



## CHECK-IN TO THE NEW ERA OF QUALITY – PORTUGUESE'S AIRPORTS EXPERIENCE

JUNE 2011

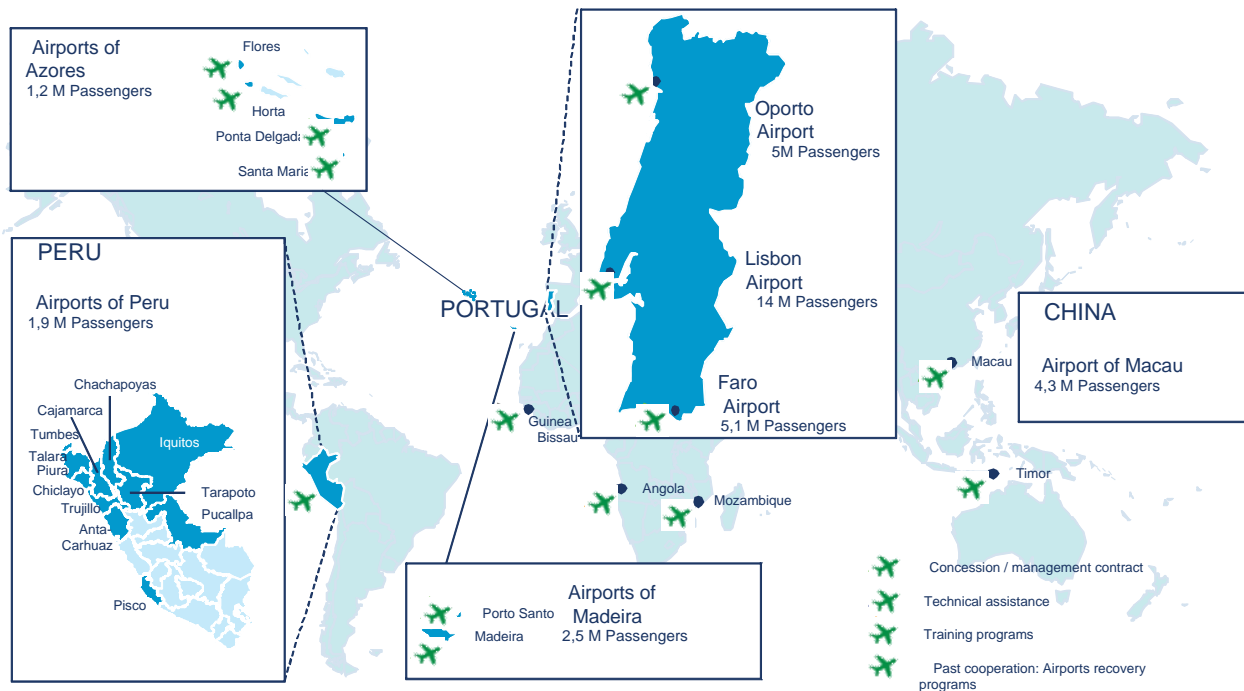


### About ANA

- ABOUT ANA
- SERVICE QUALITY INTEGRATION IN THE PERFORMANCE MODEL
- PROCESSES
- CUSTOMER SATISFACTION
- AIRPORTS EXPERIENCE



ANA is involved in managing 22 airports in 3 continents with a throughput volume of 32 million passengers.



## \_VISION

To achieve a profitable and sustainable business, by positioning our company among the best managed airport operators of comparable size, leveraging our relationship with customers and stakeholders.

## \_MISSION

To efficiently manage our airport infrastructures and to contribute toward the economic, social and cultural development of the surrounding communities.

To provide our customers with a world-class service offering, while enthusing our shareholders and ensuring high levels of professional qualifications and motivation of our employees.

## \_VALUES

- Customer Satisfaction
- Integrity
- Team Spirit
- Competitive and innovative spirit
- Results



Since 2008 ANA is certified according to the following standards:

- Quality Management System: ISO 9001
- Environmental Management System: ISO 14001
- Occupational Health and Safety Management System: OHSAS 18001
- Social Accountability: SA8000

Since 2009 ANA is also certified in:

- Research, Development and Innovation Management: NP 4457

In 2010, ANA began its path to European Foundation for Quality Management (EFQM) model and was recognized with the "Committed to Excellence" and now in 2011 apply to the "Recognized for Excellence".

Simultaneously, ANA was the first European Authority to successfully pass the ASQ Certification audit and management review and received Airport Service Quality (ASQ) Assured Certification Awards to four of the airports managed by ANA (Lisbon, Faro, Porto and Ponta Delgada).



APRIL

The Francisco Sá Carneiro Airport (Porto) was awarded the 3rd place in the category of Best European Airport in the Airport Service Quality Awards 2008.

ANA calculated its carbon footprint for the first time.

MAY

Inauguration of the 1st phase of the Expansion Plan for Passenger Terminal 1 at Lisbon Airport, whereby 3 new boarding gates - 24, 25 and 26 were opened for public use, along with the new Transfers Baggage Terminal.

SEPTEMBER

ANA was awarded the Medal for Tourist Merit in the 1st degree (gold).

DECEMBER

ANA obtains Certification for its Research, Development and Innovation Management System, as per the NP4457 reference norm.

Public inauguration of the 2nd phase of the expansion of Passenger Terminal 1 at Lisbon Airport with 6 new boarding gates served by air bridges.

MAY

Porto Airport has again achieved in the ACI (Airports Council International) passenger example, whereas satisfaction rankings as just one it was considered to be the third best European airport in 2009 and was recognized in 2010 by the ACI Awards Porto Airport as the 2<sup>nd</sup> Best European Airport.. Similarly, the João Paulo II Airport (Ponta Delgada) was awarded the first prize for Best Improvement in Europe.

AUGUST

ANA achieves ASQ Assured Certification to five of the Airports managed by ANA Airports of Portugal S.A. - Faro, Lisbon, Ponta Delgada, Porto e Madeira. This is the first European airport authority to successfully pass the ASQ Certification audit and management review.

SEPTEMBER

Inauguration of the commercial area at Porto Airport, the new layout of the shopping areas has brought the storefronts closer to the flow of passengers.

The stores are now on both sides of the passenger route in order to enclose the passenger more within a high quality shopping area.



- In the last seven years, ANA Airport's of Portugal try to implement in the Portuguese's airports all the system for the Airport's Certification.
- ANA implement the IBPMS (Intelligence Business Performance and Management System) to sustain a management process and all the processes of the organization.
- The IBPMS Performance Manager includes all the key indicators and allowed to evaluate the performance.



ANA has a special structure to manage Quality which includes:

- Global Quality Management Responsible (GQ)
- Local Management Responsible at each Airport (Management Representative)
  - Airport Directors
- At each Airport and in each Department there are Local Quality Representatives which act like facilitators to assure Quality results.

This is formally approved and integrated into a vaste structure to manage the Integrated Management System which includes Quality, Environment, Health & Safety, Social Responsibility and Sustainability, and Innovation.



### \_Aviation Operational Processes supporting ASQ

- Marketing (Routes development; Marketing Planning; Client Management;
- Marketing Communication; Marketing Intelligence)
- Operation (Infrastructures' planning; Airport Movement)

...

### \_Non Aviation Operational Processes supporting

- Marketing (Partnerships' Development; Client Relationship Management; Viability Study and Analysis)
- Business Opportunities management and Commercial Spaces Preparation Support



ANA has established a program to the continuous improvement which includes several inputs:

- Complaints;
- Improvement Opportunities (open);
- Results from ASQ, Customer Satisfaction analysis, People Surveys, Community Surveys;
- Management Reviews (monthly, quarterly);
- Management Systems Review (twice a year for Social Responsibility and once a year for Quality Management System, Environment Management System, Health & Safety, Airport Safety, Security and Innovation) - each year there is a Management Review Report

...



Everyone can submit a Complaint or Suggestion to ANA using the website.

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pesquisar

**ANZ** Aeroportos Lisboa

Damos vida aos aeroportos

**Lisboa** | Porto | Algarve | Açores

**Lisboa**

Aeroporto de Lisboa > No Aeroporto > Direitos dos Passageiros

**Direitos dos Passageiros**

Direitos dos passageiros dos transportes aéreos

A criação do mercado único europeu dos transportes aéreos aumentou as possibilidades de escolha dos passageiros a nível de companhias e serviços. A União Europeia estipulou igualmente um conjunto de direitos para garantir o tratamento equitativo dos passageiros.

> Recusa de embarque  
Poderá ter direito a uma indemnização entre 125 e 600 euros em função da distância do voo e dos atrasos.

> mais informações: <http://ana.europa.eu>

> Sugestões/ Reclamações

**Sugestões e Reclamações**

Nome (\*):

Morada:

Email (\*):

Telefone:  Fax:

Aeroporto (\*):

Assunto (\*):

Descrição (\*):

Companhia:  Nº de Voo:

Digite a sequência de caracteres apresentada abaixo

**64777**



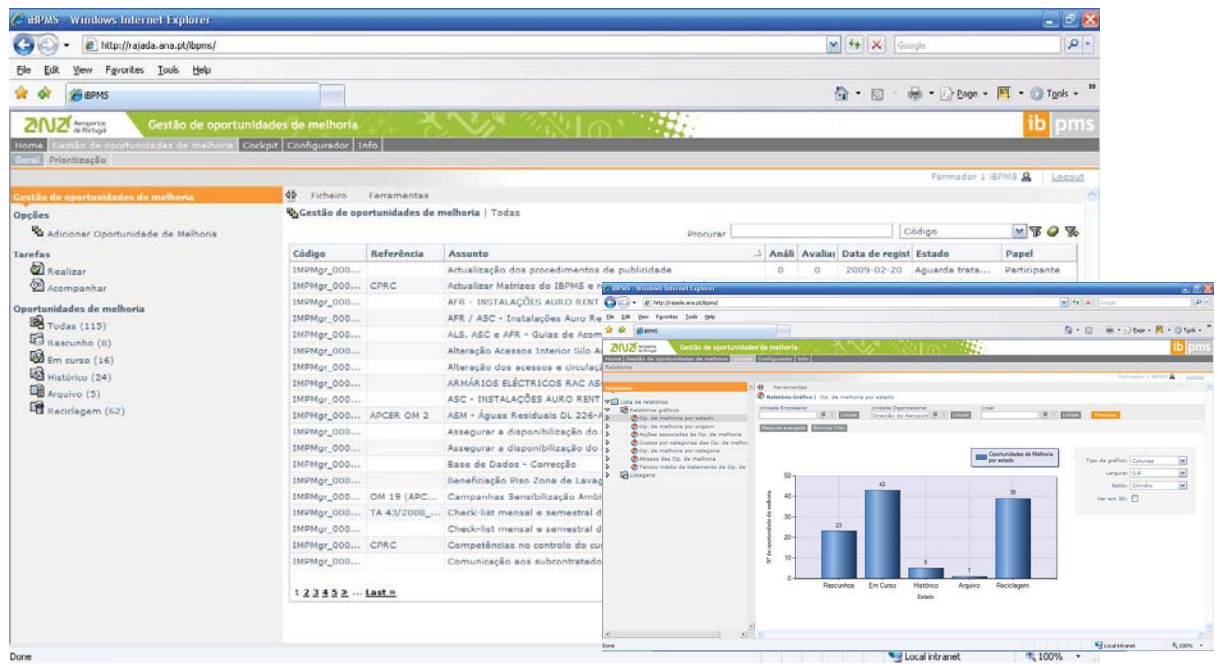
All Complaints are managed by each airport with a standard process.

The screenshot displays the 'Gestão de reclamações' (Complaint Management) interface. The sidebar on the left contains navigation links such as 'Opções', 'Adicionar reclamação', and 'Lista de reclamações'. The main area shows a list of complaints with columns for 'Código', 'Assunto', and 'Data'. A detailed view of a complaint (RCL\_05493) is shown, including its history and a response template. A pie chart is visible in the bottom right corner, representing the distribution of complaint types.

All Non Conformities are managed in an integrated process and processed by each airport and department responsible.

The screenshot displays the 'Gestão de não conformidades' (Non-Conformity Management) interface. The sidebar on the left contains navigation links such as 'Opções', 'Adicionar não conformidade', and 'Lista de não conformidades'. The main area shows a list of non-conformities with columns for 'Código', 'Referência', 'Assunto', 'Data de registo', 'Estado', 'Tipo', and 'Papel'. A detailed view of a non-conformity (NC\_000004362) is shown, including its history and a response template. A pie chart is visible in the bottom right corner, representing the distribution of non-conformity types.

All Improvement Opportunities are managed using also an integrated process and are being implemented by each airport and department.



- ANA has established a progressive Customer Service Management Program. ANA puts in place a Business Intelligence System that has been implemented across all ANA Airports and through which all Service Quality Measurements and data are processed and shared among all ANA Departments and Airports.
- Collaborative projects have been designed to improve the Customer Service Culture across the whole organization, focusing on passenger experience analysis as the main source to define ANA's Service Strategy.
- Additional projects are in place to improve service for specific segments of passengers , such as disabled passengers, families business, travellers and passengers with special needs.



## SLA Overview

- Aware that the good performance of airports is only possible through the commitment of all Business Partners, ANA - Aeroportos de Portugal, SA has entered into Service Level Agreements for those activities deemed to be critical to the airport business, with the underlying objective of guaranteeing safety and the quality of the services provided to its Customers (passengers).
- The main Partners - Airlines, Ground Handling Agents, Public Entities and ANA itself - participated in the process of defining the Service Level Agreements.
- The critical processes were identified and the respective performance indicators agreed upon.
- ANA undertook to perform the monitorization of these indicators in each IATA season, Summer and Winter period and continuously without interruption.



## Performance monitoring objectives

- Improving the quality of service provided to the customer of the infrastructure (passengers, airlines and handlers), contributing to the strengthening and compromise among stakeholders for continuous improvement of services at airports;
- Promote regular joint discussions among various stakeholders on the results of the measurements made, with the possibility of reviewing analyzed processes and segments, as well as the metrics;
- Support the establishment of action plans to address insufficient performance, with a view to future improvements;
- Support the definition of new service goals to complete before the next cycle of measurements.



The Service Level Agreements are distributed by following **processes**:

## Lisbon

Check-in  
People Movers  
Passengers Security Control and Hand Luggage (X-Ray)  
Operational Availability of Equipments  
Luggage Claim  
Foreign Nationals and Borders Service

## Oporto

Check-in  
Boarding  
Disembarking  
Operational Availability of Equipments  
Luggage Claim  
Passengers Security Control and Hand Luggage (X-Ray)  
Foreign Nationals and Borders Service

## Faro

Check-in  
Boarding  
Disembarking  
Operational Availability of Equipments  
Luggage Claim  
Passengers Security Control and Hand Luggage (X-Ray)  
Foreign Nationals and Borders Service

## Azores

Check-in  
Boarding  
Disembarking  
Operational Availability of Equipments  
Luggage Claim  
Passengers Security Control and Hand Luggage (X-Ray)  
Foreign Nationals and Borders Service

SLA Reports are available on [www.ana.pt](http://www.ana.pt)

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Empresa | Negócios e Parceiros

**ANA** Aeroportos de Portugal

Damos vida aos aeroportos

Empresa

Empresa > Qualidade > Acordos de Nível de Serviço

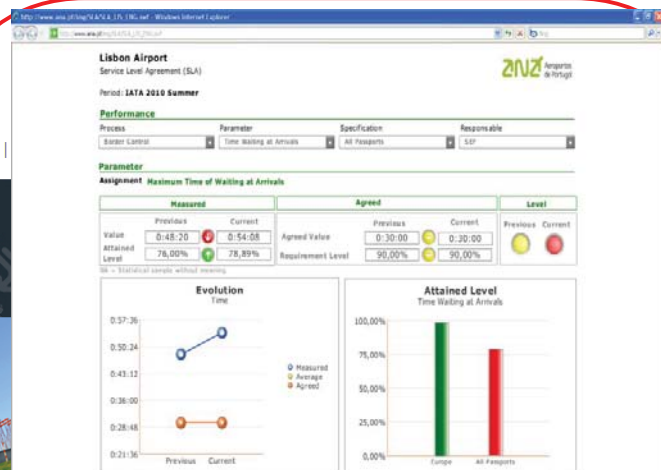
Acordos de Nível de Serviço

A ANA - Aeroportos de Portugal, SA, ciente de que só é possível um bom desempenho dos aeroportos através do comprometimento de todas as Parceiros de Negócio, celebrou Acordos de Nível de Serviço para as atividades consideradas críticas no processo aeroportuário, tendo por objectivo garantir a segurança e a qualidade dos serviços prestados aos seus Clientes.

Na definição dos Acordos de Nível de Serviço foram envolvidos os principais Parceiros - Companhias Aéreas, Agentes de Assistência em Escala, Entidades Públicas e a própria ANA. Foram identificados os processos críticos e acordados os respectivos indicadores de desempenho, tendo a ANA assumido o compromisso de efectuar a sua monitorização em cada período de Verão e Inverno.

Escolha o Aeroporto sobre o qual pretende consultar os indicadores de desempenho

[>Aeroporto de Lisboa](#)





Set-11 Livening up airports: 21\_

## ACI ASQ Programme

The ACI ASQ programme consists of three core elements, each designed to help airports improve and maintain their customer service quality standards, by reporting on the experience of passengers, actual service delivery performance and reviewing the service quality management system.

- ASQ Survey (2006)**- this surveys passengers on their perception of an airport's service quality on a quarterly basis, benchmarking against more than 100 airports in the programme. A measurement of passenger perception;
- ASQ Assured** - this certification programme defines best practice service quality management. It then audits an airport against that benchmark. A measurement of the management of service quality.
- ASQ Performance (from 2009)** - this is an analysis of the actual service delivery performance in key indicator points, measuring actual data of the length of queues and the time it take for baggage to be delivered etc.



ASQ Survey results are available on [www.ana.pt](http://www.ana.pt)

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Empresa | Negócios e Parceiros

**ANA** Aeroportos de Portugal

Damos vida aos aeroportos

**Empresa**

- Sobre a ANA
- Sustentabilidade
- Estratégia
- Sustentabilidade Económica
- Sustentabilidade Ambiental
- Desenvolvimento Económico e Social
- Inovação
- Segurança
- Recursos Humanos
- Qualidade
- Política
- Acordos de Nível de Serviço
- Satisfação do Cliente
- Relatório de Sustentabilidade
- Publicações
- Imprensa
- Museu ANA

**Empresa > Qualidade > Satisfação do Cliente**

**Qualidade do Serviço**

A transparência e rigor na informação são compromissos que a ANA - Aeroportos de Portugal, SA assume como reflexo dos seus valores corporativos e dos princípios que orientam a conduta da Empresa e das pessoas que nela se integram. Ambos inspiram procedimentos e formas de trabalho orientados para a criação de valor. A divulgação geral dos indicadores de Qualidade dos Serviços reveste-se assim de uma importância fulcral no exercício da nossa actividade. Neste contexto, são apresentados trimestralmente os resultados do estudo Internacional Airport Service Quality (ASQ), desenvolvido pelo ACI (Airports Council International) ao qual aderiram no 1º Trimestre de 2009 mais 10 Aeroportos elevando para 127 o número de participantes, reforçando assim a posição do ASQ como o maior programa de benchmarking desta natureza. Este estudo contempla a realização de inquéritos junto dos passageiros nos maiores Aeroportos sob a gestão da ANA SA: Lisboa, Porto, Faro e Ponta Delgada.

**Aeroporto de Lisboa**

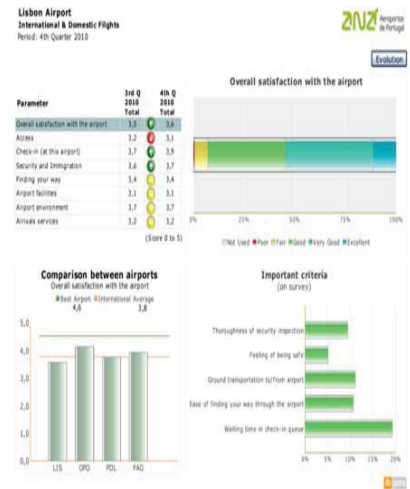
- Resultados ASQ Lisboa
- Ficha Técnica

**Aeroporto do Porto**

- Resultados ASQ Porto
- Ficha Técnica

**Aeroporto de Faro**

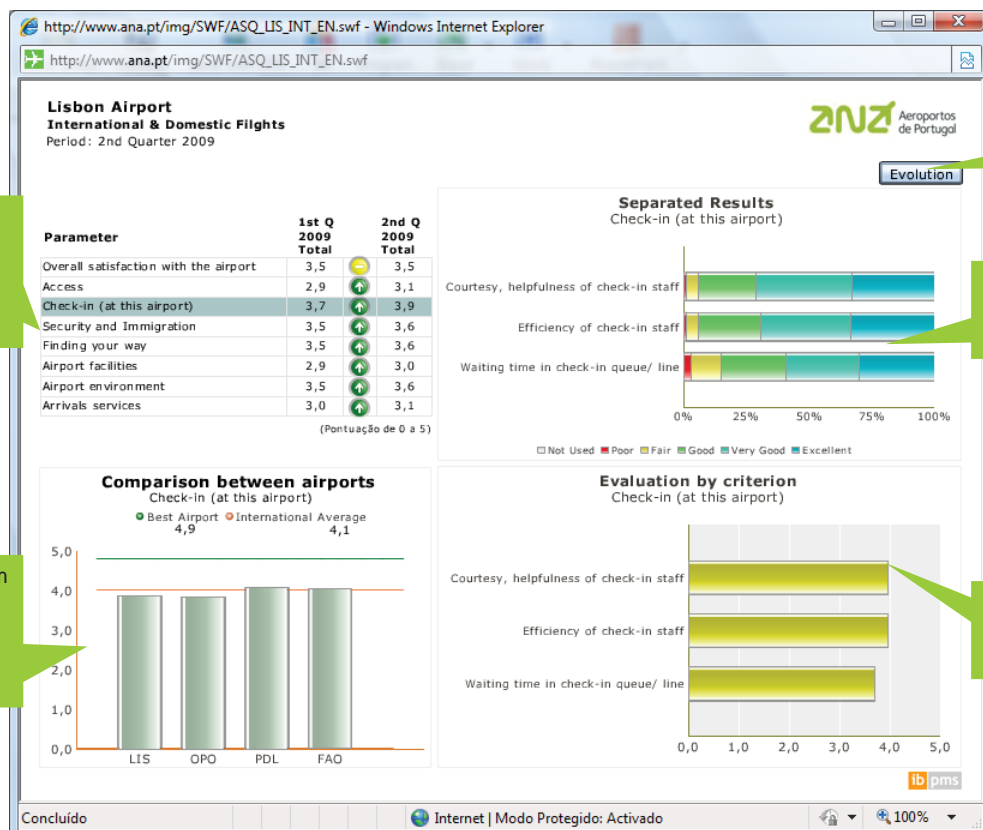
- Resultados ASQ Faro
- Ficha Técnica



Set-11 ✈️ Living up airports: + 23\_

Overall and Group results compared with last quarter and evolution.

Comparison item by item with the best airport and the international average



Next view

Parameter analysis and details

Evolution on most important criteria

✈️ Living up airports: + 24





- Francisco Sá Carneiro Airport has been distinguished at the Airport Service Quality Awards promoted by ACI - Airport Council International, with the award of the 3rd place in the category of Best European Airport, having also been distinguished with the 3rd place in the category of Best Airport with less than 5 million passengers.
- At the Airport Service Quality Awards held in Dubai, the ACI General Director, Robert J. Aaronson, said that these awards are a result of a special commitment assumed by Airports with its customers.
- These awards result from the quarterly enquiries made in order to evaluate passengers' satisfaction. ANA, SA has been posting these enquiries results in its website, with the results of Lisbon, Faro, Porto and Ponta Delgada Airports.

### Lisbon among the 10 best cities for business tourism



- The "Great Hotels of the World" includes Lisbon at the 'top ten' of the world's preferred destinations for business tourism in 2011.
- According to Lisbon Tourism Bureau, this international chain of luxury hotels and resorts highlights the growing reputation of Lisbon in this business and the high profile events hosted in recent years.
- In addition to Lisbon, the 'top ten' business destinations listed by the "Great Hotels of the World" include Montenegro, Croatia, South Africa, India, Turkey, Greece, Iceland, Sardinia (Italy) and Seoul.





### ANAWAY:

The purpose of the ANA Way project is to develop a passenger-oriented product and service strategy and design process that should act as a foundation for the services developed and provided directly by ANA to the passengers.

### DUMBO: "Demonstrador Universal de Monitorização de Bagagens e Operações":

an ANA/Link demonstrator project carried out during 2009. Its purpose is to test by means of a demonstrator platform the use of a RFID technology supported solution for handling and tracking luggage using IATA-compliant RFID tags.

### TRAPLE: "Tracking People in Large Environments":

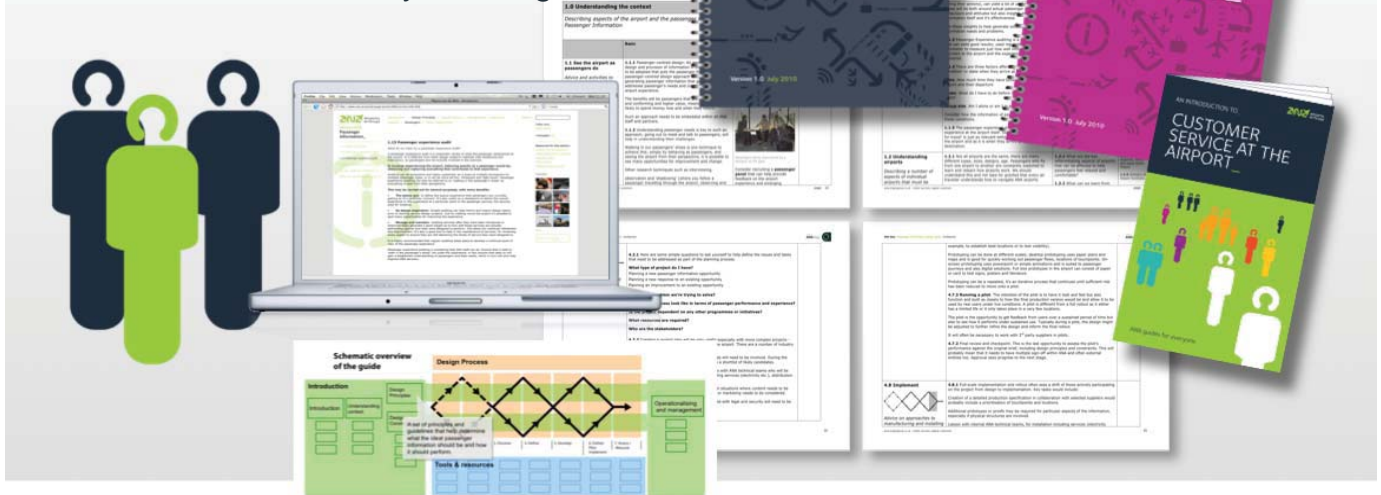
A THALES/ISCTE collaborative project with the participation of ANA, aimed at developing an automated system for detecting and tracking people inside the Airport Terminal with the help of video sensors and computer-processed data.

### IRPS: "Intelligent Robotic Porter System":

Its goal is to equip a robot with advanced mapping and guidance capability, while ensuring its mobility in internal areas that house a great number of persons. The project earned the recognition of project partners for the quality of the efforts of ANA personnel. Headed by CS Systèmes d'Information (France), it includes 8 partner companies from 6 countries and 12 ANA staff

## Sustainable Management Tools

- Four workstreams
- Tools, methods and Forum
- Service design sense and skills
  - HR & training solutions
  - Pilot for mandatory learning



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**55<sup>th</sup> EOQ Congress**  
**World Quality Congress**  
 Budapest, Hungary - June 20-23, 2011

*"Navigating Global Quality in a New Era"*



**ANZ** Aeropostos de Portugal

Thank you for your attention

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