# Responding to COVID-19 | Airport Operations

Transforming airport operations to meet the needs of customers during and beyond the post-COVID recovery period

The COVID-19 crisis has had an unprecedented impact on the aviation industry. Even after lockdowns have started to lift, some degree of social distancing is likely to remain in place for months, or potentially longer depending on the recovery scenario. As the industry looks towards longer-term recovery and a gradual return to passenger air travel, airport operators will need to adapt the passenger journey to comply with likely ongoing guidelines on social distancing. Some of these changes, particularly in process, have already been partially adopted, but wil need to be strengthened as passenger volumes begin to increase and airports get more crowded. Some of these changes can be achieved through increased adoption of technology – which will take longer to implement, but will make business sense if they can further improve efficiency and reduce costs even once social distancing is ended.

#### **Critical airport processes** – the passenger journey

#### **Departures Arrivals** Travel to the Check in Security **Airside Customs** Baggage **Airport** process process experience process Claim Limited travel Typically requires Current security Limited passenger Limited space at Potential crowding options due to close interaction volumes reducing immigration counters at baggage claim measures require reductions and with staff significant human ancillary revenue leads to difficulties in High surface (potentially offset by restrictions on contact practicing social Crowding at check contamination risk public transport distancing greater time spent in desks Crowding at security in baggage handling by passengers at Maintaining social lines meaning social Increased health processes airport) Increased health distancing distancing is not concerns with concerns with Crowding at gates measures on adhered to arriving passengers departing transport (i.e. during boarding passengers crowding) More efficient Increased use of Phasing of More efficient Increased use of Use passenger suggested arrival queueing to self checkout queueing to digital customs phasing to reduce times to reduce minimise crowding systems at retail crowding at baggage Potential Responses minimise crowding systems to reduce crowding units interactions and claim Increased use of Increased use of crowding digital check in Work with airlines to Increasing use of technology to limit Work with airlines to private airport desks to reduce refine boarding / Implementation of contact and queues encourage interactions and transfers de-boarding health screening (e.g. millimetre wave baggage-less crowding processes to and quarantining scanners, 3D travel minimise contact baggage screening) for arriving Health screening of Invest in new passengers departing Regular screening baggage handling passengers of high contact technology to limit human contact with baggage

## How Teneo can help



#### Operating model redesign and digitisation

Prioritisation, redesign, and digitisation of existing airport operating model (incl. processes, staffing, systems and technology) to adapt to a post-COVID world, with an additional focus on long term cost reduction to counter current financial challenges



### Staff engagement strategy

Design of strategy to ensure staff remain engaged with the business and supportive of process changes despite the greater demands being placed on them and the potential for staff absences and cost saving measures



#### **Transformation support**

Strategic support for the transformation implementation period, using a proven outcome-led approach that helps to turbo-

## **Key People**



**Matt Lovering** Senior Managing Director Global Transport Lead

Matt.Lovering@teneo.com +44 (0) 7977 931157



Fredrik Gustavsson Managing Director Head of Aviation

Fredrik.Gustavsson@teneo.com +44 (0) 7896 301 685

# Future scenario modelling

Identification and assessment of potential business and macroeconomic recovery scenarios, with specific implications for demand and the future of airport operation

charge workstreams