EFFECTIVE COLLABORATION AND COOPERATION AMONG AIRPORT STAKEHOLDERS

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1 **Abstract**

Airport is one of the most complex facilities which connects several business units to fulfil their roles within the air transport industry. It also involves with multiple organisations inclusive of airlines, airport operators, government agencies such as customs, security and immigration and other service providers. This paper will explore the effectiveness of the relationship between all the airport stakeholders and analyse the innovative ideas on improving the collaboration and cooperation among airport stakeholders.

2 **Introduction**

2.1 **General**

Airports like cities are never static. They are constantly evolving in form and function. Historically, airports have been understood as places where aircraft operate, including runways, control towers, terminals, hangars and other facilities which directly serve aircraft, passengers and cargo. This traditional understanding is giving way to much broader, more encompassing concept known as the Airport City which has become the 21st century way forward for many airports (*Chapter 1 in Airport Cities: The Evolution : Insight Media, 2008*). The evolution of airports business model from public utilities, to privatisation and next the emerging of greener airports ecosystem. As a transportation infrastructure in general, airports have been seen as 'public assets' suitable for promoting economic development. (*Comparative Political Economy of Airport Infrastructure in the European Union: Evolution of Privatization, Regulation and Slot Reform, 2007*). Malaysia Airports will be focusing on all the initiatives that have been established by Malaysia Airports Holdings Berhad in effort of managing all the relevant stakeholders. Malaysia Airports is a public listed company, which operates and manages 39 airports in Malaysia which includes 5 international airports, 16 domestic airports, and 18 short take-off and landing (STOL) ports. Malaysia Airports also operates and manages Istanbul Sabiha Gokcen International Airport in Turkey, and has shares in Rajiv Gandhi International Airport in Hyderabad, India.

As part of the commitment to operate a sustainable business, Malaysia Airports closely engages with all the relevant stakeholders in order to ensure that the operational performance of all the airports especially for Kuala Lumpur International Airports (KLIA) are at the very best as the country's main aviation gateway. In this context, this paper will also analyse the dynamic relationship of the airport stakeholders and the most effective ways of collaboration among them. As the core activities will include the management, operation, maintenance and development of airports, both in aeronautical and in non-aeronautical component, the transformation of Malaysia Airports into a holistic global airport company that provides comprehensive scope of services and skills are a part of strategies for sustainable airport operation.

2.2 **What is stakeholder?**

Stakeholders are defined as “any group or individual who can affect or is affected by the achievement of the organisation’s objectives” (*Mitchell et al. 1997; p. 856*). Stakeholders can be a person, group or organisation that has interest or concern in an organisation that can affect or be affected by the organisation's actions, objectives and policies. (*Wikipedia website Post, Preston, Sachs (2002), use the following definition of the term "stakeholder".*).

2.3 **Definition of airport stakeholders**

Airport stakeholders are those individuals, groups, or entities that have a particular interest in the airport. They are important because they have the power to influence the outcome of airport that may be linked to the organisation’s strategic plan. Thus, they are an integral component of the strategic planning process. (*Airport Cooperation Research Programme, report no.22, page 36*)

2.4 **Why engagement with all the stakeholders is important?**

Stakeholders’ engagement allows airports to better understand and respond to their needs, in order to make the right business decisions, and in managing the result that will give the best impact and influence of the decisions. (*HKIA Stakeholder Engagement*). It has long been recognised as a central part of an organisation’s effectiveness. The most important roles of the stakeholders as advocates, sponsors, partners and agents of change. In the private sector and many companies have established the Stakeholders Relationship and Strategist Management Department in place to further improve and develop the relationship with external parties. However, stakeholder management in the public sector still lags some way behind.

2.5 **Who are airport stakeholders?**

The airport operator has many stakeholders and furthermore they need to be engaged with and keep well informed. Jarach (2005) divided these into four main areas: citizens, public stakeholders, logistic stakeholders and support stakeholders. At large airports each of these areas may include many different subgroups.
Based on the Malaysia Airport’s Sustainability Report 2014, figure 1 describes a comprehensive list of the airport stakeholders. Although there are some differences in the definitions, they also share a number of common features:

**Figure 1- Malaysia Airports Stakeholder group (Based on Malaysia Airports Sustainability Report 2014)**

It shows an overview of stakeholders involved directly and indirectly with the airport’s day to day operations. Details of stakeholder group explanation as per below:

<table>
<thead>
<tr>
<th>Group of Stakeholder</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers</td>
<td>The main airport users. Passenger traffic volumes may represent vulnerability for the airport since they are to a greater degree dictated by a carrier’s viability and route decisions (Forsgren 2007). Airport provides a transition point for passenger between the ground and air transportation modes, or a connection point between two flights. Furthermore, Passengers are part of airport economy participants. Passenger seeks quality, efficient operations and value.</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Suppliers are also part of airport stakeholder. These include for instance various contractor, support service and consulting firms and equipment suppliers (Upham 2003). Suppliers can sometimes be critical to business success. This often occurs where insufficient supply of critical items that might jeopardise the airport operation.</td>
</tr>
<tr>
<td>Airlines</td>
<td>One of the most important stakeholder group. Airlines come in a broad range of operational configurations. It is one or more transport legs of passenger aircraft, air transport of cargo (Research paper -Analysis of Airport Stakeholder). We can consider airline is one of the biggest end users (client) at airport.</td>
</tr>
<tr>
<td>Local Communities</td>
<td>Consist of resident groups or citizen-action that interact directly and indirectly with airport operation. They are seeking preservation of the environment and of their quality of life.</td>
</tr>
<tr>
<td>Employees</td>
<td>Individual who works under contract of employment of company. The employee category includes both direct employees of the airports organisation as well as employees of companies operating at the airport.</td>
</tr>
<tr>
<td>Government</td>
<td>Government will play a key role in defining an organisation operating and business environment through their policy initiatives and legislation. It also seeks economic development for the region country and taxation revenue.</td>
</tr>
<tr>
<td>Investor</td>
<td>Investor allocates certain amount of capital and expect some return. The revenue is backed by income generated from airport operations. The credit ratings agencies</td>
</tr>
<tr>
<td>Stakeholder Group</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Media</td>
<td>Media attention can have either a positive or negative impact on an organisation and so needs to be managed carefully.</td>
</tr>
<tr>
<td>Unions</td>
<td>Some employees are organised into unions. Union represents airport working people. An organised association of workers will protect and further their rights and interest achieve.</td>
</tr>
<tr>
<td>Airport community</td>
<td>Community representative inclusive of local authority, local councils, airport staffs, airlines etc.</td>
</tr>
<tr>
<td>Tenants</td>
<td>Consist of retailers, shop staff, offices at the airports.</td>
</tr>
<tr>
<td>General public</td>
<td>A person or group comprises those people concerned with a specific issue related to the airports.</td>
</tr>
</tbody>
</table>

3 Business trends that give major impacts in the stakeholders relationship management

3.1 Concept of megatrends

The concept of megatrends is not new. Companies may call megatrends by different names, but most companies have organised their business models and strategies by making them as one of the parameters in developing their goals and target. Based on the report prepare by Price Waterhouse Cooper (PWC) (April 2014-Director Edition), Megatrends are macroeconomic forces that are shaping the world. They are factual and often backed by verifiable data. By definition, these trends will be one of society’s biggest challenges. A summary of the five megatrends can be referred to figure 2.

3.2 Megatrends implication to airports stakeholders

These megatrends have transformed all the stakeholders from just clients and shareholders into a parameter that has major impact in the value chain of the airports ecosystem. The rapid growth of social media allows fast accessibility to global changes and it will also influence the perception of the stakeholders on airports itself. A well-defined purpose not only helps build trust but also helps assure relevance of the existence of the airport to the society. The “day-to-day” pressures are significant, and the airports management may need to keep a balance framework of their short- and long-term expectations and the demands of the stakeholder as they prepare themselves to face all of these megatrends.

Nowadays, airports management are spending more time in thinking about different ways of doing business or going to market, that will include looking at how to work effectively with governments and also the public and private sectors. For example, as the technology is advancing rapidly, airports should be able to further enhance on the airport system with the use of the most innovative and creative creations that fully utilised the latest science, technology and engineering methodologies in order to help organisation in keeping up with all these business trends.

![Image of megatrends and possible implication](Source from Price Waterhouse Coopers, Director Edition April 2014)
4 Stakeholder engagement at Malaysia Airports

Sustainable development can only be accomplished through a constant and effective communication with stakeholders, not just inside the organisation but at the local, regional, national, and international levels as well. *(Munich Airport Annual Report 2012, page 66).* Malaysia Airports values a two-way communication as it seeks to understand the stakeholders' expectations and to address them more effectively to achieve sustainable long term relationships.

For this reason, Malaysia Airports has engaged in a process of continuous stakeholder relationship management activities with all the stakeholders. In order to promote an open and effective collaboration, several factors have been considered to determine the appropriate engagement approach, such as the engagement objectives, types of stakeholders, and existing engagement mechanisms and commitments. It involves the use of a variety of engagement methodology, channels and medium, including one-on-one interviews, meetings, briefings, forums, site visits, consultations, focus groups, surveys as well as online media. We have categories process of engagement with target group of stakeholder. Details as per table below:

<table>
<thead>
<tr>
<th>Process of Engagement</th>
<th>Target group of Stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment on the effectiveness of stakeholders engagement</td>
<td>Airlines, Government, Suppliers, Shareholders, Tenants, Unions, Airport community</td>
</tr>
<tr>
<td>Establishment of Internal Branding - Living the brand</td>
<td>Employees, Unions</td>
</tr>
<tr>
<td>Strategic Communications Plan</td>
<td>Media, Employees, Airport community, Unions, Local communities, Passengers, Tenants, Shareholders, Suppliers, Government, General Public, Airlines</td>
</tr>
<tr>
<td>Corporate Social Responsibility</td>
<td>Local Communities</td>
</tr>
<tr>
<td>Seamless Joyful Experience</td>
<td>Media, Employees, Airport community, Local Communities, Passengers, Tenants, Shareholders, Suppliers, Government, General Public, Airlines</td>
</tr>
<tr>
<td>T.O.U.C.H Programme</td>
<td>Tenants, Passengers, General public, Airlines, Airport community, Media</td>
</tr>
<tr>
<td>Advancing Towards Culture of Excellence (ACE) Programme</td>
<td>Airport community</td>
</tr>
<tr>
<td>KLIA Awards</td>
<td>Retailers, Airlines</td>
</tr>
</tbody>
</table>

4.1 Assessment on the effectiveness of stakeholders engagement

It is necessary for the airport management to determine and conduct a health check on the engagement and relationship with their stakeholders. The expectations of stakeholder can be verified by surveys, focus groups, or other methods. *(Airport Cooperation Research Programme, report no.22, page 37).* Malaysia Airports had conducted General Survey in 2015 *(Data from Malaysia Airports General Survey Report for Year 2015).* This survey serves as a health check in determining the airports best practice programmes and also to identify areas that can be improved. Respondent inclusive from external and internal stakeholders. A total of 460 survey forms had been collected, with 256 respondent from internal stakeholder and 204 from external stakeholders. The questionnaires had been distributed to all the business units in the airport.  

Based on figure 3 and figure 4, all of the comments are being used for improvement. The management has been looking seriously into ways to improve all the comments raised by the respondent especially on services provided to the stakeholders in order to obtain a higher score as well as to come out with the action plan to address the issues in line with the company goals.
### Effective collaboration and cooperation among airport stakeholders

<table>
<thead>
<tr>
<th>No</th>
<th>Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Promptness, courtesy &amp; helpfulness in attending matters raised by stakeholder</td>
</tr>
<tr>
<td>Q2</td>
<td>Coordination with other units/agencies</td>
</tr>
<tr>
<td>Q3</td>
<td>Availability and attendance for discussion or meeting session with stakeholder</td>
</tr>
<tr>
<td>Q4</td>
<td>Knowledge, skillful or expert in the subject matter</td>
</tr>
<tr>
<td>Q5</td>
<td>Promptness in handling any new requirement set by stakeholders</td>
</tr>
<tr>
<td>Q6</td>
<td>Please rate our Customer relations with stakeholder</td>
</tr>
<tr>
<td>Q7</td>
<td>Effectiveness of communication between unit &amp; stakeholder</td>
</tr>
<tr>
<td>Q8</td>
<td>Effectiveness of issue handled by the unit</td>
</tr>
<tr>
<td>Q9</td>
<td>Overall, how satisfied are you with the unit</td>
</tr>
</tbody>
</table>

#### Figure 3- Questionnaire elements, Malaysia Airports KLIA (2015)

![Questionnaire elements, Malaysia Airports KLIA (2015)](image)

#### Figure 4- General survey analysis, Malaysia Airports KLIA Results (2015 & 2014)

<table>
<thead>
<tr>
<th>Business Units</th>
<th>Comments</th>
<th>Action Plan by Malaysia Airports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation</td>
<td>Improve facilities of airport toilet, Additional seating for senior citizens</td>
<td>Management had decided to improve toilet cleanliness by refurbishment work (inlet bidet, hair dryer). Management agreed to provide priority seating at all gates for senior citizens.</td>
</tr>
<tr>
<td>Security</td>
<td>Lack of communication</td>
<td>Security to add more signages on prohibited items before entering the airside area. Currently Airport had install digital signages at various location in order to convey the desired messages to the relevant stakeholders.</td>
</tr>
<tr>
<td>Engineering</td>
<td>Expand coverage for radio transmission, Organize meeting to keep maintain and update with current situation.</td>
<td>Engineering team had enhance and extend the coverage of radio transmission. Furthermore, build-in telephone (direct line) are provided to the respective stakeholder. Current practice, stakeholders are encourage to use social media (whatsapp group) and telegram to communicate with airport operator.</td>
</tr>
</tbody>
</table>

**Action Plan by Malaysia Airports**
KLIA had managed to score in average of 4.22 points for 2015, an increase by 3% as compared to previous year which was at 4.10 (2014). All questions showed improvement and scored more than 4.00 points as compared to previous year.

4.2 Establishment of Internal Branding - Living the brand

In March 2012, Malaysia Airports launched a new company branding with the slogan ‘Living the Brand’. Rebranding becomes a crucial step for businesses to be taken seriously as they expand into more aggressive markets due to a fundamental change in the business, direction, service or a change in thinking (reason to rebrand – incredible website). The main objective of rebranding is because we are a service company. Our employees as our asset/product. Therefore we need to prepare our employees on our desired brand identity. Hence the ‘Living the brand’ programme introduced to inculcate the brand identity to the employees.

The establishment of the new mission “Together we create joyful experiences” by connecting people and business has been the real deal in order to ensure that internal staff will take part in maintaining a good and effective collaboration with the internal and also external stakeholders.

   a. Together - With the support of all our external partners (airlines, retailers, government agencies, contractors, media and the public)
   b. We create joyful experiences - Hand in hand with all our colleagues we provide and facilitate delightful and meaningful experiences for all our stakeholders.
   c. By connecting people and businesses - Meaningful experiences are created when people from different geographies, different cultures, different backgrounds, different offerings and different needs coverage at one place

As Malaysia Airports Vision is to be a global leader in creating airports cities by 2020, the main objectives are to be the worldwide benchmark and for spearheading the establishment of urban townships and communities around the airports. Thus, it is important for our people to embrace and practice our brand DNA's - friendly and firm, progressive and practical, business driven and responsible. The new brand essence will help to connect our employees and the people. Malaysia Airports believe that a strong and stable connectivity is vital in achieving the vision of becoming a global leader in creating airport cities by recognising the importance of creating positive airport experience.

Based on figure 5, it shows the Malaysia Airports employees practicing the brand DNA, friendly and firm staff. A passenger has lost his hand phone. After locating and tracking by Malaysia Airports staff, the phone is discovered in the taxi. The driver didn’t notice until he received a call from the airport staff. He turned back to the airport to return the phone.

![Figure 5- DNA Example (Living the Brand Poster)](image)

4.3 Strategic Communications Plan

Several mechanisms have been implemented by Malaysia Airports in order to enhance collaboration with airport stakeholders through strategic communications. Details can be referred as below:
a. **Face to face communication.** It is good for stakeholders to participate in airport activities and meetings. Meetings sessions take place regularly during the planning process to keep stakeholders informed, solicit feedback, and evaluate opinions or reactions to an issues. In order to ensure airport stakeholder receive information effectively, Malaysia Airports had conduct regular meetings with stakeholders e.g. Airline operator meeting, Quarterly Facility Committee Meetings, ACI Annual Meetings, Unions Meetings, Meeting with Ministry of Transport & Department of Civil Aviation etc. In 2012, Malaysia Airports had organized conference with the theme "Togetherness: Power of Partnership Enhancing Engagement and Communications. This is to reinforce the spirit of togetherness amongst Malaysia Airports Stakeholder. Furthermore it also help the stakeholders to meet new expectations. It is also as part of an effort to improve engagement as well as performance. *(Malaysia Airports Annual Report 2013)*.

b. **Print and Electronic communication.** Pamphlets, brochures, or newsletters should be used when regular communication is necessary (monthly, quarterly, and so forth). Malaysia Airports has introduced an E-Newsletter as a focal point of reference for commercial developments in the airport. The E-Newsletter comprises passenger movements, and updates on the latest development at both the airport level, new airlines, certification and other regulatory requirements.

c. **Engagement with social media & web base** – Social media helps target audiences more effectively. Refer to figure 6 on the data provide by WASM *(We Are Social Media)* July 2015, 4 of the biggest social media compromise of Facebook, Whatsapp, Telegram and Instagram shows that total user online every month with 3.29 billion. Apart from that, a total of 1 billion online user use web browser. Malaysia Airports use social media to interact with respective stakeholder such as passengers, local communities, employee, and the general public through its Facebook and Instagram pages. Nevertheless, we also establish Whatsapp group to communicate effectively with airport community stakeholder and information can be receive within a seconds. Furthermore it gives you instant access to positive or negative feedback, which provides you with valuable insights on the stakeholder perspective. Malaysia Airports also provide website updates (intranet/Internet). Stakeholders can remain informed through a dedicated web page on the organisation’s intranet or Internet site. Use of an organisation’s intranet or the Internet provides a means to communicate a large volume of information, distribute materials and the process timeline, and gather feedback from stakeholders.

![Figure 6 – Social Media User & Web base](source=WASM July 2015)

### 4.4 Corporate Social Responsibility (CSR)

There are many different definitions for Corporate Social Responsibility. Some of the more commonly used definitions are “A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis – *European commission 2010*, "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs- Brundtland Commission, 1987”. According to the Silver book by *The Putrajaya Committee on GLC (Government Link Company)*, high performance social contributions are not just about philanthropy or meeting an external set of compliance criteria on Corporate Social Responsibility (CSR), they are about creating sustainable benefits to society as part of making a business competitive over the longer term.
Beyond Boarders programme - Malaysia Airports believes in helping students in the rural areas to chart their own density. By helping them through Beyond Boarders, we hope to see an improvement in their academic. Malaysia Airports has conducted many exciting activities at their adopted schools that aimed to enhance academic and non-academic components of the national curriculum. The objective of assisting underprivileged primary school students to improve their academic performance, particularly in the English language (Ruzliana, ACI-HR best practice seminar Oct 15). Over 60 Malaysia Airports employees registered with a total 800 volunteering hours committed to volunteer in 2014 for this programme. A total of 29 schools involve during this programme since 2007 with an average increase 25.2% percentage of passing grade for English language term examination.

4.5 Seamless joyful passenger experience campaign

The Objective of this campaign is to ensure that there is no major breakdown on all facilities under the Engineering Division for 100 consecutive days that may directly affected passenger experience. Major breakdown can be define as undesired event or failure of a part of equipment or system which affected airport operation. Categories have been divided into 2 groups, direct and in-direct passengers. Direct Passenger consist of the baggage handling system, passenger boarding bridge, track transit system and building services. Non-direct passenger consist of airfield ground lighting, pavement and fire vehicle. This campaign started from 27th May until 3rd September 2015. By implementing this campaign, the result shows significantly reduce/shorten the time of breakdown.
4.6 T.O.U.C.H

The T.O.U.C.H. campaign was introduced in September 2012 with the core attributes of: total customer satisfaction through outstanding service practices with unforgettable smiles yet conversant and humbly pleasant. T.O.U.C.H. is aimed at introducing a service culture that is exclusively KLIA, intertwining with the Malaysian warmth and hospitality. The T.O.U.C.H. campaign involved over 5,000 front-liners representing retail, food & beverage and services outlets at KLIA. Redefining customers’ experience at KLIA. In June 2013, the T.O.U.C.H. recognition ceremony was held to acknowledge and reward the most outstanding front-liners and concessionaires. Since the launch, we have recognised and rewarded over 100 front-liners who have consistently showcased and championed the T.O.U.C.H. attributes.

4.7 Advancing Towards Culture of Excellence (ACE) Programme

ACE (Advancing Towards Culture of Excellence) is a committee at the airport which compromise of all agencies at the airport (Immigration, Security, Tenants etc). The committee will look at ways to improve the service at the airport and work collaboratively to ensure that the service given to the passenger are at highest level of customer service. One of the ACE programme activities is the bowling tournament which involves interactions between different organisations within airport.

4.8 KLIA Awards

KLIA Awards is the platform for Malaysia Airports to reward its partners. This actually encourage the stakeholder to enhance their performances and services level. It also enabling KLIA to further advance in service excellence. KLIA awards winners are chosen based on the performance of passenger movement, growth factor, sales performance, international recognition as well as their service performance. It is the award ceremony in the country that pays tribute to the best performers in aviation industry and has gained reputation as one of the most important events in the calendar of the nation's aviation industry.

5 Success story on the effective collaboration and cooperation at Malaysia Airports. Mega Transfer from LCCT to klia2.

Low cost carrier terminal or LCCT is an airport terminal designed with the needs of low cost airlines in mind (Wikipedia.) The first LCCT Airport at Malaysia was constructed on a fast-track basis at the beginning of June 2005 and it's fully operational on 23rd March 2006. Located about 20km away from the Kuala Lumpur International Airport's Main Terminal Building (KLIA), the 35,290 square meters was constructed to support 15 million passengers per annum (MPPA).LCCT already reaching its capacity and expansion limit, the exponential traffic growth recorded over the past ten years in low cost air travel in Malaysia.

To this end, the construction of klia2 is important to serve this anticipated growth in traffic needs. The underlying principle of klia2 is to develop a terminal which can accommodate up to 45 million passengers annually, and which can meet the operational model of low cost airlines. The need to complete the terminal is one of our top priorities for the year ahead and involves managing the evolving requirements of the relevant stakeholders. (Chairman, Malaysia Airports Holdings Berhad, 2011).
Based on the previous experience airport opening at KLIA, Malaysia Airports had decided to embark on airport readiness between LCCT and klia2. Special planning had been developed, called ORAT (Operational Readiness Airport Transfer). ORAT is a process or planning to ensure state of readiness at every stage and transfer to new airport/premises. This process is to ensure the operational readiness of people, facilities and process to effect smooth transition of accountability and responsibility of the day-to-day management and operation of the terminal and airport associated functions in a safe, secure, efficient and coordinate manner.

The objective at ORAT is to ensure smooth transfer of operation from the existing terminal LCCT to the new facilities at klia2 with no breakdowns, no safety and security issues. Furthermore it is to ensure relevant stakeholder understands the operation of the airport prior to handover. There are also required documents to be prepared such as manual, standard operating procedure etc. Apart from that, ORAT also focused on planned effective trial schedule for system, equipment and process with timely move into facilities. Figure 10 shows ORAT framework called FISH which involved with facilities, system, information and human resources. During this period, various stakeholders such as pax handling, baggage handling team, aircraft handling, security, fire rescue team, control tower and engineering team participate in the process.

Refer to figure 11, ORAT communication & information flow has been developed. This communication concept is led by the National ORAT Steering Committee (NOSC), chaired by Secretary-General Ministry of Transport, following by ORAT Working Committee (OWC) lead by Managing Director of Malaysia Airports that responsible to transmits work-related information to the ORAT Working Sub Committee (OWSC) lead by Senior General Manager Airport, also known as Head of ORAT programme, klia2 project. The figure 11 also clearly defines the responsibility of each committee.

The Committee was classified into 3 main groups, consist of top management, airport management and airport operation. Information and communication were channelled through familiarisation visit, media briefing & walkabout, notification to relevant authority and walkabout on the new area & facilities with relevant agencies such as government, ground handler team, police, Department of Civil Aviation (DCA) etc.
The key to ORAT success is in the ability of airport operator to prepare a detailed airport readiness programme for operating new airport, based on the new physical facilities and system at each location with comprehensive documentation – Airport Improvement Program (AIP), Aerodrome Manual, Standard Operating Procedure, etc. Furthermore, training required to the new staff and familiarisation with the new system during pre-trial stage and in anticipation of trial operations, relocation and commercial opening. Apart from that, the involvement with relevant stakeholders is also important. Nevertheless the airport design and operation shall also follow the relevant national and international regulatory requirement and standards.

The ORAT platform has provided effective communication between airport stakeholders inclusive of pax handling team, baggage handler, aircraft handling team, security, local authority and engineering unit. ORAT successfully facilitate operational readiness of people by providing the effective collaboration with other airport stakeholders, facilities and process to effect smooth transition without any major breakdown during the opening of klia2 on 28th May 2014.

6 Recommendation & Best Practices

Today, the term "stakeholder engagement" is emerging as a means of describing more inclusive and continuous process between a company and those potentially impacted that encompasses a range of activities. The focus on stakeholder groups to the core operation of the business, such as affected communities, customer, local government authorities, non-governmental, civil society organisations, local institutions and other interested or affected parties at the airport.
Refer to figure 12, there are 4 tips for successful engagement. Good relationships, trust, and mutual respect can be developed and evolved over time, based on individual and collective experience and interactions. Thus, airports should start the engagement session with all the stakeholder at a much earlier stage to establish an effective collaborative relationship.

6.1 Early engagement

Early engagement provides a valuable opportunity to influence and set a positive impression with stakeholders early on. Be clear regarding uncertainties and unknowns, and use early interactions with stakeholders as a predictor of potential issues and risks, and to help generate ideas and alternative solutions on early stage. If a conflict or crisis does arise, the absence of established relationships and channels of communication puts us at an immediate disadvantage in trying to manage the situation during challenging times. Engaging with stakeholders from the start enables a proactive cultivation of relationships that can serve as “capital” (Stakeholder Engagement Handbook International Finance Corporation).

Sydney Airport Community Forum (February 2015), had approached early engagement with respective stakeholders before redevelopment of the T1 departures area. Construction works inclusive of new centre road, relocating car park entry and renovation of pickups and drop off area. Sydney Airport has advocate the need to have regard to the national airport safeguarding framework. One of the issues is managing wildlife. Many airports including Sydney Airport are located in areas which can be attractive to wildlife, especially birds and bats. Based on the NASF guideline (Managing the risk of wildlife), indicates that the way in which existing land use is managed in the vicinity of airports can influence the risk of wildlife hazards. Sydney Airport has made submission to the Mauriceville and Rockdale City Councils and Sydney water concerning this issue. Sydney airport managed to engage with local authority where they had raised concern at earlier stage which might disrupt airport operation in the future.

Gatwick Airport (GAL) had structured for early engagement to construct a second with local owners and occupiers. GAL acknowledges that the uncertainty surrounding the new runway if it is to be built at Gatwick as it may have an impact on existing owners and occupiers of property. The purpose of this engagement charter is twofold. First, to provide clarification on the extent of communication and engagement that will be provided to try and mitigate any negative impact of uncertainty in the short term. Second, to set out the basis and timing of compensation to be paid if a second runway is to be built at Gatwick, and ensure that engagement is undertaken in a fair and consistent manner.
6.2 Operational efficiency

Airports that take a systematic (rather than ad-hoc) approach that is grounded in business operations, are likely to get better results in terms of the time and resources they invest, and are able to track and manage stakeholder issues and risks more effectively. Operational efficiency in airport elements inclusive of airspace and airfield, support and emergency services, passenger terminal, cargo and terminal landside.

Operation efficiency has been improved at Frankfurt Airport by introducing Airport Collaborative Decision Making (A-CDM). Approximately 1,300 aircraft land and take-off every day at Frankfurt Airport. Each one of them must be re-fuelled, cleaned, unloaded and re-loaded whilst passengers disembark and others later board the plane again. A large number of different partners are involved in this overall handling operation, such as Fraport, the airlines, handling companies, the German Air Navigation and Eurocontrol. The aim of this procedure is to improve forecast of departure times, optimise the use of resources, reduce delays and therefore also improve punctuality. More accurate forecasts can be made of when an aircraft will be cleared to leave its parking position, reducing queues on the runways and engine running times and also helping to save fuel. It is not primarily about joint decision by the partners in the procedure, but about linking-up information in a joint process, that compromises 16 milestones. After its introduction at the beginning of 2011 to 2013 outbound punctuality improved by approximately 5 percent. Re-scheduling at which parking stand an aircraft is to be handled takes place less often, aircraft are ready for departure at the planned time more often than previously and can therefore also take-off in the planned time slot.

![A-CDM Milestone Approach](Aviation World Magazine 1/2014)

Figure 13- A-CDM Milestone Approach (Aviation World Magazine 1/2014)

6.3 Improves employees well-being

The company success depends on the employees' performance. Employees consist of airport operators and other units that related within the airport operation. Employer shall share organisational goals with the employees. In “How to Align Employee Performance with Business Strategy (author Jim McCoy)” writes, "because employees are close to the customer, they can give useful feedback about what customers really value, help you identify metrics that truly evaluate performance, and tell you where there is disconnect between strategy and everyday reality." Employees who are well-informed about the
Effective collaboration and cooperation among airport stakeholders

Business they work for are likely to have higher levels of employee engagement. The organisation’s human capital is paramount in helping the achievement of the goals and airports objectives.

Hong Kong International Airport (HKIA) has established a stakeholder engagement team, whereby they consider several factors to determine the appropriate engagement approach such as engagement methods and key interest of stakeholder. In the context of employee engagement, Hong Kong Airport Authority (AAHK) communicate with employee through conferences, briefings and town hall meetings. Furthermore, they are also provide training and workshop to staff in order to improve the level of competency. Apart from that HKIA has conducted environmental and community activities, awards and recognition schemes to employee. The key interests identified by HKIA for employee is staff remuneration, benefits, safety and health, training development, transportation and air quality.

One of the example is AAHK proactively taken action by improving staff transportation by forming an Airport Transportation Liaison Group in December 2012 to explore various transport incentives and privileges for airport community members. The Group comprises representatives from AAHK, Transport Department, airport business partners and public transport operators, especially bus operators. During the Group meetings in 2013/14, staff transportation in terms of frequency, seating capacity and fare were identified and subsequently verified by bus load surveys. Through the concerted efforts of the Group, more than 60 bus trips were added, new bus fare discounts were introduced and various facility enhancements were made in 2013/14.

6.4 Community

Many airports worldwide face a growing pressure from the combination of a steady growth in airport activity especially from surrounding communities. Without an effective strategy engagement with community relationships will have the potential to lead to restrictions in airport operations and constraints on future growth.

London City Airport approaches community engagement through a grass-roots approach, including face-to-face engagement. Support for local organisations and activities is delivered through knowledge sharing, employee volunteers, financial sponsorships and donation. London City Airport’s pillars focuses on the following areas of community engagement through consultation & communication. To maintained two-way dialogue with community, LCA ensured an open and transparent relationship with local people, businesses, organisations, elected politicians and representatives and other local groups through provision of information about the operation and policies of London City Airport. Furthermore, LCA provides information through verbal, electronic and paper to all individuals.

Gold Coast Airport (GCA) formed the Airport Noise Abatement Consultative Committee (ANACC) to focus on aircraft noise issues in the local community and has been running effectively for more than 12 years. The purpose of ANACC is to consider and make recommendation on matters generated by the communities. These matters include examination of aircraft noise, revision implementation aircraft noise procedure, timely provision of aircraft noise and flight path monitoring system information, public information and education programs about noise related and aspect of aircraft operations. GCA remains committed to ongoing community consultation about airport development and growth activity an how this impacts on and supports the local.

7 Conclusion

A focus on stakeholders provides a way of keeping all aspects of the business in balance and meet the expectations and needs of all its stakeholders. Malaysia Airports believes that by living up to its responsibility to contribute positively to its stakeholder in the carrying out of its business, it has a sustainable business model leading to growth. Assessment of engagement, strategic communications, rebranding, corporate social responsibility, seamless joyful experiences campaign, T.O.U.C.H, Advancing Towards Culture of Excellence (ACE) Programme, KLIA awards can be a useful to enhance the airport stakeholder engagement and connection. Successful engagement tips could be proactive relationship with stakeholders that can be serve as ‘capital” in the future.

By identifying stakeholder, action plans can be developed to enhance the effectiveness of the relationship between all the airport stakeholders. New and creative ideas can be implemented with the target group. Airport operators also must also know the megatrends that has major impact in the value chain of the airports ecosystem.
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