

Improving passenger experience on a financially sustainable basis

Process time improved by 17 percent

Background

With millions of passengers passing through this major European airport, providing good customer service, while maintaining full, post 9/11 regulatory security compliance was increasingly challenging.

Customers wanted to spend less time in queues and more time shopping, so Hitachi Consulting was brought in to help change the operational culture.

Approach

The Hitachi Consulting and client project team identified 3 areas to address:

- **Lack of transparency between departments:** Everyone had to understand the value of a complete service experience, so Hitachi Consulting's team interviewed over 100 employees to get a bottom-up view of key processes and identify metrics that would increase
- **Processes not fully supporting business objectives:** A key issue in security is the number of

"Hitachi Consulting came in with a lot of enthusiastic people. I would say their key quality is interaction with people at all levels."

Client Group Security Manager

"We have improved passenger experience on a financially sustainable basis."

Client Group Six Sigma
Program Manager

stakeholders. Police, immigration services, screening and site control all have to be coordinated. With the client group acting as a key influencer, Hitachi Consulting deployed a concentrated Six Sigma program to create a culture of ownership among the personnel involved.

- **Improved productivity to increase passenger satisfaction:** Hitachi Consulting analyzed and improved passenger handling and the layout of security lanes. Agents now continuously measure process times in their own lane, supported by supervisors focused on performance improvement.

Results

- Hitachi Consulting delivered a range of sustainable operational, cultural and financial benefits. In addition, the client group now has the in-house knowledge of Six Sigma Black Belts.
- **Transparency:** Interdepartmental cooperation has been greatly improved with decision making linked to overall vision and strategy.

Overview

Customer Challenge

The primary objective of the client engagement was to increase customer satisfaction without increasing costs and instill a more customer focused culture across the business.

Location

- Europe

Sector

- Transportation

Function

- Customer Services

Service Lines

- Performance Improvement, Change Management

Capabilities

- Process Excellence (Six Sigma)



Major European airport – going with the flow

- **Processes:** All key processes now have measurements, targets and specifications defining performance. A KPI structure based on direct reporting lines between process owners has been established and a Six Sigma organizational structure supports continuous improvement.
- **Productivity:** Process time has been improved by 17 percent, with time spent on passenger and luggage checks reduced by ten percent. New security regulations and a nine percent passenger increase have been successfully absorbed.

About Hitachi Consulting

Hitachi Consulting is the global solutions and professional services organization within Hitachi Ltd., a global innovation leader in industrial and information technology solutions and an early pioneer of the Internet of Things. Hitachi Consulting is a business integrator for the IoT era and a catalyst for digital transformation. Using our deep domain knowledge, we collaborate with clients to help them innovate faster, maximize operational efficiency and realize measurable, sustainable business and societal value. As a consulting-led solutions company, we can help you leverage data as a strategic asset to drive competitive differentiation, customer loyalty and growth. To learn more, visit www.hitachiconsulting.com.