

Los Angeles World Airports

May 29, 2015

Dear LAX Colleagues,

Working together with you, our airport partners, Los Angeles World Airports' (LAWA) intent is to operate and develop first class, customer-friendly, safe and secure airport facilities that serve as travel and trade gateways to the world. We have all worked diligently these last eight years to fulfill both the spirit and the letter of this mission. LAWA has authorized \$7 billion in capital improvements for LAX. Approximately \$3 billion in investments have already been completed and another \$4 billion in capital enhancements will be implemented over the next several years. And many of you have committed significant investment that has modernized the airport's facilities and enhanced customer experiences, as well. This is a record-setting achievement of which we can all be justifiably proud.

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Van Nuys

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Gina Marie Lindsey
Executive Director

Together, we are witnessing long overdue investment in infrastructure and facilities to significantly transform the bricks, mortar, steel, and glass at LAX to a state-of-the-industry, modern, and world-class airport. However, new facilities, in and of themselves, will not assure that LAX delivers an iconic guest experience deserving of our City. This is why I am pleased to announce, with the full support of Los Angeles Mayor Eric Garcetti and the Board of Airport Commissioners, that LAWA is launching an LAX Guest Experience Initiative to fuel customer service cultural change among all who work and do business at the airport. The goal is to consistently deliver a guest experience equal to the best airports in the world.

You are invited to partner with us to develop and implement an airport-wide service delivery strategy that will complement the re-imagining of LAX. If we can collaborate, the LAX Guest Experience Initiative will align all who deliver services to LAX passengers and meeters/greeters. It will enhance our collective ability to deliver an excellent guest experience across the continuum of services provided to LAX's customers, each and every time, regardless of who is responsible for delivering specific services.

Below are the elements of the LAX Guest Experience Initiative "Next Steps Plan" that was recently developed by a cross-section of LAWA staff and presented to the Los Angeles Board of Airport Commissioners last week. Working in close collaboration with you, we will:

1. Adopt a hospitality-based mindset in all that we do at LAX. In line with this strategy, we will treat passengers and meeters/greeters as guests and will refer to them as such going forward.
2. Conduct surveys to provide relevant feedback regarding guest satisfaction to identify priorities, improve service delivery and processes, monitor performance, and track improvement.



3. Implement service delivery standards starting with guidance on behavior, attitude, appearance, and knowledge of all airport employees. We will use performance management tools such as mystery shopping to assure that service standards are delivering results that are aligned with the LAX airport brand.
4. Design and implement an LAX guest experience training program, which will be delivered to LAWA frontline employees and supervisors before being rolled out airport-wide.
5. Implement a rewards and recognition program to celebrate those airport employees who epitomize LAX service standards and advance the LAX airport brand.
6. Adopt an LAX airport brand statement to serve as the overarching guide for everyone at LAX. The LAX brand will guide us as we design and implement premiere guest experiences to reflect the warmth and excitement of Los Angeles, leverage LAX as the gateway to our renowned City, and differentiate the LAX Guest Experience from all other airports. The brand statement, recommended by a cross-section of LAWA employees, is:

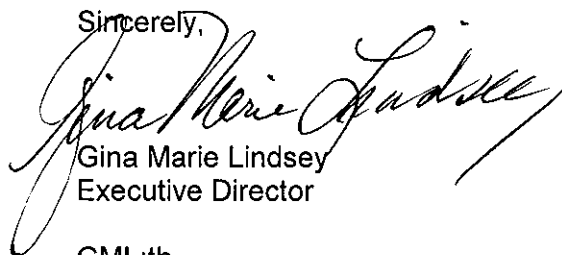
“At LAX, we strive to make our guest visits efficient, hospitable and memorable by providing modern, world-class facilities and services that showcase the ambiance and excitement of Los Angeles and the lifestyle and warmth of sunny Southern California. ***It's all about LAXceptional Xperiences!***”

We look forward to your collaboration in many of these activities that are just the beginning of a culture shift that embraces the LAX guest experience with the same passion and commitment that has been the hallmark of our ambitious capital agenda. The time is now for us to initiate this hospitality mindset and service culture change so that we assure, leverage, and sustain the value of our unprecedented capital investments.

Working closely with Samson Mengistu, Barbara Yamamoto, supported by Amy Willard and Tomi Brent, will spearhead this very important Initiative as LAWA's Guest Experience Team. If you have any questions or suggestions regarding the Initiative, please call (424) 646-5105 or email guestexperienceteam@lawa.org.

These continue to be exciting times! Your commitment and support will continue to contribute to an improved LAX experience for years to come. Just as you have been so instrumental in our accomplishments to date, I trust that we can continue to rely on you as we focus on delivering a higher level of service to our guests.

Sincerely,



Gina Marie Lindsey
Executive Director

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