

auckland international airport limited

Problem Statement

the problem of...

AIAL have a brilliant problem! Their Valet service parking product is beating all expectations - to the point that the team intends to double the valet parking storage capacity within the next six months.

Their fear is that current state is inconsistent, immature and unable to cope with an increase in capacity.

affects

With the increase in capacity comes an increase in customer demand and vehicle volumes. This directly affects valet customer service staff, drivers, the grooming team and staff management.

the impact of which is...

It is currently unknown if the processes, systems, information and resourcing levels of the organisation is able to support the increase in demand. Will it break? If so, where and how? What can we put in place now to make the existing capabilities stronger and plan for the ability to scale in the future?

a successful solution would be...

Understanding which capabilities within the organisation are able to cater for the increased demand and which capabilities require investment to their processes, information, system and / or resourcing structure.

approach

PROJECT CASE STUDY
AUCKLAND INTERNATIONAL AIRPORT LIMITED

redvespa[®]
hell bent on delivery

With a 15 day timeline, we leveraged design and critical thinking techniques to quickly, but comprehensively understand the Valet Parking value chain, existing pain points and existing 'gold'.

We spent the first two days understanding the organisational structure, meeting and greeting staff and having a walkthrough of all the Valet operational and business areas.

Then we dedicated 5 days to experiencing the Valet business. We were up at 5am on a Monday morning to be at the airport during peak vehicle drop offs. We were there again Thursday night to see what happened during vehicle pickups. We spent time on the weekend to observe different persona types – a tourist versus a business traveller and we split our time across international and domestic valet areas.

The physical customer touch points were reviewed with five different lenses: process, system, information, resource and physical environment. We then extended this investigation into the valet storage and grooming services, doing everything from being in a customer's vehicle as part of the drive between the airport and storage, to being involved in a physical car grooming service.

Our physical presence enabled us to talk independently to 'the workers' who were able to explain to us their ideas about more efficient check in processes, how to resolve existing system issues and most importantly understand the culture of the organisation. The valet team is highly verbal and very visual. They value the conversation between different departments over a spreadsheet and place a high priority on the customer and how they feel – to the point of 'breaking' business protocol – for example, helping customers who have missed their flight, finding an airline representative to come and assist them out at the valet desk.

After 5 days of discovery, we were able to simplify our insights from people, business and technology, to form a current state analysis and validate the initial business problem.

Our baseline (developed over 5 days) enabled us to create a range of recommendations for AIAL that considered the entire value chain, across multiple customer touch points, personas, originating channels and products. By evaluating and prioritising with the team, we produced a roadmap (2 days and final deliverable) for the organisation to address as part of their strategic growth initiative.

Since Redvespa left the premises, AIAL's Valet team have had time to digest the roadmap and its recommendations, using this as a basis to allocate ownership and deadlines to the team for action.

AIAL provided the feedback to our team that "...the completion of these actions (provided by Redvespa) will enable us to double the size of the valet business. Thanks again for your help in achieving this great result."

Additionally, using the persona's articulated by Redvespa, combined with the team's exposure to design and critical thinking techniques introduced by our team, AIAL has commenced the roll out of a new product initiative targeted at their Regular Business Travellers: "Also - we are going to trial a premium service for valet customers with some new technology. Please let me know if Redvespa would be interested in being part of the trial."

It has been fantastic to be a part of this organisational change, watching AIAL leverage the insights provided to them to transform their company for the future.

the result