience by interacting with the company; and the emotional appeal of the company or its products and services to the customer (Ndaa, 2000). As shown below are the proposed customer value proposition of an airport business in realising the customer needs and expectation. The proposed value proposition will hopefully serve its purpose as the core measurements of satisfaction, acquisition, retention, and market share of the airport’s customer perspective (Kaplan & Norton, 1996)
Incheon International Airport has established a set of comprehensive strategic objectives that incorporate the customer value proposition to support the achievement of their Vision – “To become a global hub airport and a leading airport company”. The strategic objectives are focusing in enhancing operational performance – mainly – to achieve operational excellence in airport safety and security; improve passenger and cargo facilitation; maintain service level by facility improvement and enhance airport service and operational efficiency by using ICT. In 2014, Incheon International Airport has been awarded as Best Airport Worldwide for nine consecutive years and the recognition has proved the correlation between the customers’ satisfaction to the business strategy.

7.2 Airport branding

The airport is not a destination for air travellers. It is a transition point by connecting people with business and also their love ones. Effective branding strategy provides a positive impact on airports’ financial performance and image. Understanding the economic value of the brands and the resulting revenue, impacts that branded customer experiences provide. An airport’s brand is the sum total of all the customer experiences at an airport, as perceived by the customer and stakeholders. Airport brands can be formed either ad hoc - formed by the customers’ perceptions of the typical experiences or strategic - defined and managed by the airport operator in collaboration with its stakeholders, business partners and airport employees (Paternoster, 2007). The brand represents the airport’s promises to its customers.

The best airports in the world generally adopted the strategic brand category. The brand will exist in the customer minds and it will reflect in the thought whenever a customer thinks about a particular airport. An airport’s logo, tagline and advertising are not the airport’s brand but rather should be representations of the brand. Changi International Airport is known for its successful strategic airport brand. Its management clearly understands the power and the value of their brand, as everything it says or does is consistent with the brand. By winning over 250 awards, it has been recognised by customers and stakeholders as an airport that is keeping its promises.

7.3 Integrated Smartphone Apps

Like customers in other industries, passengers expect better, cheaper, and faster services from airlines and airports. They want real-time information about flight delays, gate changes, and special offers. They demand streamlined processes for check-in, transit, and boarding, and want increasingly higher levels of personalized services. The launching of travel apps on smartphones have helped to make the journey easier. At every stage of the journey, the passengers are offered with personalized, real-time information to create a completely seamless experience from their home to the airport. Using smart and integrated solutions, all airport stakeholders—airlines, security, operations, concessionaires, and other service providers – can receive real-time updates on the progress of the passengers’ journey, and are able to offer goods, services, and transportation based on their travel status. Such capabilities will enable all airports to engage the passengers with relevant and compelling information and offers. By deploying location based technology, connection to the passenger will permit continuous, real-time communications anytime, anywhere and will no longer be defined by key information interchanges at check-in, security check, or boarding.

The apps will provide mobile check-in with the features to reserve parking spot that will simplify the journey and give passengers convenience upon arrival at the airport. Real-time travel services offers information on the status of roads and parking, to help passengers plan their departure time and make choices about parking and other services. It also can offer premium services, such as valet parking or route switching, if the passenger is at risk of being late. Intelligent travel services, using the location based technology, can track a passenger via a GPS-enabled smartphones and will help in finding their way, and provide pre-trip travel information, route advice based on traffic conditions, and flight status. The apps can also provide information and alerts to help the passengers go through the terminal to the gate, plus personalized hospitality and retail offerings. Location-based services will use the passengers’ entry and destination details, along with location information and terminal zones, to direct passenger through the airport in a way that reduces stress, minimizes queues, and increases retail
Managing Customer Expectation For Passenger Service at Airport sales. The additional information that can enhance the passenger experience are distance of each checkpoints and suggestion on the nearest facilities (i.e. ATM, Washrooms, Bank, F&B).

Another solution inside the apps that are proved to be useful is the no-queue check-in solutions that will speed passengers’ process through the airport to their flights. The solution will be using tagged boarding passes and when combined with remote bag-drop capabilities, allows passengers to check in and leave their bags at the hotel or other remote location. It will enable them to go straight to security and boarding when they arrive at the airport. The baggage tagging enables airports to detect luggage at a distance or out of sight, making it easier to find misplaced or missing bags and provide up-to-date location information to passengers. It can operate as an e-boarding pass as well. For passenger on a business trip, the apps can also offer high-end, life-size virtual conferencing to enable “face-to-face” business meetings around the world. The apps will be integrated with the airport customer relationship management that enables real-time sense-analyze-respond capabilities and to the extent of providing the multilingual speech translations. Other added value solution that can be added to the apps are the mobile purchase of retail and F&B so the passengers can shop at their own convenience and it can be delivered even at the departure gate.

7.4 Creating Seamless Journey by adapting the SMART Airports Model

Giving the passengers with high level of service at each stage of their journey – fast arrival and departure processing time, interactive information boards, and willing to go the extra mile especially with staff courtesy and cleanliness will create airport environment that are enjoyable. During the past decade, technologies such as smartphones, tablets and PCs have revolutionized the aviation industry, with the greatest impact are on the passenger processing. By partnering with airlines and other stakeholders, airports can develop the end-to-end framework for passenger experience and to adopt a customer-centric approach focused on managing passengers’ expectation. There are clear benefits from developing an end-to-end passenger experience framework, that are greater ability to up-sell and cross-sell personalized services based on real-time information and status of the travel environment and ability to use integrated passenger information linked to events and conditions such as weather, traffic, and seasonal trends over time.

The development of SMART airports model will usher in a new era for both airport operations and passenger experience. As Smart airports will fully exploit the power of emerging and maturing technologies, with advanced and pervasively deployed sense-analyze-respond capabilities by enabling the exchange of real-time information, deep cross-silo collaboration, and airport-wide process integration, smart airports significantly improve operational efficiencies, passenger services, and advanced security capabilities (Fattah, Lock, Buller & Kirby, 2009). There will be a broad process integration among airport stakeholders - airlines, retailers, fuel providers, caterers, and other ecosystem partners creates new benefits along the entire value chain. The high-level reference Smart airport model architecture is shown below:

![Source: Transforming Passenger Experience To Thrive in the New Economy, 2009](https://example.com/image)

Passengers’ desire to carry out as many of the processing tasks as possible away from the airport is clear from the recent developments in areas such as check-in, baggage drop off and immigration clearance. They like to have the utmost convenience so they can proceed to boarding gates. Establishing self-bag-drop solutions by simply allowing the passengers to deposit their bags at a drop bag unit upon arrival at the airports, will provide the convenience by having the passengers to follow instructions on the screen, scanning the valid documents and print out the bag-tags themselves. Another new technology is the automated border crossing. The automated border crossing is quick, easy to use, and failsafe border control solutions. The process begins with the passengers placing passports on the scanner, documents validity and authenticity are verified until the biographic data are being checked against various databases.
Managing Customer Expectation For Passenger Service at Airport

Incheon International Airport uses the passenger number forecasting system that was established in 2004 to collate airplane schedule and passenger load factors. The data from the system can be gained in two days in advance, allowing the airport management to predict the number of passengers expected in any given time. Eventually, the data are then used to deploy staff as necessary and prepare immigration for peak period.

The latest technology that is worth to mention is The Pods - one of the London Heathrow Airport’s initiative to enhance the overall customer experience. The system comprises of small pods like cars that run along a fixed route. The solutions, is describes as “horizontal elevator” which comprises of small pods are used to ferry passenger between Car Park and Terminal 5. A single journey will take about four to six minutes and it has been proved to be an overwhelming success. In addition, it helps Heathrow to meet its carbon emissions targets, removing the need for around 70,000 diesel-burning, by replacing the traditional hopper bus.

The SMART airport model has been identified to take passenger experience to new heights by delivering a range of personalized services enabled by seamless exchange of passenger data to anticipate needed services.

7.5 Providing World Class Ambience

While mobility and automation help to shape the future of passenger processing, the airport ambience still play a big role in setting the standard of passengers expectation while travelling through the airport. Lifestyle model will create a perception of airport as a hub of activity and excitement not only as a transition point. Great ambience is often comes from a certain level of uniqueness which differentiates the airport and makes it special (DKMA). Living up to the true nature of a lifestyle destination, customers are showcased with the debut of a myriad of activity and entertainment reflecting local culture according to the seasonal themes that not only serve as a marketing campaign for the airport facilities and services but also to enhance the cultural experience for the international and domestic travellers. The easiest way is interpreting local tradition and culture through new eyes with the sense of uniqueness and surprises. All of these initiatives will also serve as the distraction that will give the impact for the perceived waiting time for passengers while they are queuing or using the airport facilities and services.

Incheon International Airport has determined to become a “culture-port” by providing the Korean cultural experience so that every passengers will know what it means to be Korean. They had developed a Korean Cultural Street and the Korean Culture Experience Centre that will exhibit the overview of the distinctive Korean arts and culture. They have also organised musical concerts – outdoor and inside passenger terminal to attract music fans from all over the world.

Today, airports are bringing in celebrity chef to replace the days of fast food chains, and stale food product at food courts. World famous chef, Jamie Oliver opened his famous signature italian restaurant and bakery at London Gatwick airport in 2012 and UK Masterchef Jury, Gordon Ramsay opened a restaurant at London Heathrow Airport’s Terminal 5. In addition, restaurants that have been known for their fine dining also have also apppeared in a few airports worldwide.

7.5.1 Addressing passengers with special needs

Previously, passengers with special needs often face difficulties when travelling by air. Today, airport management are very committed to serve and assist passengers with reduced mobility or other disabilities by providing the adequate information on the services and facilities. Los Angeles International Airport has published two brochures for passengers with disabilities, "A Guide for Individuals with Disabilities" and "Information for Travelers with Disabilities on Disaster Preparedness While at the Airport". The brochures describes services, facilities and amenities offered by the airport to the passengers with disabilities and what to do if an emergency occurs while passengers with disabilities are at the airport – which include a van equipped with a hydraulic wheelchair lift that is available on an on-call basis and airline terminals which include public telephones with special
Managing Customer Expectation For Passenger Service at Airport

features – text, telephones/teletypewriter for the Deaf (TTY) or speech-impaired, hearing-aid compatibility and amplification for persons with hearing impairments and wide spaces to accommodate wheelchairs.

8 Conclusion

Airport worldwide should focus on exceeding customer expectation by continuing to seek innovative solutions and leverage technology in the identified key areas – passenger processing, safety & security, airport environment, staff courtesy and customer feedback management to serve them better. Customers’ expectation of seamless passenger experience in the airport environment has lately gained momentum due to the availability of mobile technologies and products in the market. Beyond world-class airport facilities, efficient operations and excellent customer service, the airport experience is about connecting people and enhancing their lives. With high growth number of passengers, airports are facing various challenges related to quality passenger experience. As the customer satisfaction is the primary goals of many airports, they cannot tolerate with poor quality service that can influence operations all the way down, affecting the entire airport ecosystem. Airport management should make strides in airport branding, identifying a holistic customer value proposition, explore the latest mobile technologies and delivering an end-to-end passenger experience – the result of putting its passengers first and at the heart of everything it does.

The ROI in improving passenger experience is the increase on non-aeronautical revenues as happy passenger will buy and spend more than passengers who are the least satisfied. DKMA had indicated in their studies that airports who were able to improve their year on year passenger satisfaction levels year on year did so without building new terminals, closing older facilities and without radically transforming their airports (DKMA). They only focused on optimising the passenger experience by identifying and improving what matters most to passengers. Excellent customer service helps the passenger feel more at ease and relaxed, which translates to repeat business, higher spending rates at the concessions, and ultimately greater net revenues to the airport sponsor. Customer loyalty will increase passenger spending, supported by a stepped-up marketing and promotion efforts, which will enhance the airport's retail mix, that are the contributory factors to a better top line performance. In the end the result of these initiatives will increase in commercial revenues and higher passengers satisfaction ratings that are crucial for the sustainability of the airport business.

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