

Promoting Customer Satisfaction at Narita International Airport

In Pursuit of Customer Satisfaction

CS is A Crucial Management Element

"Customer satisfaction beyond expectations" is cited as one of NAA's management visions and promoting customer satisfaction is a priority initiative as a crucial management element.

Each member of our staff strives to maintain a customer's perspective at all times and to provide a service that our customers will appreciate. They also strive to use their own initiatives to create services that will impress and delight customers.

The CS Development and Planning Committee and CS Development and Planning Office were established as central organizations in customer service activities within NAA and they deploy CS initiatives throughout all levels of NAA.

The individual companies in the NAA group provide the driving force for promoting CS throughout the airport and the NAA Group CS Promotion Liaison Committee was established to marshal the combined strength of the group and direct it into CS promotion action.

Customer Feedback the Catalyst for Service Level Improvement

The first and most basic requirement for providing services that fulfill customer satisfaction is to understand the customers and their needs. NAA uses a number of devices to achieve this and obtain customer feedback. The company has placed a large number of feedback boxes in locations around the terminal buildings and also solicits comments on the Narita Airport website.

This feedback along with comments received at terminal information counters and the telephone center is logged in the company's internal database and available to all NAA executives and staff.

NAA considers customer feedback to be a valuable asset in the creation of a framework that can respond immediately in the drive to improve services.

In addition, Narita Airport began its own customer satisfaction survey in 2000. The survey identifies items for improving service levels by monitoring secular trends in customer satisfaction levels based on quantitative values given to customer satisfaction and customer assessment at Narita. It has proved successful because it produces action plans for

improvement using questions that can provide detailed insight.

In fiscal 2007, NAA began the Narita Airport Monitor Program for frequent users of Narita Airport in order to gain an even deeper look at customers' views. In fiscal 2009, there are approximately 1,500 participants including non-Japanese airport users. The system enables NAA to obtain feedback rapidly and in more detail throughout the year via its website questionnaire as well as by two-way communication via email and bulletin board. It has become a successful tool for gaining customer feedback and drawing up service improvement programs.

NAA makes good use of the daily customer feedback, customer satisfaction surveys and airport monitor comments to introduce improvements tailored to customer needs.

The Narita Airport Mail Magazine was launched at the same time as the airport monitor program as a means of providing information to customers. The magazine contains facility and service information updates, news items and other types of information so that customers can use the airport in more comfort and convenience.



Warm Hearts and a Sea of Smiles

A Warm Welcome from the Airport as a Whole

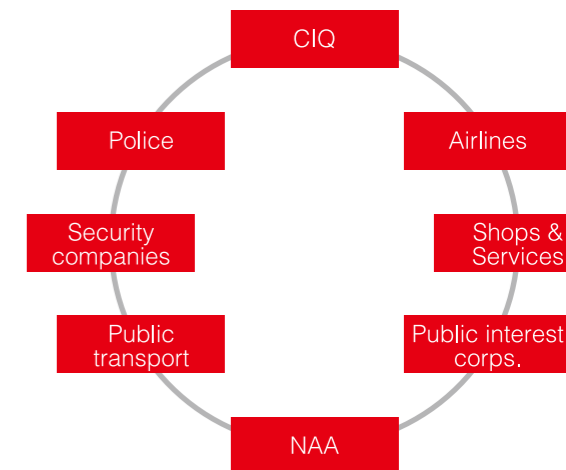
While improving facilities and services is an important element in raising customer satisfaction, personal service and courtesy and extremely important.

For this reason, the emphasis on airport staff training at Narita is on hospitality and friendliness.

The organization at the center of this is the Narita Airport Customer Satisfaction Council made up of representatives from 25 front line organizations (CIQ, Police, airlines, security companies, food and beverage operators, travel agencies and passenger meet and greet companies, banks and currency exchange companies, delivery companies, post office, transport companies, and public interest corporations.

The level of a customer's satisfaction is determined by the sum total of their experience at the different locations in the airport. Even if the customer does not know which organization a staff member belongs to, they do see that staff member as belonging to Narita Airport. Consequently, all staff are assessed by the actions of one. The activities led by the Narita Airport Customer Satisfaction Council expand the sphere of CS promotion activities throughout the airport and encourage mutual understand and communication between all of the airport organizations and companies.

The objective is for each and every one of the 47,000 employees at Narita Airport to understand their role as an airport representative, and extend hospitality to all of our customers as a member of the "Narita Family".



In order to ensure that the actions of the Narita Airport Customer Satisfaction Council reach every single front line staff member and produce a more tight-knit network of airport staff, an organization called "CS Pronet" was established as an entity for promoting the Council's activities. Comprising core staff members from each organization, each member is charged with ensuring the Council's activities infiltrate the organizations and that those activities are reflected in the actual situation of each.



Common Staff Goals Throughout the Airport

Narita Airport's CS goals are posted under 4 slogans known collectively as the CS Guidelines so that all airport staff can share common goals and work together to promote customer satisfaction.

CS Guidelines - Working Together in Harmony Stage Quartet

- I. Each staff member will endeavor to greet people sincerely with a smile as a representative for the airport
- II. Staff shall base their actions in all situations on the needs of the customer and how the customer can be best served
- III. Staff shall contribute to lasting memories for customers by offering a comfortable atmosphere and a pleasant experience.
- IV. Staff shall work together as a family extending an atmosphere of hospitality that customers will find invaluable and irreplaceable.

Initiatives for Raising CS Awareness in Airport Staff

The Council also strives to raise CS awareness through the CS Award system of commending airport staff who provide outstanding service to customers; CS Seminars conducted by invited speakers from outside the company; CS Friends, a bulletin magazine for airport staff; and CS Campaigns in which consolidated themes are posted for action over defined periods.

The CS Awards comprise Seasonal CS Awards presented four times a year to employees who make it their daily practice to provide good service, and the annual Grand Prix Award and Special CS Awards are presented to selected staff for providing particularly exceptional service.

The annual Grand Prix Award ceremony is held in the terminal departure lobbies and the recipients are publicly commended for their work and have their profiles published on the Narita Airport website and on displays in the staff areas. The system not only enhances the motivation of recipients, it also has the effect of increasing the motivation of other staff through the example set by the services of the recipients.



CS seminars have also been very successful in improving the motivation of airport staff and deepening their interest and knowledge in customer satisfaction. Speakers are invited to address airport staff on a regular basis as was the case with the Disneyland Hospitality seminar where CS is a major factor and the seminar on greeting customers with a smile. Internal speakers have also been fostered and seminars are conducted frequently for small groups on the theme of smiling and appreciation. These seminars have caught the interest of airport staff and are very popular.

The airport staff magazine, "CS Friends", is published regularly and contains customer feedback as well as information on CS Council activities and for improve staff knowledge. The magazine is a successful tool for conveying information to airport staff.

CS Campaigns work under the No.1 Airport for CS slogan with specific themes for each campaign. Staff throughout the airport work at improving CS under combined themes and the planning involves employees from a number of organizations. These activities not only improve airport staff awareness, they bring about a sense of solidarity.

Narita's Reputation Grows

Thanks to these initiatives, Narita was ranked 4th overall in a readers' survey by the British travel magazine, "Conde Nast Traveller" and ranked top for duty-free shopping.

Narita also featured in the "People's Choice 2008" top 3 in Singapore's principal portal site, "Asia One", and was given a "Diamond" classification in the international airport division of the "Indonesian Service Quality Award".

Narita Airport will continue to strive to present an airport of warm hearts and a sea of smiles.