

# All for one



Sicco Santema  
**Rolf Perié**

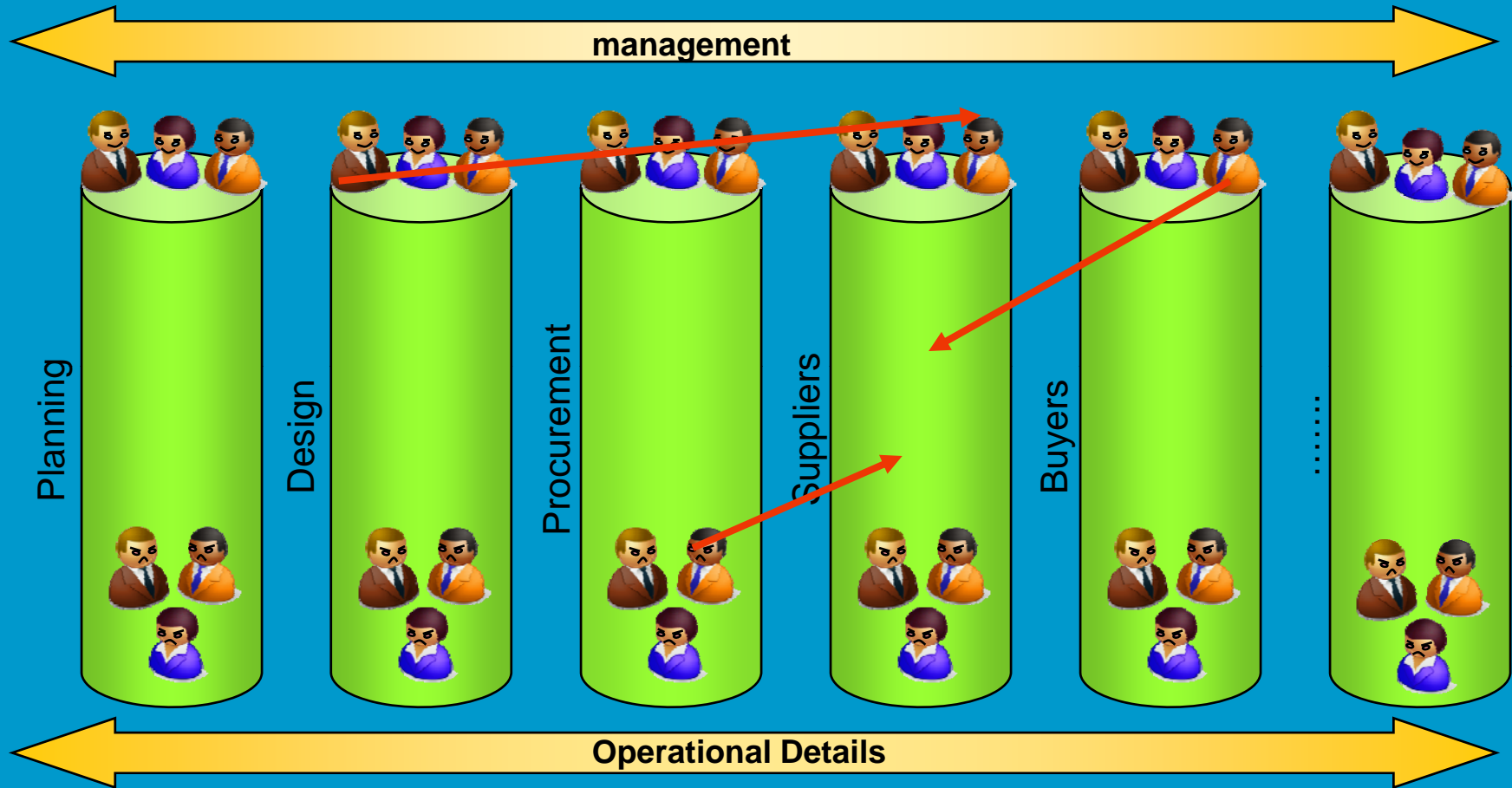
Den Haag, April first 2009

# Agenda

*Which are the factors for alignment of dyadic business processes of airline and airport operators??*

- **Introduction**
- **Basics of the research**
- **Results, factors and 'alignability'**
- **Conclusions, discussion**

# We work in silo's



How can we improve these processes ?

Alignment !!

# Filosofical way to approach the research

The Customer defines the work, business process or result of project

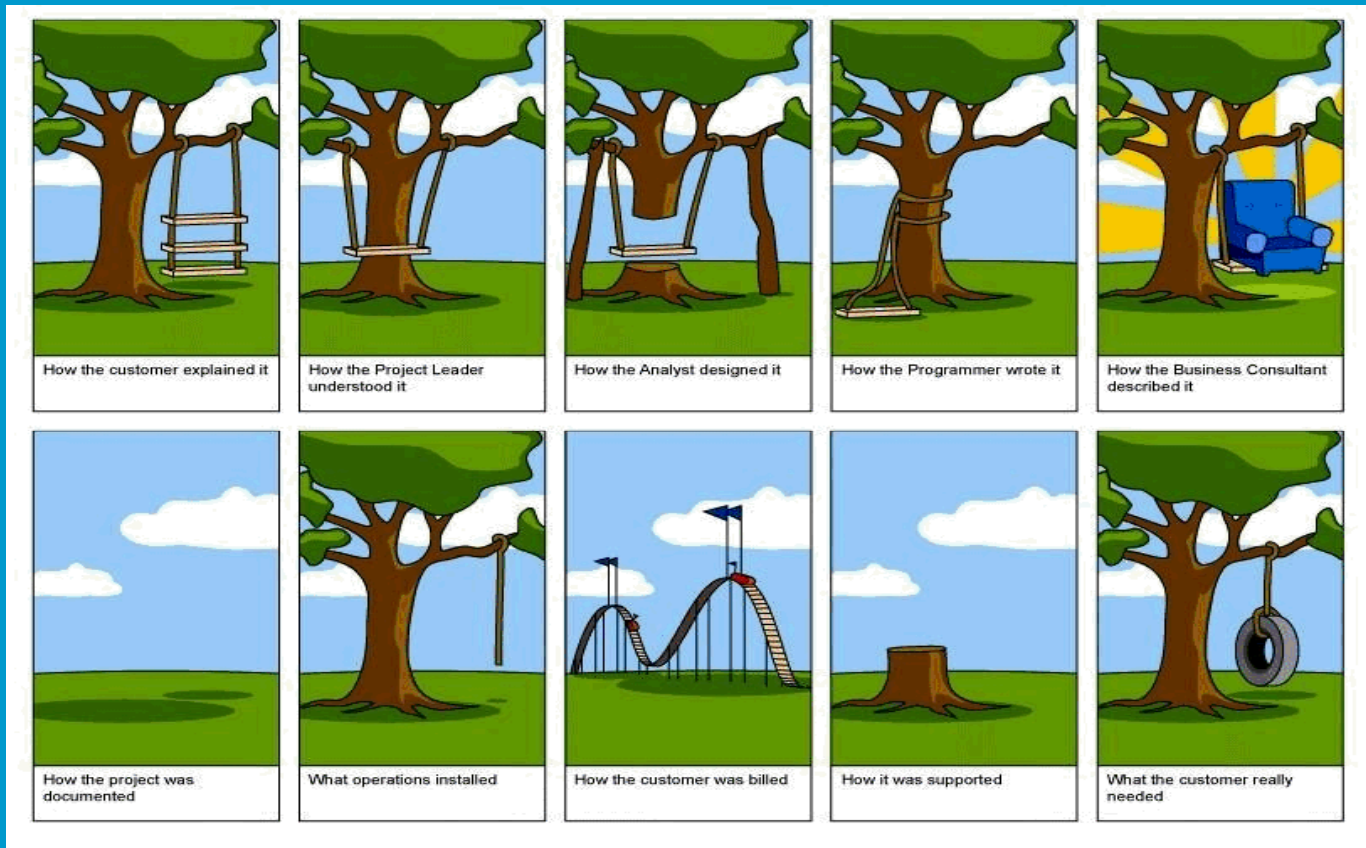


The Supplier is the expert, can see from the end result (vision)



Time

# What blocks co-operation ?



Can we define factors that influence co-operation ?

# How strong is the 'lonely biker' ?



Idea is that co-operation improves business processes

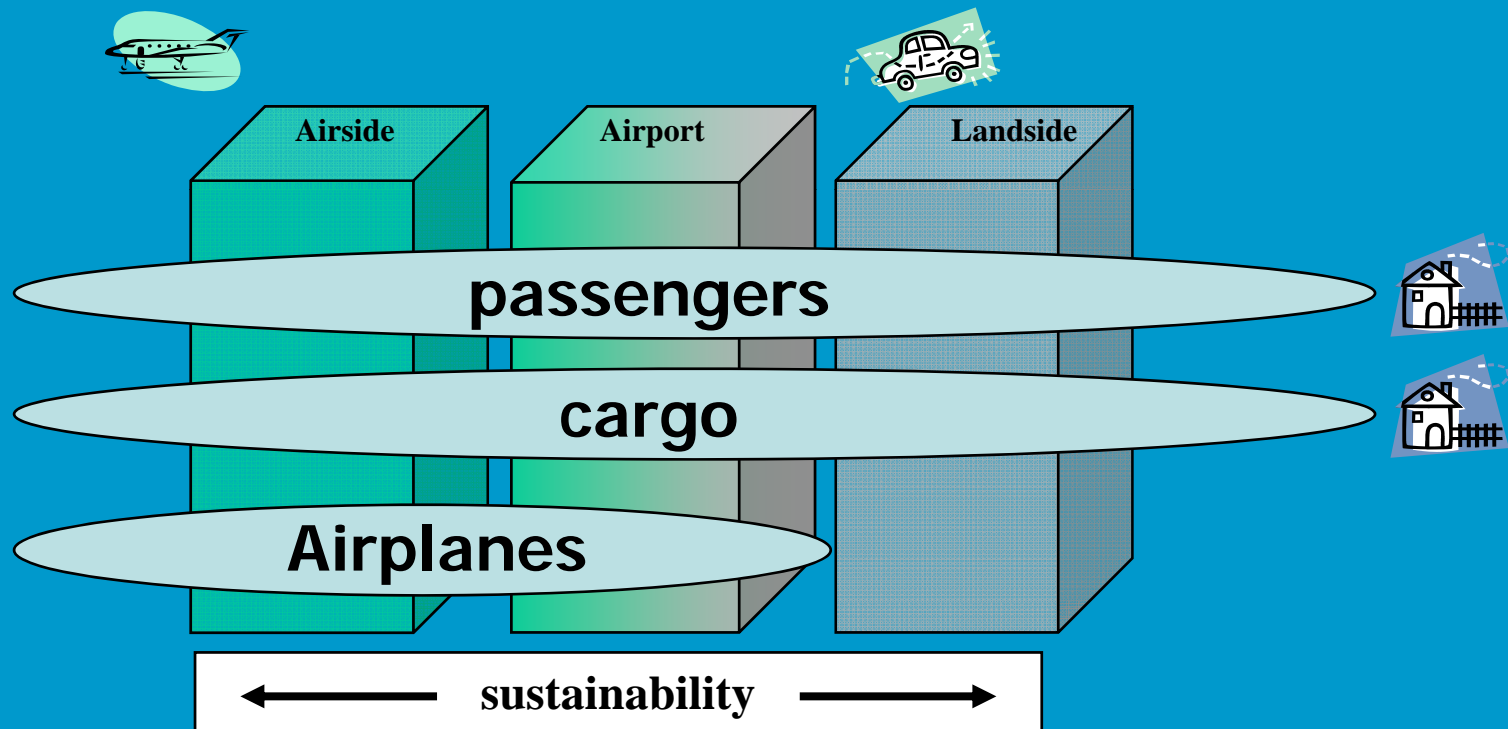
# Airport: an airport in our research



- Reduction of waiting time passengers
- Enlargement of comfort time (shopping)
- Reduction of turn around time

Through configuration of 'silo's' in the chain

# The sector: horizontal chains ?





# The sector: innovations in SIM

**Samenwerking Innovatieve Mainport**  
'Samen werken aan de duurzame ontwikkeling van de Mainport'

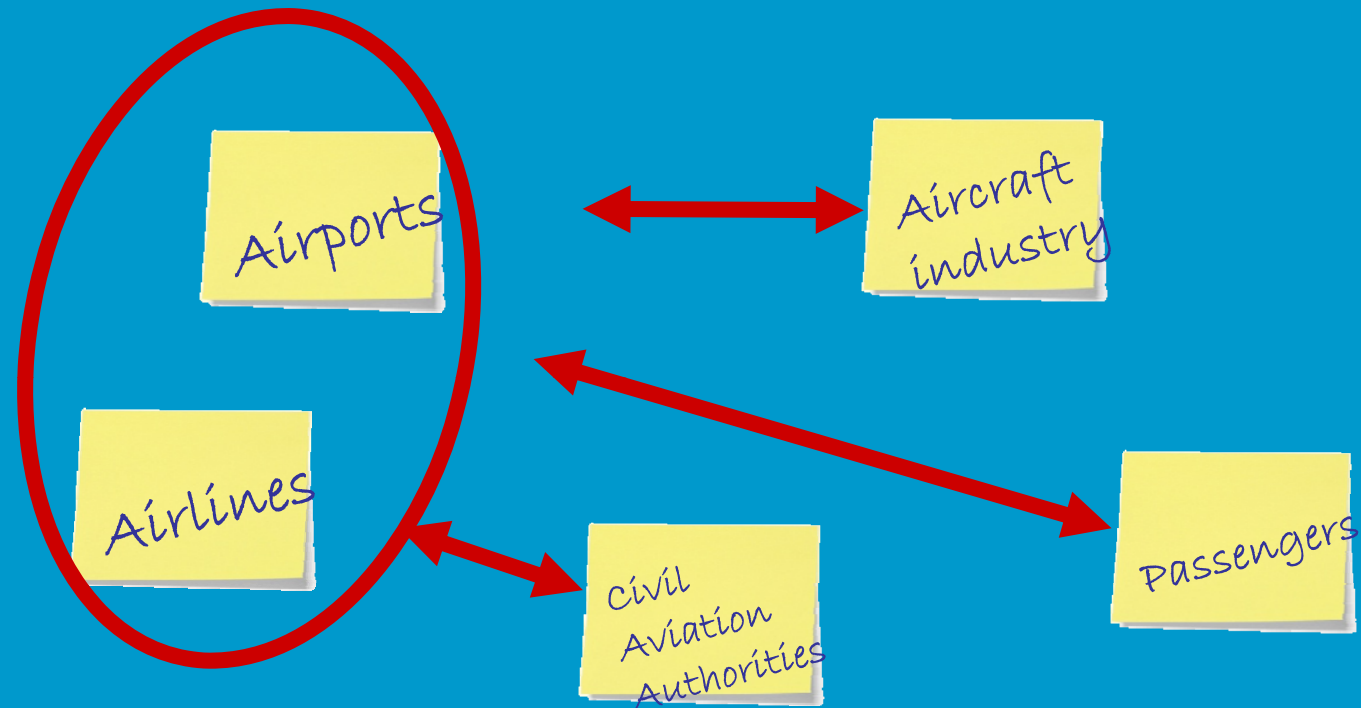
**Next generation screening**

**Environmental simulator**

**Transferia**

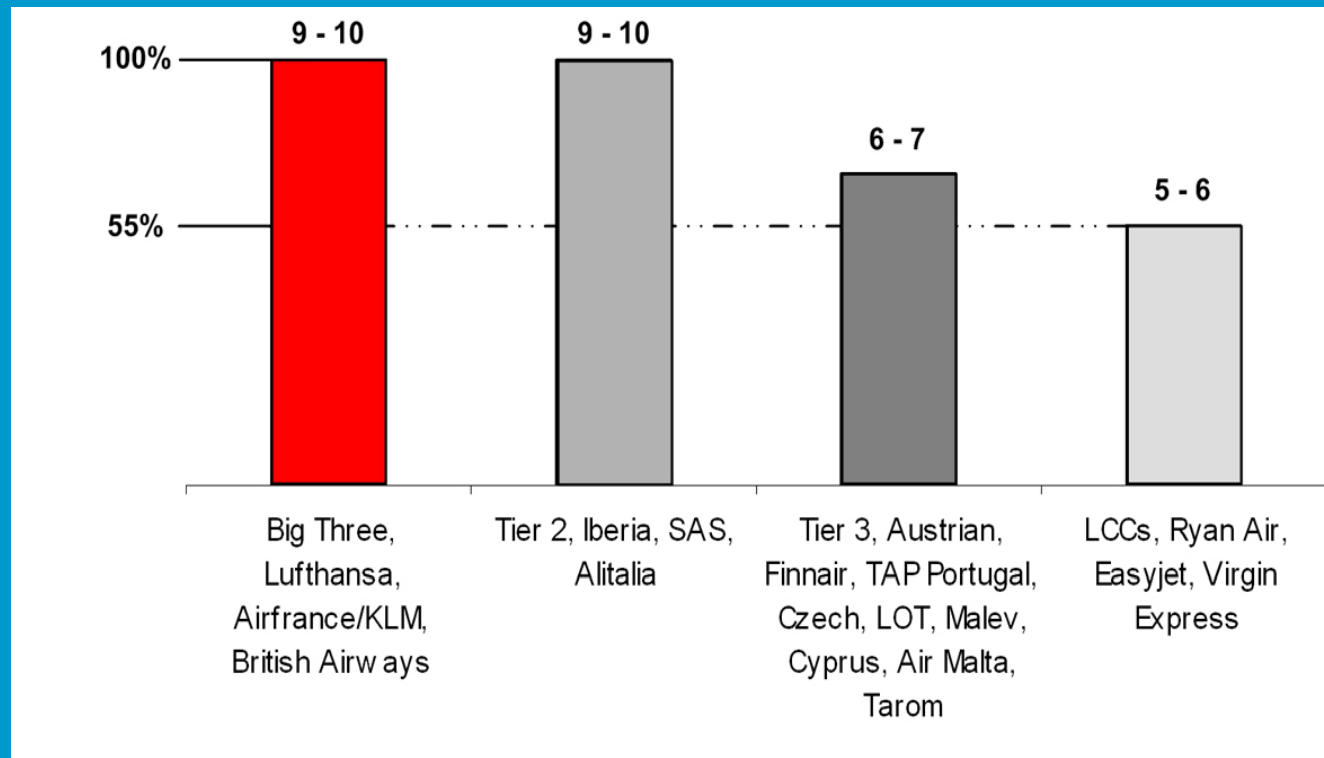
**TU Delft** **NLR** **KLM**

# All for one: does this apply to ATS



*RQ: Which factors determine alignment of dyadic business processes of airline and airport operators?*

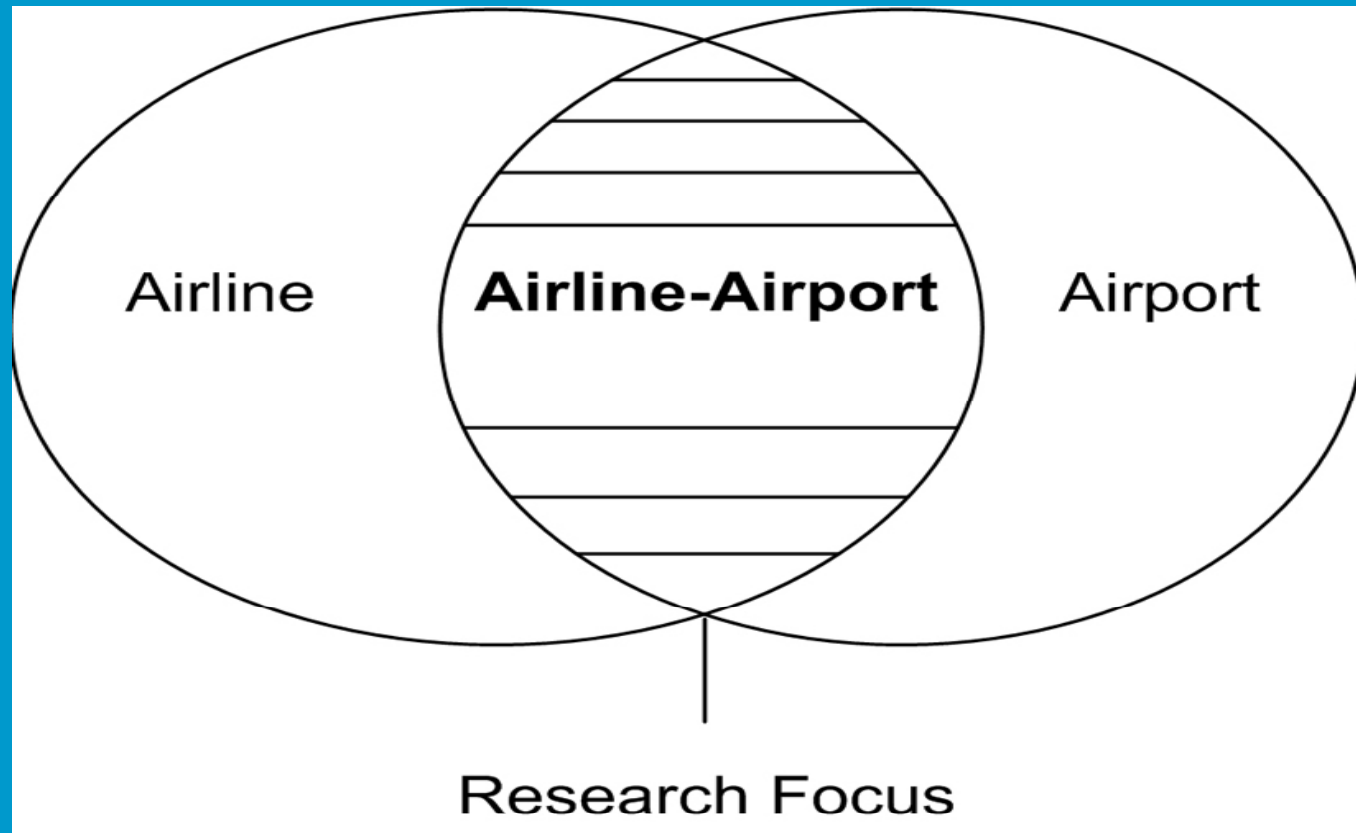
# Why is this necessary ?



eg. Unit Cost Comparison

European Flag Carrier Models vs. LCC

## Why is this necessary (2) ?



There seems to be potential !!

# The steps in our research

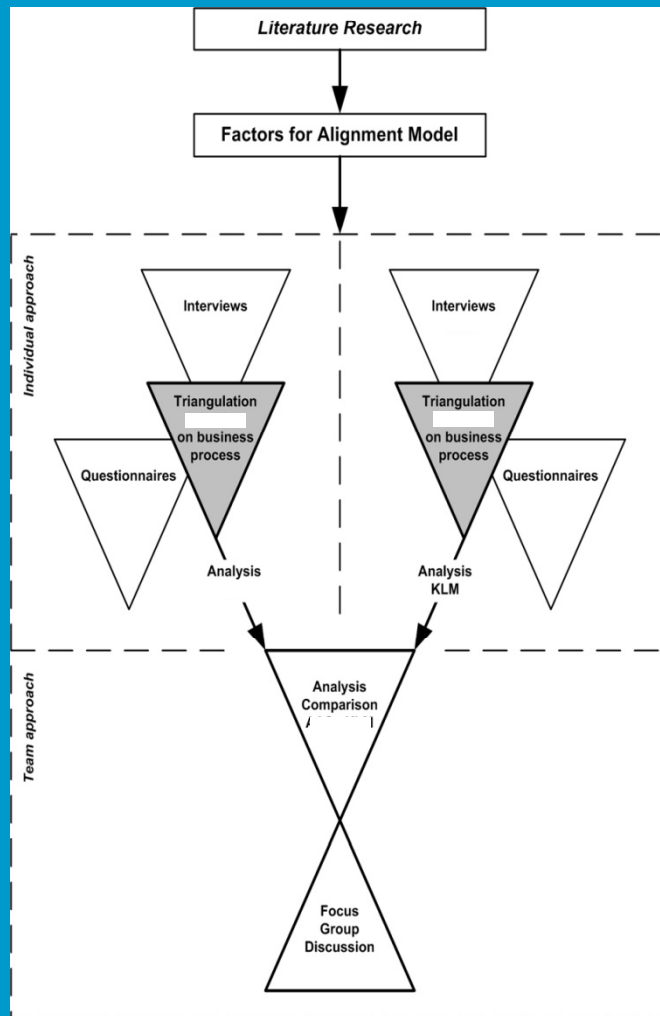
- Literature research, result **theoretical model**
- Empirical research, four business processes:
  - *Environmental Capacity*
  - *Network Planning*
  - *Infrastructure Planning*
  - *Aircraft Stand Allocation*
- *Interviews, Questionnaires, Focus Groups*
- Result: **tested model, priority factors, factor families**

# How did we do that ?

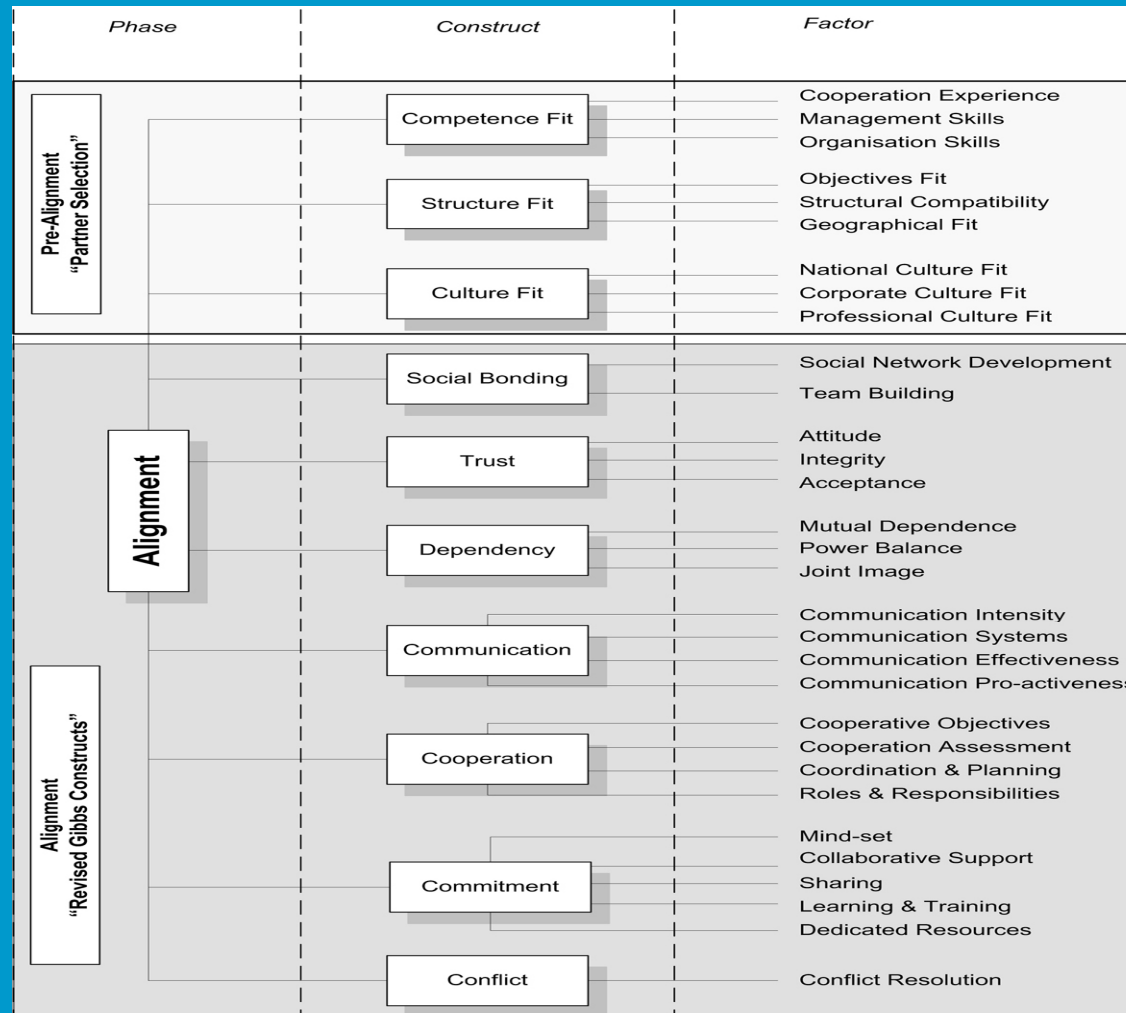
**AIRPORT**

**AIRLINE**

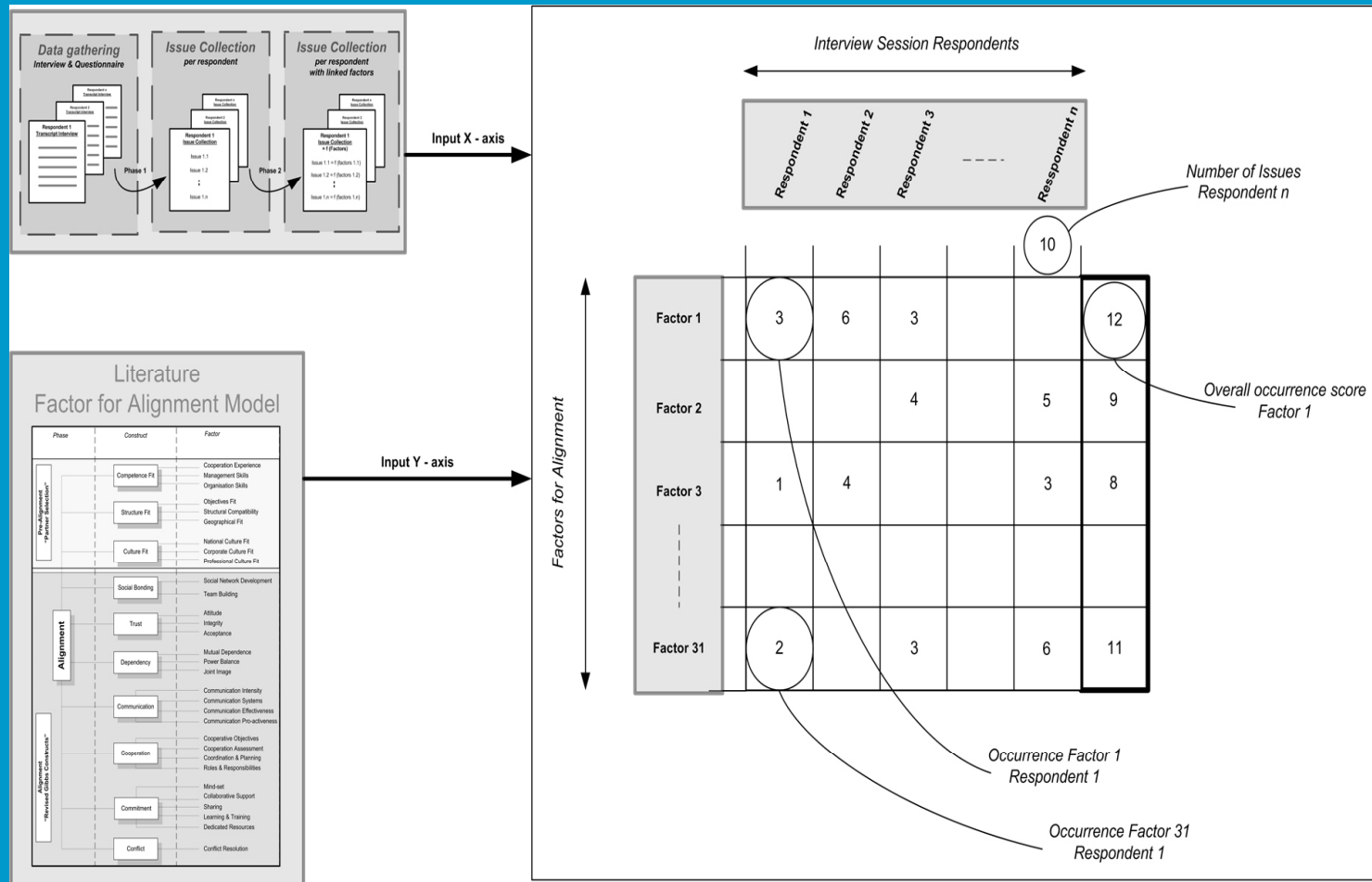
**triangulatie**



# Delft Factors for Alignment Model

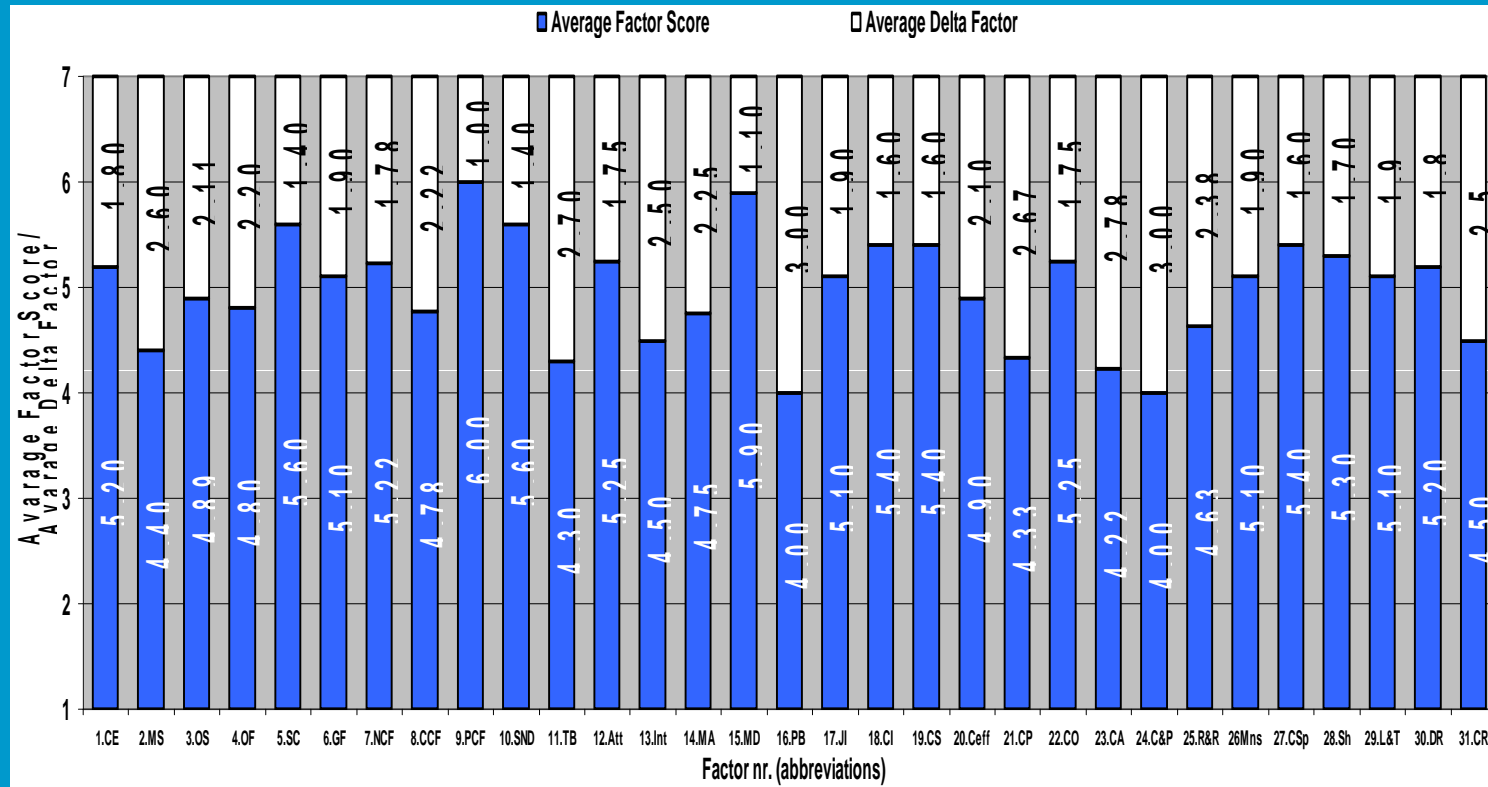


# Factor Occurrence Matrix



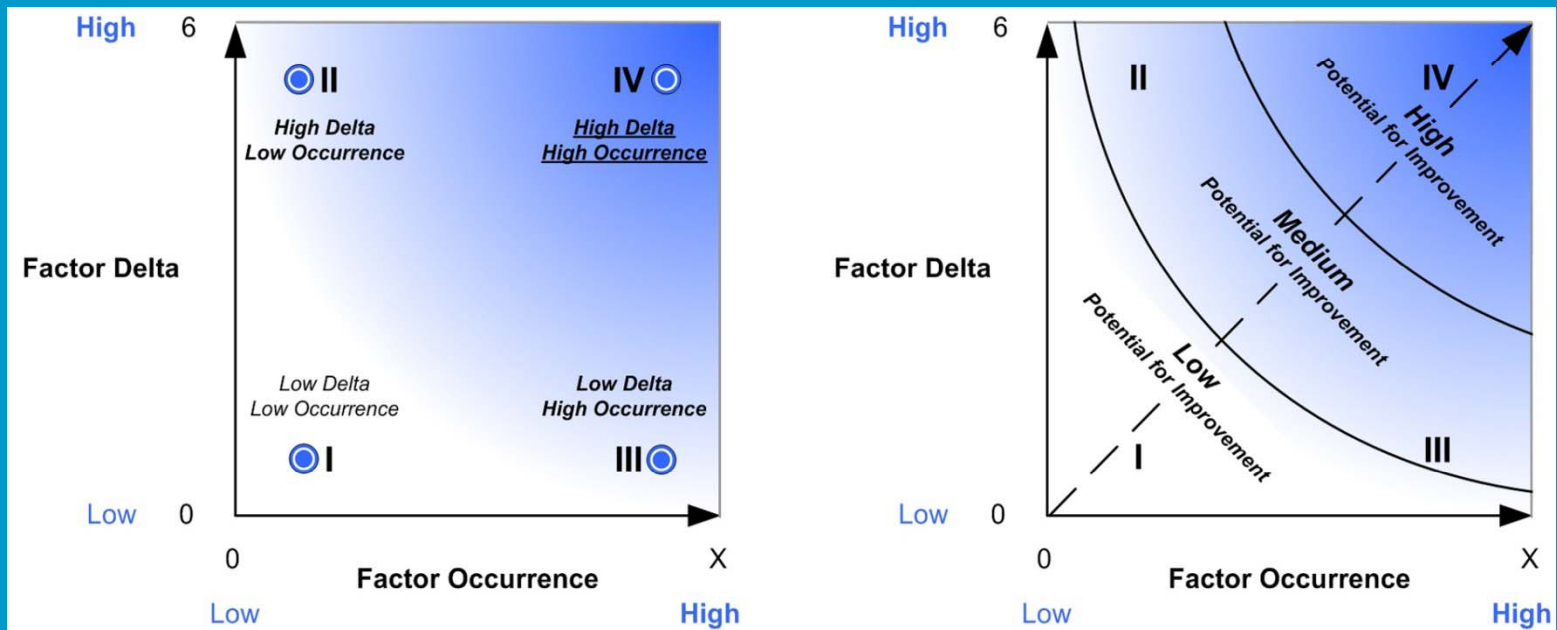


# Factor score and factor delta



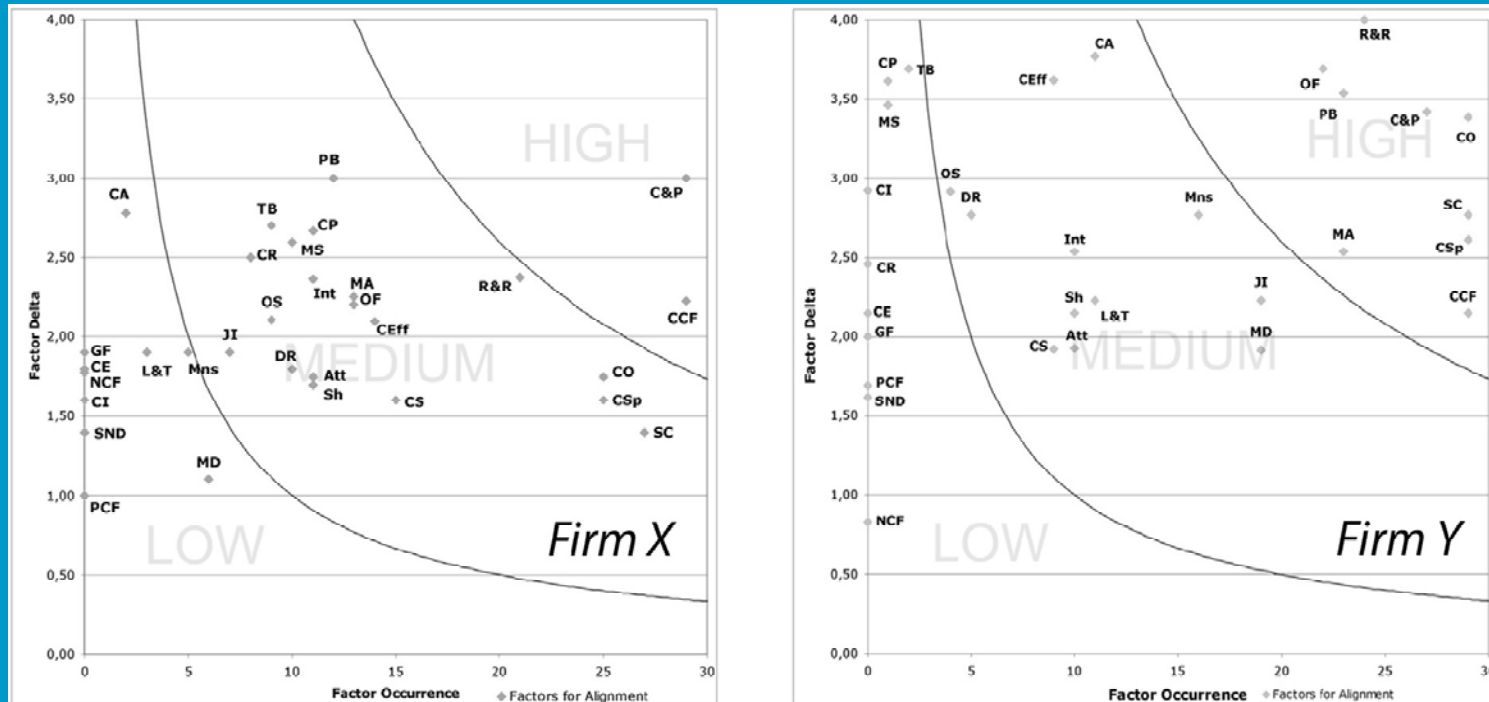
We can now prioritize factors for business processes

# Delta versus occurrence



We can now create families of factors

# The 'factor families' in airport – airline alignment



# Priority factors for alignment

	AIRPORT X	AIRLINE Y
HIGH	Corporate Culture Fit	Corporate Culture Fit
	Coordination & Planning	Coordination & Planning
	Roles & Responsibilities	Roles & Responsibilities
	Cooperation Objectives	Cooperation Objectives
	Objectives Fit	Objectives Fit
	Structural Compatibility	Structural Compatibility
	Initial Acceptance	Initial Acceptance
	Power Balance	Power Balance
	Collaborative Support	Collaborative Support

**There are four factors that are important for both airport and airline: prime factors for alignment !**

# Practical implications of our research

- **Alignment is possible**
- **Not all factors are important**
- **Through improving alignment business processes can be optimized (faster, cheaper, better)**

**But how ?**

- **Program and change management**

# What can we do to improve practice ?

**RWS:** laws ?

**Sector:** from transaction to co-operation ?

**University:** further prove potential in cooperation ?

**Airneth:** stimulate research and platform ?



## LET'S DISCUSS !!

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Q & A

Den Haag, April first 2009

**All for one**



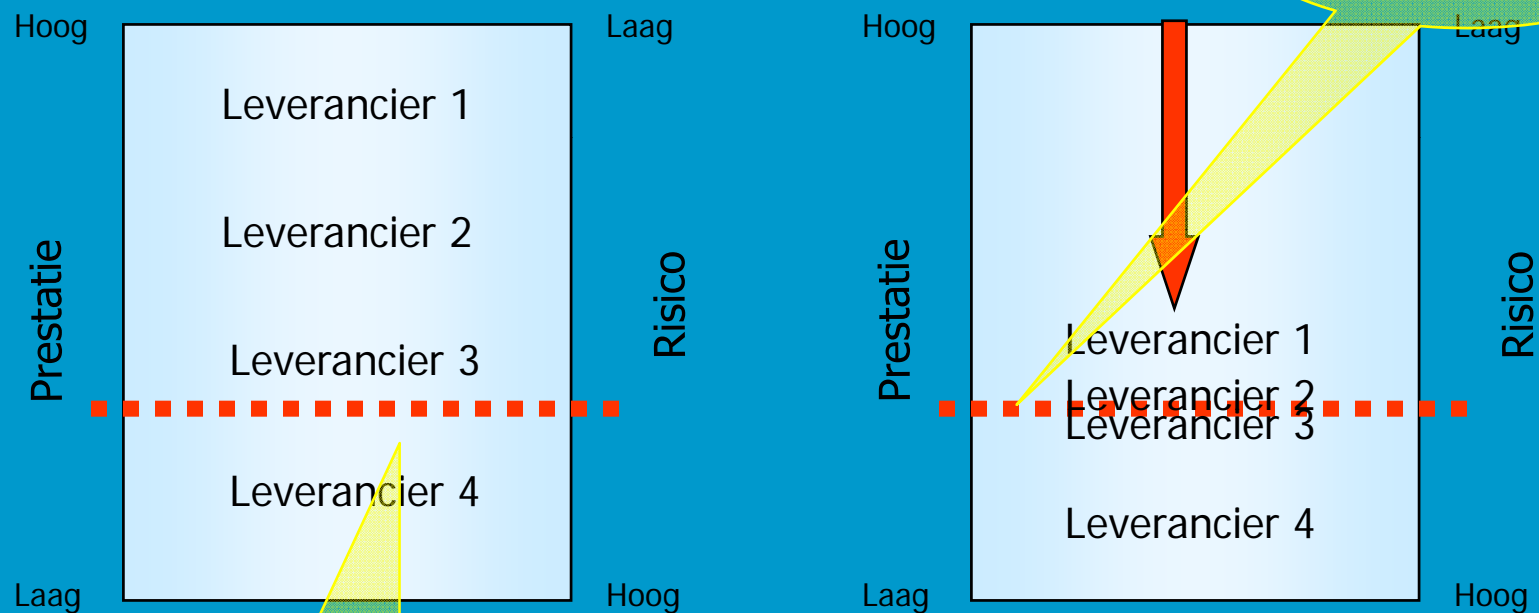
**Reserve sheets**

**Sicco Santema  
Rolf Perié**

**Den Haag, April first 2009**

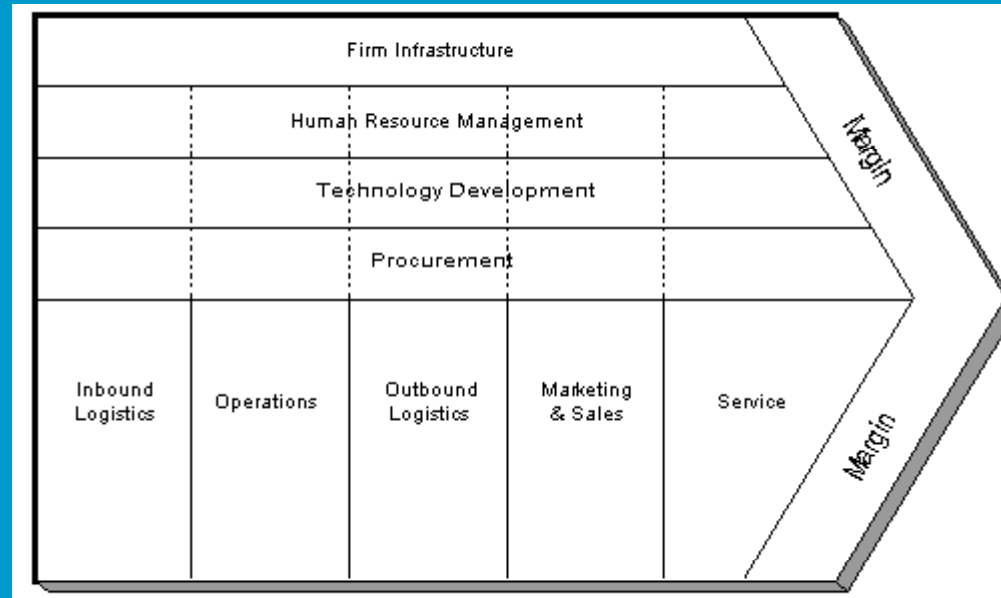


# Invloed van bepalen minimale standaard



“Het minimale kwaliteitsniveau wat ik wens”

# Ook een model met indirecte kosten

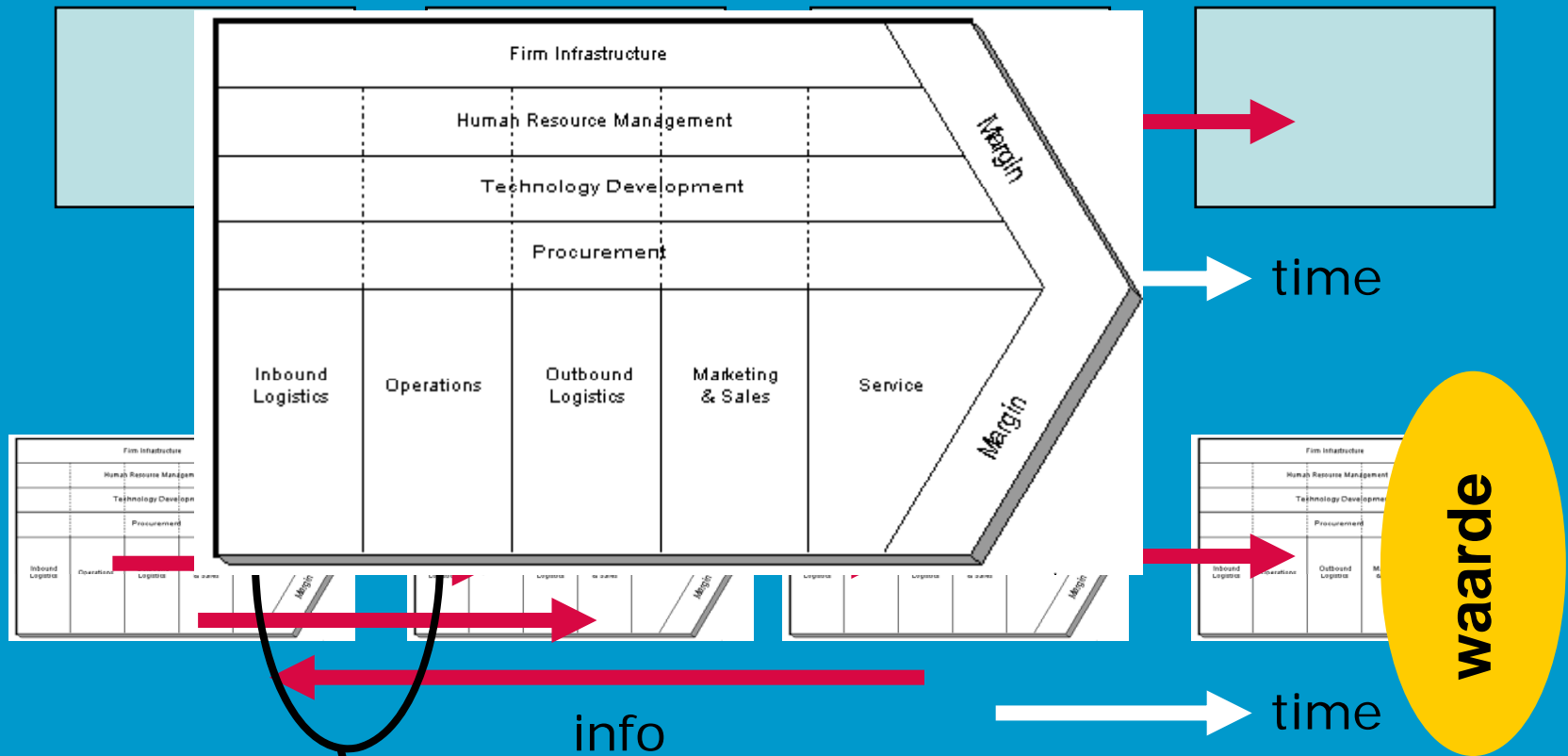


Basis model van algemene management opleidingen:

Hoe doe ik het beter dan de rest ?

**Antwoord: Kan ik het ook beter doen met de rest ?**

# Nog even een stapje dieper !



no value in transactions: flow

Antwoord: ketenintegratie toepassen