



Improving Passenger Experience on a Financially Sustainable Basis

Process Time Improved by 17 Percent

Transportation

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.

“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

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 visibility into real day to day performance.
- **Processes not fully supporting business objectives:** A key issue in security is the number of 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.

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

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.
- **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 management consulting and IT services business of Hitachi Ltd., a global technology leader and a catalyst of sustainable societal change. In that same spirit—and building on its technology heritage—Hitachi Consulting is a catalyst of positive business change, propelling companies ahead by enabling superior operational performance. Working within their existing processes and focusing on targeted functional challenges, we help our clients respond to dynamic global change with insight and agility. Our unique approach delivers measurable, sustainable business results and a better consulting experience.

For more information please visit www.hitachiconsulting.com

“We have improved passenger experience on a financially sustainable basis.”

Client Group Six Sigma Program Manager

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Hitachi Consulting is a leading global professional services company and business integrator for the IoT era. We engage with clients to solve complex business challenges with innovative and integrated solutions across industries in the spirit of our parent, Hitachi, Ltd., a global leader in technology and social innovation.

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