

PRODUCTS & SERVICES

CREATING THE STAR ALLIANCE TRAVEL EXPERIENCE



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MAKING ALLIANCE TRAVEL TRULY SEAMLESS

Right from the outset, Star Alliance was all about seamless travel - enabling passengers to transfer quickly and easily from one carrier to another. Today, more than a decade after the Alliance was launched, this aim is still a fundamental tenet for all of our airlines and a primary focus for activity and innovation.

From the passengers' perspective, the expectations are really very simple:

- I only need to check in once
- I don't have to worry about my luggage again until I reach my final destination
- I get through customs, immigration and security without undue stress
- My transfer from carrier A to carrier B is smooth and straightforward
- I am confident I will be looked after, kept informed and kept safe every step of the way



This is all easily said, but everyone in the Alliance, particularly those on the front line, knows that delivering on these promises has involved a great deal of behind-the-scenes work, to make systems interact more efficiently and to hone our processes consistently to deliver the best possible service.

As such, it's no accident that Star Alliance continues to lead other alliances in the development of innovative products within the industry. Since its launch in 1997, Star Alliance has introduced a long list of industry firsts, setting the bar high for the other alliances to follow.

Our Move under one Roof (Muor) projects at major airports around the world make us efficient and lay the groundwork for an optimised customer experience. At the airports, we have developed and deployed a host of common products, services and facilities to ensure fast and efficient connections for both people and bags. It's a win-win-win situation for passengers, member carriers and airport authorities.

This decade, we will continue to make those projects even more effective and break ground on some new and exciting ventures.

One of those pioneering efforts is collaboration with selected service partners to bring new products to market, dovetailing our knowledge and their technical expertise. By this means we developed a prototype Common Use Bag Drop, where passengers from any Star Alliance carrier can tag and drop their bags, and a customer-friendly kiosk where passengers can enter their bag information themselves if luggage has gone astray. These are time savers for passengers and make the travel experience a little easier.

Every one of these projects can be tied back to the customers' desire for what we in the Alliance would term the Seamless Alliance Travel Experience. This brochure sets out to show how these products can help. I hope it will inspire all our colleagues across our global network to excel in meeting customer needs.

Sincerely,

Lee Hock Lye
VP, Products & Services Star Alliance



THE SMOOTHEST TRAVEL EXPERIENCE POSSIBLE

Excellence in airline customer service means giving passengers a smooth and enjoyable journey, seemingly effortlessly. But even when the airlines get every aspect of the “seamless travel experience” right, other things that go wrong along the way can sour the overall journey. A project launched in spring 2011 aims to tackle that problem.

The Seamless Alliance Travel Experience, or SATE, is an umbrella term that covers every aspect of a traveller’s airport experience — checkin, baggage drop-off, lounges, boarding and bag pick up — and has, to date, been the focus of Alliance efforts. But in New York’s Newark Airport (EWR), the Star Alliance team is going one step further, taking a holistic look at the travel experience through the airport.

“Seamlessness is the Holy Grail of Alliance travel that we are working towards achieving,” said Lee Hock Lye, Vice President, Products & Services. “It’s a difficult goal to reach because there are a number of touch points where anything can happen. Some of them are out of the airline’s control, such as security. But whether a problem is an airline’s fault or not, the customer more

often than not blames the nearest target — the airline. So customer satisfaction means working with the airport to address problems in other areas too.”

The Newark pilot will have a twin focus: The proper execution of Star Alliance customer promises, such as through-checkin, and these other aspects of a journey through the airport, such as security and logistics that are not directly under the airline’s control. The aim is to generate a measurable improvement in customer satisfaction.

Airline managers at EWR, working together in the Star Alliance Airport Team (SAAT), and with their head office colleagues, have already identified a number of issues that hinder travellers from moving smoothly through the facility. Possible solutions on the table range from extending an airport bus route to creating entire new teams to help passengers transfer quickly and easily. Input and commitment from employees on the ground in Newark is essential for success.

“Our goal with the pilot is to leave customers with such a positive experience that they will notice a difference between their experience at EWR and other airports,” Lee said. “If we can get it right at EWR, we can duplicate that process at other airports in our network.”





Passengers queue for check-in at Newark Airport



Hub Operations Coordinators Maggie Keik, Anthony Gagliardo and Linda Dutko.

“ Our goal with the pilot is to leave customers with such a positive experience that they will notice a difference between their experience at EWR and other airports.”

LEE HOCK LYE, VICE PRESIDENT, PRODUCTS & SERVICES



Rossi Thomas, Assistant Director, Airport Operations



INDUSTRY FIRSTS KEEP STAR ALLIANCE AT THE CUTTING EDGE

Star Alliance has constantly been at the forefront of the aviation industry, developing service products that are then adopted by the industry worldwide. Not all products are in use at every airport, but they are all developed with one aim in mind: to make it as easy and cost-effective as possible for airlines to deliver a seamless travel experience.

One such product developed by the Products & Services group is Automated Document Check (ADC). This provides checkin staff and passengers with information about travel document requirements and allows an agent to establish quickly and easily at the first checkin point whether a passenger has valid documents to complete his or her journey. Singapore Airlines was first to introduce it, followed by three others, with at least three more planning to go live in 2011.

Interline e-ticketing was another industry first, allowing customers to travel on any combination of Star Alliance member carriers using a single electronic ticket.

Most recently, 2D barcode technology has enabled customers to complete the entire checkin process online and print their boarding passes at home or in the office. This Star Alliance idea was later adopted as industry-standard by IATA, the International Air Transport Association. "A carrier working group began developing implementation plans for 2D barcode within the Alliance several years ago, and IATA used what we developed towards the basis for the new industry standard," said Mike Chew, Director, Product & Services.

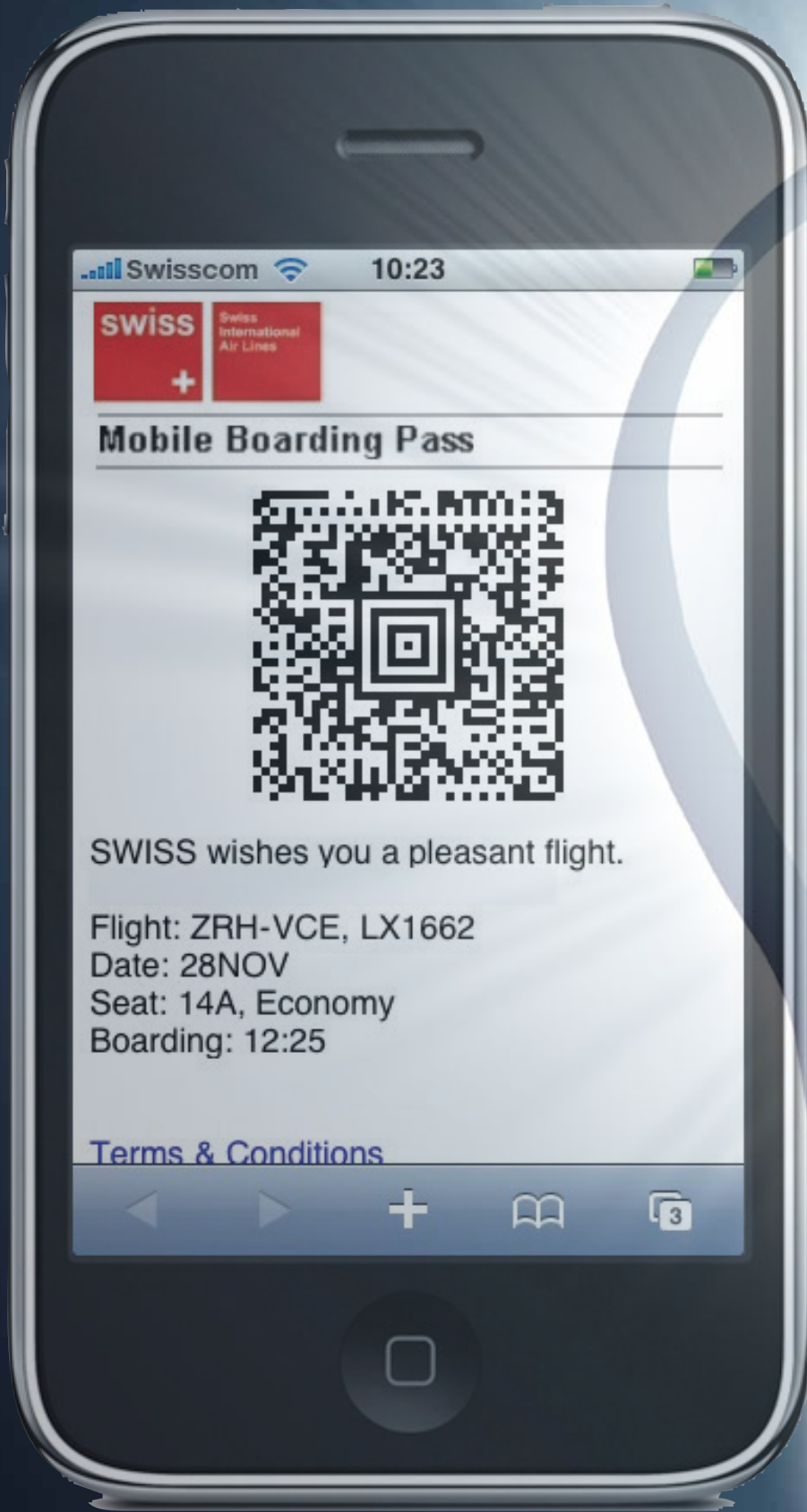
“*The Alliance is tapping into the collective wisdom of more than 400,000 airline employees through its innovation project, Brainstorm.*

**MIKE CHEW, DIRECTOR,
PRODUCTS & SERVICES**

2D barcodes hold more information than conventional one-dimensional barcodes or magnetic strips on the back of tickets.

All of these innovations have brought substantial cost savings. E-ticketing too has become an industry standard that IATA estimates is saving carriers US\$3 billion annually as they now rarely need to process paper tickets. ADC's estimated net benefits will be more than \$15 million once it is fully in place. 2D barcode also has a handsome payoff - an annual saving of \$500 million.

What's next on the radar? "The Alliance is tapping into the collective wisdom of more than 400,000 airline employees through its online innovation project, Brainstorm," said Chew. "The great thing about Brainstorm is that employees at all levels in the organisation and across all member airlines worldwide can work together 24/7 to hone and shape an idea. It's too early for details, but several of them are now in the development stage."



Swisscom 10:23

SWISS Swiss International Air Lines

Mobile Boarding Pass



SWISS wishes you a pleasant flight.

Flight: ZRH-VCE, LX1662
Date: 28NOV
Seat: 14A, Economy
Boarding: 12:25

[Terms & Conditions](#)

A photograph of an airport check-in counter. A female check-in agent with dark hair, wearing a dark blazer over a striped shirt and a blue lanyard, is smiling and talking to a blonde passenger. The passenger is seen from the back, looking at a computer monitor. In the background, there are other passengers, airport signage, and a digital display showing '0954'.

SINGLE CHECKIN FOR MULTIPLE CONNECTIONS

Through-checkin for both passengers and their bags is the first critical step in delivering a seamless travel experience for customers.

Ideally, customers travelling on two or more Star Alliance carriers in a single journey should always be able to get all their boarding cards when they first check in, and have their bags checked through to their final destination at the same time. But carriers' own statistics for the last six months of 2010 show that this only actually happened around 85% of the time. Star Alliance is now working intensively to work out what went wrong in the other 15% of cases, so as to tackle problems and break down barriers.

Through-checkin failure costs airlines money, and a cost analysis has been created to better understand the implications that such a failure has on passengers and identify the costs incurred for the carriers as a result.

Take the example where a passenger wants to travel from London-Heathrow to Munich on Lufthansa, then on to Singapore on Singapore Airlines. Ideally, both boarding passes are printed before the first flight, and bags are checked through to Singapore. However, should the boarding pass be issued only for the first leg of the trip, the passenger could lose his booking for the onward flight and so require rebooking. In the worst case scenario, the passenger is even stranded overnight with costs for meals, hotels,



compensation and transfers all paid by the carrier.

The actual cost implication varies hugely by location, but a guide figure puts the cost to carriers at as much as €205 per passenger, depending on a wide range of factors including the airline's processes, airport systems and the number of bags. Over a full year, that can really start to add up.

"One of the conditions of membership in the Alliance is that carriers must be able to offer through-checkin to all of the other member carriers. Yet there are still issues with processes that create delivery roadblocks, which the task force has identified," said Anita Elste, Manager, Products & Services.

Web checkin emerged as one area where processes need improving as it is currently too easy for a customer to check in online on only part of their itinerary, making it difficult for staff at the airport to follow the standard through-checkin process.

"A customer will sometimes check in on an airline website only for the second or third leg of a flight. When he or she arrives at the departure airport to check in for the first segment, the through-checkin request fails, as the passenger is already checked in on the later segment via the Web," Elste said. "We have determined what the best Alliance solutions are and with these recommendations we hope to eliminate some of these inconsistencies."

The Alliance has also created a General Business and Technical Requirements document to help when problems arise. Among other points, this defines communication parameters for transfer or access of information. It also addresses business considerations, such as defining how far in advance of takeoff a downline carrier has to open a flight for checkin.

"It's basically a standard for Star Alliance through-checkin implementation," said Elste. "With this we hope to achieve more consistency in implementations across the Alliance."



FAST, EFFICIENT DOCUMENT CHECK

Denial of entry to a country on arrival due to missing or invalid documents is embarrassing and distressing for a customer and costly for the operating carrier. Automated Document Check (ADC) is a key product that prevents such situations occurring by allowing checkin agents and customers checking in online to verify their documents are valid and complete before the journey begins. Available at five member carriers, ADC will soon be available at two more: Air Canada and Air China.

ANA, Asiana, Singapore, THAI and United — the first airlines to use the product — are seeing significant reductions in fines and associated costs because ADC virtually eliminates the chance that a passenger will board a flight with an invalid travel document.

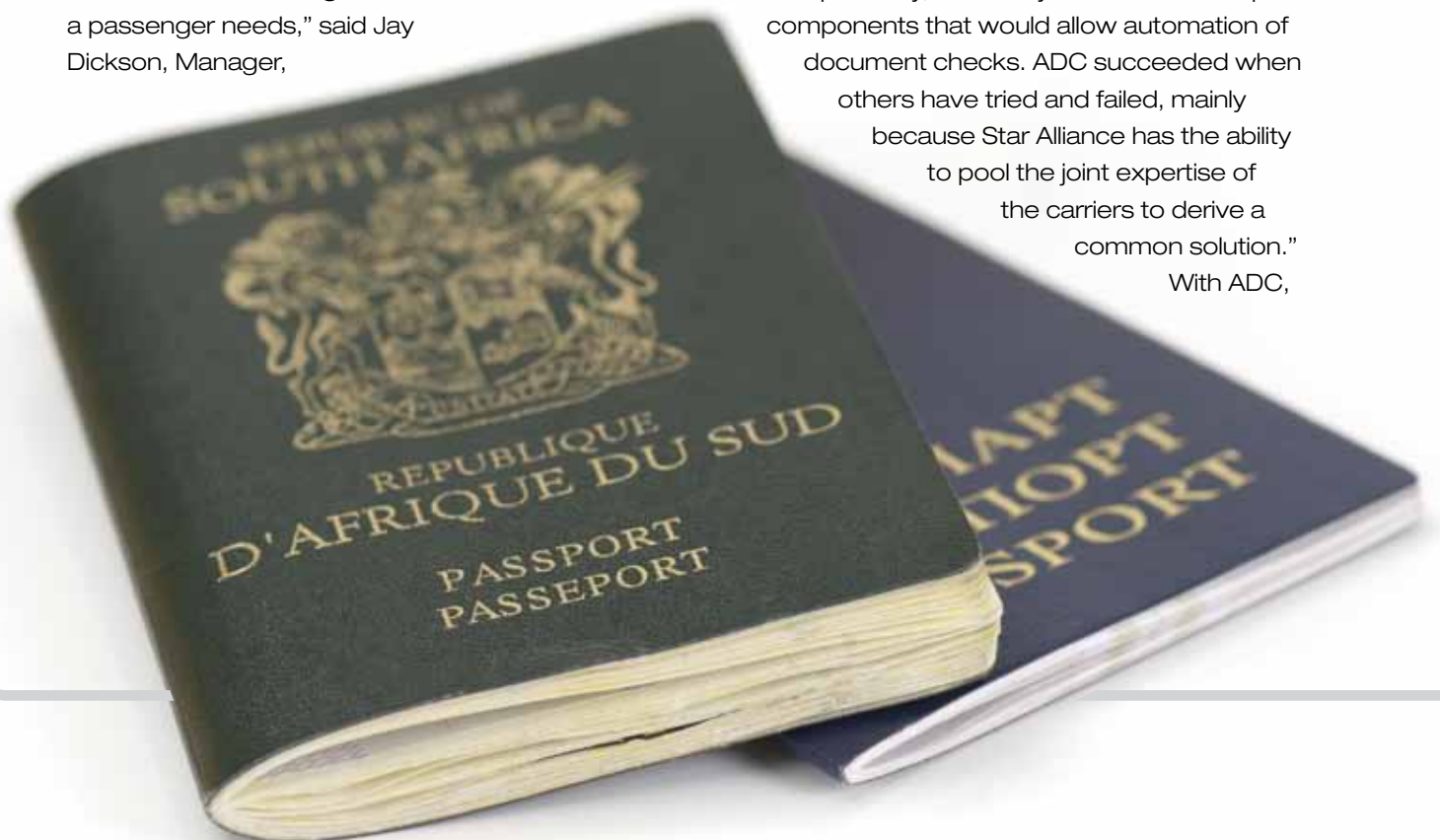
“When the product was first considered for development, airlines told us that there was a real need to find a way to automate the decisions involved in determining what travel documents a passenger needs,” said Jay Dickson, Manager,

Products & Services. “Until then, airport agents had to refer to complicated text, or memorise document requirements for each country to be sure that passengers’ documents were valid.”

If an agent errs and allows a passenger to fly without proper documents, immigration fines can be levied against the airline, and the passenger may be refused entry into the country. This results in inconvenience and cost to both the passenger and the delivering carrier.

Dickson said that one of the challenges in building such a product was the sheer number of variables that needed to be considered, including document types, country regulations and the number of permutations that different combinations of requirements and documents result in. “In addition, many countries have convoluted regulations that are difficult to interpret, and cover aspects of travel that can’t be easily categorised or determined, such as ‘sufficient funds’, or even ‘length of hair’ in an extreme circumstance,” he said. “It took the concerted effort of the experts from 11 member carriers to design the product parameters, and more importantly, to identify the crucial and optional components that would allow automation of document checks. ADC succeeded when others have tried and failed, mainly because Star Alliance has the ability to pool the joint expertise of the carriers to derive a common solution.”

With ADC,



travel warnings and conditions associated with the rules of the country are presented in an easy-to-understand format that is then accessed by a carrier's host system and individually tailored for passengers. This is done via a database containing travel rules for 170 countries. With ADC, the system is integrated into the checkin process, and clear "OK", "NOT OK" or "OK with Conditions" decisions are provided while the passenger is being checked in.

Immigration fines for improper documentation can be virtually eliminated by using ADC. At Singapore Airlines, for example, fines have decreased as much as 94% year-over-year, and customers using Web checkin no longer need to stand in line at the airport to have their travel documents validated by an agent.

"Automated Document Check is another step towards creating a seamless travel experience for passengers," said Dickson. "Once the system checks and confirms documents are in order, it eliminates the need for passengers to queue for a manual check. This helps speed up processes, which benefits both the passenger and the airline."

As other airlines introduce the product, transferring from one Star Alliance member carrier to another becomes much faster. Check in and document checking is done once rather than at each transfer point. That means that travelling on an itinerary covering multiple countries becomes much easier and efficient.

In 2010, almost 20 million ADC transactions — or about 55,000 each day — were performed.

“Once the system checks and confirms documents are in order, it eliminates the need for passengers to queue for a manual check. This helps speed up processes, which benefits both the passenger and the airline.”

**JAY DICKSON, MANAGER,
PRODUCTS & SERVICES**





PUTTING THE FOCUS ON BAGGAGE

Few things bother passengers more when they travel than arriving without their bags. Mishandled baggage is a US\$2.95 billion problem for the industry according to the 2010 SITA baggage report.

It affects 42.5 million bags per year and is the second most important factor in having a pleasant trip, behind on-time arrivals and departures, according to the International Air Transport Association (IATA). Star Alliance headquarters in Frankfurt is working closely with the member airlines to help them find ways to tackle the issue.

During the year, baggage teams monitor airports and member airlines for pre-flight and post-flight handling. In 2010, monitoring was carried out at 20 major stations to understand how errors occurred and where effort could be focused to prevent them in the future.



GETTING PRIORITY BAGS TO PRIORITY CUSTOMERS

Star Alliance Gold customers are the Alliance's premium customers. They fly often and are loyal to the Alliance, therefore it makes business sense to ensure they receive the best service. Priority baggage delivery is one of those services that is a basic Alliance promise, and important to get right.

"We want to make sure premium customers get their bags delivered first after a flight lands, every time they fly," said Jay Dickson, Manager, Products & Services. "When they check in, their bags should be tagged with Priority Baggage Tags and loaded onto aircraft in such a way that they can be retrieved first when the aircraft arrives at its destination."

On average, premium customers say their bags arrive first on baggage belts about half the time. Generally, ramp agents at destination airports have the last opportunity to ensure any missteps in the handling process are corrected. Dickson says it should be easy to spot the priority bags and deliver them first 100% of the time.

"We are working with airlines to help improve processes that allow priority bags to be loaded and unloaded in a way that leaves no room for error," said Dickson. "Most are doing a very good job, so now we want to focus on the others to smooth out their handling of priority bags." Specifically, Singapore Airlines is leading best practice sharing sessions, and quarterly monitoring reports from 27 stations express in numbers how well carriers are doing, with the goal of identifying and correcting process issues.

Common Use Bag Drop

A concept that holds promise to smooth the first phase of the bag process for both customers and airlines is the Common Use Bag Drop, or CUBD. While more people use kiosks, the Internet and mobile devices to reduce check in time, dropping bags off after check in remains a bottleneck area at most airports.

A trial is underway at Narita Airport outside Tokyo involving ANA, Air Canada and Asiana, in conjunction with ARINC as the technology supplier. ARINC is managing the pilot at no application cost to the participating carriers.

"Dropping bags off after check in is one of the pain points we want to remove for customers with the CUBD concept," said Dickson. "A survey last year found that more than half of passengers were deterred from using self-service checkin as they felt the need to go to an agent to check their bags negated the convenience gained. As well, IATA estimates that the implementation of bag drop counters in conjunction with kiosk and off-airport checkin can improve passenger processing rates by 250% over traditional checkin methods."

While airlines have their own bag drop counters, there is no common product in use with member carriers that accepts bags for multiple carriers on different Departure Control Systems within the Alliance. Such a solution would offer carriers the opportunity to reduce checkin ground costs by sharing common bag drop facilities.





THE LOUNGE: INSIDE THE COMFORT ZONE

Finding the right mix of destinations to meet the needs of customers is an important decision for any airline, and once a destination is chosen, a great deal of work goes into the infrastructure to support that decision. One of those decisions is where and how to create a lounge for premium customers.


The lounge experience is a key factor in ensuring these customers feel looked after and relaxed before and between flights. Lounges typically cost millions of dollars to build and maintain, which can be out of reach for some airlines in some locations. That's where Star Alliance comes in. In 1997, when the Alliance was formed, the member airlines agreed there was a need to create common lounges to reduce construction costs for the carriers while creating an unparalleled level of customer service. The Alliance has four lounges for its members – at London, Nagoya, Los Angeles and Paris. London is a good example of where individual lounges would not be cost effective, but where a single shared lounge makes sense, given

the importance of the hub for travellers.

“Home markets present a different set of challenges than international markets,” said Mark Rodrigues, Manager, Airport Development. “Home market lounges typically have the highest investment by an airline. They are catering directly to their most loyal customers and the airline typically spends the money on its own without investment from other airlines in the Alliance.”

This investment is justified because lounges also present an ancillary benefit. Their presence helps to promote an airline's brand and support the customers' view that they are flying with a quality airline that knows how to look after its customers on the ground and in the air.

“Each carrier has its own philosophy when it comes to deciding whether to build lounges or take another approach,” said Rodrigues. “International markets cater to a large number of premium class passengers from all parts of the world so it's not a question of whether a lounge should be built, but how to go about it to balance initial investment yet still provide the amenities that customers expect.”



Star Alliance
lounge, Paris CDG



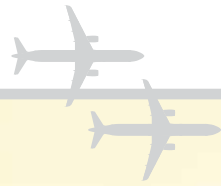
“*In general, carriers build lounges if the majority of their lounge customers are their own rather than coming from other member airlines. In other cases, airlines will have partnerships with each other if that magic number isn't met.*” **MARK RODRIGUES, MANAGER, AIRPORT DEVELOPMENT**

Each airline has its own threshold level. That's the tipping point that triggers the decision to build its own lounge. For some airlines, one flight a day may be enough if it carries a high percentage of premium customers, while for others, several flights a day may be needed to justify the business case. If no other Star Alliance member airlines have a lounge, and while waiting for the threshold to be met, airlines will often contract the use of other airline lounges, or from airports that have built their own. “In general, carriers build lounges if the majority of their lounge customers are their own rather than coming from other member airlines. In other cases, airlines will have partnerships with each other if that magic number isn't met.”

The four Star Alliance lounges have their own distinct branding. In some other cases, lounges are designed to look like a Star Alliance lounge, but are owned by a particular airline. Cairo is a good example. In the airport's new Star Alliance terminal, EGYPTAIR asked for the Alliance's help in designing four lounges, based on the Star Alliance design.

Member airlines generally share the cost of usage when their passengers use another member's lounge. In Star Alliance's case, participating airlines share the construction and maintenance costs of the facility, which in some cases can represent a substantial saving compared to constructing on their own. And because many airlines use the lounge, it operates for longer periods during the day as opposed to an airline-owned lounge that could be open for only a few hours.

“Operating costs are constantly under scrutiny by the member airlines,” said Rodrigues. “Judicious spending is essential in the airline industry, so part of our work is to negotiate favourable terms at the Star Alliance lounges. For instance, we've concluded an agreement that runs to 2016 at our Charles de Gaulle lounge in Paris that improves costs and presents a fairer way to split costs among the carriers. We hope this agreement will serve as the basis for similar agreements at our other lounges.”



MAKING CONNECTIONS EASY: MOVE UNDER ONE ROOF

The Move under one Roof (MuOR) concept involves more than mere physical collocation of airline facilities in the same terminal; behind the scenes it includes the development of common products and services that involve IT and purchasing. What the customer sees are common ticketing and checkin counters, lounges, offices, transfer desks and baggage facilities.

The benefits for the carriers and their customers have been proven over the years and raised the benchmark of travel expectations for the industry. Connection times — one benefit of MuoR — are greatly reduced by eliminating the need for customers to change terminals. For airlines, moving together into a single terminal can reduce costs by more than €2 million per annum in a single airport.

Since 2005, MuoR projects have been completed or are underway at 20 major airports, with smaller collocations at dozens of airports worldwide, which work towards providing a seamless Star Alliance experience for customers and members.

MUOR IN ASIA:

INDIA: In New Delhi's Indira Gandhi International Airport, Star Alliance is the first to establish joint passenger amenities and related infrastructure at the newly opened Terminal 3. In Mumbai, planning among the 12 current and integrating carriers will ramp up in 2011 for the opening of the upgraded terminal 3 in 2012.

JAPAN: Three MuoR projects have been completed in Japan — Nagoya's Centrair Airport in 2005, Narita Airport Terminal 1 South Wing in 2006 and Tokyo International Airport (Haneda) new International Terminal in 2010.

SOUTH KOREA: At Incheon Airport, a major renovation programme created space for Alliance carriers in Terminal 1, Concourse A. The third phase of development will see additional terminal and transportation infrastructure by 2015.

THAILAND: In Bangkok, the new Suvarnabhumi Airport is home to 14 current and integrating Star Alliance carriers.



Beijing, Terminal 3

MUOR IN EUROPE:

AUSTRIA: MuoR activities have resumed in Vienna after construction of the new SKYLINK terminal was delayed due to construction cost issues. The terminal should open in 2012.

BELGIUM: Carriers have moved together into a dedicated section of the main terminal in Brussels. More development is planned for 2011.

FINLAND: All Star Alliance Schengen carriers have moved their operations into Helsinki's T1. SAS built a new lounge for Star Alliance customers in the departure area.

FRANCE: At Charles de Gaulle Airport in Paris, 24 current and integrating members operate from CDG. Austrian and Air Canada are operating from CDG2 and discussions are ongoing about possible moves for both Ethiopian and Air India to CDG1. MuoR and terminal renovations will continue through 2012.

GERMANY: Star Alliance members' checkin counters have been moved together in Munich. Merging of the three Berlin-area airports into one new airport, Berlin Brandenburg International Airport, opening in 2012 has opened the door to a new MuoR project.

GREECE: Collocation activities for the 17 members serving Athens will resume now that the EU has dismissed the plan to merge Aegean Airlines and Olympic Air.

POLAND: After Warsaw's Terminal 2 began hosting international flights, other Alliance carriers joined LOT in Terminal 2.

RUSSIA: The carriers flying into Domodedovo Airport have moved their checkin and ticketing counters into a dedicated area in the main departure hall of the international terminal.

SPAIN: A new terminal opened in 2010 in Barcelona for 14 member carriers. Star Alliance was the first alliance to move to the new facility.

MUOR IN THE AMERICAS:

BRAZIL: Initial planning and simulations have been done at Sao Paulo-Guarulhos International Airport. Efforts are being made to optimise GRU as a Star Alliance hub to leverage the strength of Brazilian home carrier TAM coinciding with the opening of Terminal 3 in 2014.

USA: A Star Alliance lounge was built in the Tom Bradley International Terminal in Los Angeles to look after international passengers. Construction as part of the expansion programme in support of the LAX Masterplan will provide more opportunities for Alliance improvements through 2015.

WHILE MUOR PROJECTS ARE IMPORTANT IN ALL AREAS OF THE NETWORK, CLOSE ATTENTION IS BEING PAID TO DEVELOPING MUOR IN PREVIOUSLY UNDERSERVED MARKETS.

CENTRAL/SOUTH AMERICA:

Star Alliance has been making significant network developments in this part of world with the addition of TAM to the membership, and the future joining of Copa and AviancaTACA. TAM's hubs are in Sao Paulo, Rio de Janeiro and Brasilia; Copa Airlines' hubs in Panama City and Bogota, and AviancaTACA's hubs in Bogota, San Salvador, Lima and San Jose. The smallest of these hubs is handling more than two million passengers per year, giving the Alliance several options when choosing to establish MuoR projects in the coming years.

CHINA: In Beijing, customers travelling to and from Beijing Capital International Airport are using the new Terminal 3, the largest such facility in the world. In Shanghai, Pudong's new Terminal 2 provides space for Star Alliance members' checkin counters. Air China has added routes and plans to grow its Shanghai fleet by more than 35% by 2015. It is leading efforts to develop a new Air China lounge to serve the Alliance members at Pudong.

EGYPT: A new terminal opened in 2009 to house Star Alliance carriers in Cairo. Four EGYPTAIR lounges, built in the Star Alliance design, are in the terminal.

U.K.: At London-Heathrow, 12 of 21 member airlines have moved to Terminal 1 temporarily while Terminal 2 for Star Alliance is built.



INTEGRATING ALLIANCE PRODUCTS INTO AIRPORT TERMINALS

Airlines operate more efficiently at airports when they work closely with other airlines to move passengers from one flight to another without the need for terminal changes.

An early version of this cooperative concept was called collocation and involved the physical move of checkin and ticketing operations into a single terminal, or closer together in the same terminal. The concept focused primarily on ease of passenger way-finding, establishing a joint Alliance “voice” for the member community, saving costs and using common space efficiently.

Collocation evolved into Move under one Roof (MuoR), a concept that sharpened the cooperation between airlines and airports. There is a greater degree of coordination through the deployment of common Alliance products,

services and strategies.

MuoR is evolving again into an even more integrated structure called the Star Alliance Integrated Terminal, or SAIT. “Where MuoR was about integrating products and services within existing terminal infrastructure, SAIT is about working with airport developers and operators in the design phase to create space and processes based on Alliance needs, and not just on individual carrier needs,” explained Lee Hock Lye, VP, Products & Services. “Airports welcome our input because we represent the interests of the airports’ major clients, so it becomes a win-win-win situation for everyone — airports, airlines and passengers.”

SAIT encompasses every step of the passengers’ journey through the airport from curbside through departures and transfers, to arrivals. It allows passengers to pass through the



terminal by the shortest and most efficient route that suits their needs, and enables seamless handling of Alliance originating and transfer passengers at the first point of contact.


Customer surveys conducted after the temporary collocation of services at London-Heathrow's T1 (while the new terminal is built) support the benefits that SAIT can achieve.

For member carriers SAIT provides cost savings, enables common training, better passenger handling, more efficient IT infrastructure, supports the delivery of loyalty benefits to premium customers between Alliance partners, and reinforces the Star Alliance experience.

Within an Alliance terminal, customers can expect to find common services no matter which member airline they travel on. Such services include common self-service kiosks, ticketing and checkin desks, premium passenger service zones

including fast-track security, common lounges and, in future, common use bag drop areas.

"However, space is set aside for member carriers to take care of their premium passengers individually if they wish. The key benefit from SAIT is that we can build on the synergies found in MuoR projects, and by working in the early stages of terminal design, we can develop services in a more holistic manner," said Lee. "The Integrated Alliance Terminal concept is the natural evolution of the original collocation idea by building on proven elements to achieve the anticipated higher level of customer service and cost-savings for the members. When the new international terminal at Haneda opened last October, many of the components of SAIT were incorporated, but the greatest benefit will be noticed when we have our own Star Alliance Terminal at London-Heathrow."



London-Heathrow Terminal 2 under construction. The terminal was designed with input from Star Alliance to optimise the delivery of Alliance products and services.



CONNECTION CENTRES: MAKING THE IMPOSSIBLE, POSSIBLE

When the first Star Alliance Connection Centre (SCC) opened in 2002 in Los Angeles, the idea was that customers who needed to get from one airplane to another in a hurry could rely on SCC personnel to get their bags to their connecting flights.

That original concept remains the mission for every SCC the Alliance has opened since.

For example, when Lufthansa cancelled a flight from Cairo to Frankfurt due to the civil unrest in Egypt, thirty-two passengers (among them several diplomats) with a connection via Frankfurt to Washington were rebooked on EGYPTAIR, and then onto United. The Cairo flight arrived in Frankfurt 2 1/2 hours late, leaving passengers and bags 25 minutes to make the connection. The SCC in Frankfurt arranged for a transfer, and United agreed to take a delay to accommodate this group, some of whom were visibly shaken by the events in Cairo. All passengers and bags made their connection to Washington.

"This is an excellent example of the kinds of miracles the Connection Centres at our major hubs perform every day," said Anita Elste, Manager, Products & Services. "We manage to deliver the customers' transfer expectations even when it seems that it's not possible." In 2010, SCCs handled more than 203,000 bags and customers, resulting in a saving to airlines of more than €13.5 million.


There are 12 Star Alliance Connection Centres: Bangkok, Charlotte, Chicago, Denver, Frankfurt, Los Angeles, Munich, Philadelphia, San Francisco, Tokyo-Narita, Toronto and Washington.

Airlines have seen a 25% increase in the number of checked bags, primarily because of the stricter security controls on liquids in carry-on bags. This has placed increased stress on baggage

systems at every airport. "What we're seeing in the Connection Centres is a real opportunity to help the member carriers alleviate the distress to their customers because of the increased number of checked bags," said Elste. "Without these Centres, customers would be on their own. But the teams at the Centres come to the rescue, turning a potential negative into a positive experience for passengers."

"These centres operate behind the scenes. Passengers don't know about the hard work that is taking place to help them make tight connections, even before they land," said Elste. "It's a case of 'what you don't see is what you get', and that can make all the difference between a bad flight experience, and one that makes you want to fly again with Star Alliance carriers."





An agent in Frankfurt arranges for the transfer of bags from a late arriving flight. The Transfer Decision Tool ensures passenger and baggage misconnects are kept to a minimum.

SOFTWARE HELPS WHEN CONNECTIONS ARE TIGHT

Star Alliance's Transfer Decision Tool (TDT) allows carriers to monitor passengers and baggage at risk of missing their connections due to late arrivals. The Web-based tool tracks passenger and bag information for Star Alliance member carrier arriving flights and alerts staff of possible misconnections, so saving money and improving customer service at 49 of the major airports served by Alliance members.

By using TDT, carriers save money by reducing the costs of paying for bag deliveries and hotel expenses for passengers that miss a connecting flight. "TDT gives carriers all the information they need to identify passengers and baggage at risk and transfer them quickly between the arriving flight and the departing flight," said Anita Elste, Manager, Products & Services.

The tool is in use at 11 of the 12 Star Alliance

Connection Centres, and at 38 other stations around the world. The latest stations to use the tool are Albuquerque, Athens, Brussels, Cleveland, Geneva, Johannesburg, Newark, Phoenix, Sao Paulo and Washington.

"Customers — especially those who travel a lot — know that when a flight is delayed, they run the risk not only of missing their connections, or but of making their connections only to find their bags have been left behind," said Elste. "When we exceed their expectations by getting them to their next flights on time, and ensure their bags travel with them, the effort impresses customers. Surveys show that they tend to choose this member carrier again, knowing that these extra efforts are made behind the scene."

At Los Angeles, for example, the SCC using TDT saved more than 3,700 bags over a three-month period. At that station, more than €253,000 was saved on bag delivery costs.



TRANSFERRING BAGS FROM ONE STATION TO ANOTHER

The Alliance is using an innovative partnership process involving outside vendors that saves development costs for the airlines, while creating unique products for the member carriers. One such initiative is the Interline Baggage Transfer Solution, or IBTS. It's a Web application that is used to improve transfer connection baggage performance at airports served by Star Alliance by flagging problems before they happen and suggesting remedial actions when appropriate.

THE APPLICATION:

- tracks connection baggage in real time using standard baggage messages;
- identifies procedural shortfalls;

- warns the operators of likely mishandlings before they happen;
- suggests potential solutions that are based on the specific situation;
- offers timeframes required to correct a specific situation.

IBTS is designed to be airport specific, and will be the first application in the airline industry that warns of potential baggage mishandlings before they occur. The tool also provides airlines with online statistics about the number and type of bags that are mishandled, and on which flights and dates. A development pilot was tested at London-Heathrow, with final beta testing planned for the second quarter of the year. The vendor, SITA, created the product and plans to begin marketing it by mid-2011.

Tracking bags: A hands-on experience

When a customer reports a missing bag, baggage personnel typically enter the information into SITA's WorldTracer system. This is usually done by a baggage agent, face-to-face with the passenger. In some cases, this results in long wait times for the passengers before they can raise a baggage claim. To help facilitate the process, self-service kiosks have been developed to allow passengers to input information themselves instead of waiting for a customer service agent. Star Alliance tested two such self-service kiosks in Copenhagen.

"This was another world first for Star Alliance," said Jay Dickson, Manager, Products & Services. "All of our Baggage Service Facilities use SITA's WorldTracer software, but this was the first time customers could file their information directly using a kiosk."

The kiosk trial is in line with IATA's Fast Travel initiative, which is intended to give more choice and control to passengers while saving as much as US\$1.6 billion for the industry.

The kiosk project was developed by SITA for the Alliance to save development costs for the carriers. Star Alliance has direct input into product development. In return, Alliance members have first right of refusal and favourable pricing while SITA is free to sell the technology on the open market.



GETTING FROM “LOST” TO “FOUND”

When bags do go astray, passengers want to be reunited with their luggage as quickly and smoothly as possible. The Alliance’s post-flight Common Baggage Service Facilities (CBSF), otherwise known as lost and found offices are saving carriers as much as 15% each year in expenses, through lower office and storage costs at airports where the facilities are shared by airlines in a single location.

The service they provide has drawn positive feedback from passengers. “When I arrived at Narita, I was informed that my luggage was not loaded because of short connection time at Frankfurt,” wrote one passenger. “I worried about the business documents inside, but one bag arrived by ANA flight on the same day and the other one by the next day’s Lufthansa flight. I appreciate the quick arrangements by the Narita Baggage agent.”

In another instance, an SAS passenger who originally intended to fly to Narita was re-routed through Beijing because of bad weather. His baggage was not loaded on the flight, but was delivered to him the next day. The passenger called Narita to express his appreciation for the


quick service.

Collocation of these services allows joint tendering for such things as baggage delivery, repairs, common purchasing of overnight kits and baggage report folders. The CBSF project has also harmonised procedures, service standards and interim payments among carriers to give customers a one-stop service.

At times, a CBSF goes beyond baggage recovery. “The CBSF at Chicago has become more of a connection information and support centre, rebooking centre and irregular operations centre,” said Tom Trapp, ANA Station Manager for Chicago. “This winter Chicago experienced diversion flights from Delhi and Tel Aviv when Newark was impacted by snow. United supported Continental by using the CBSF to assist the disrupted customers.”

The Alliance carried out service audits at some CBSFs to ensure consistent service delivery. The CBSF team has started a campaign to speed up the baggage recovery/tracing process and subsequently deliver delayed bags to their owners faster, which results in better customer service and lower cost for the member carriers.

There are 22 CBSFs in the network including new ones in Delhi, Tokyo-Haneda and Manchester.



CBSF office,
Suvarnabhumi
International Airport,
Bangkok

DESIGNING THE AIRPORTS OF THE FUTURE

More and more, when airport authorities plan for expansions or renovations, Star Alliance is involved to ensure the changes will optimise facilities and processes for its member carriers, improve operations for airports and reduce hassle for customers.

The Products and Services team uses a specially-designed Airport Simulation Planning Tool that models how infrastructure and airport operations will function under various scenarios.

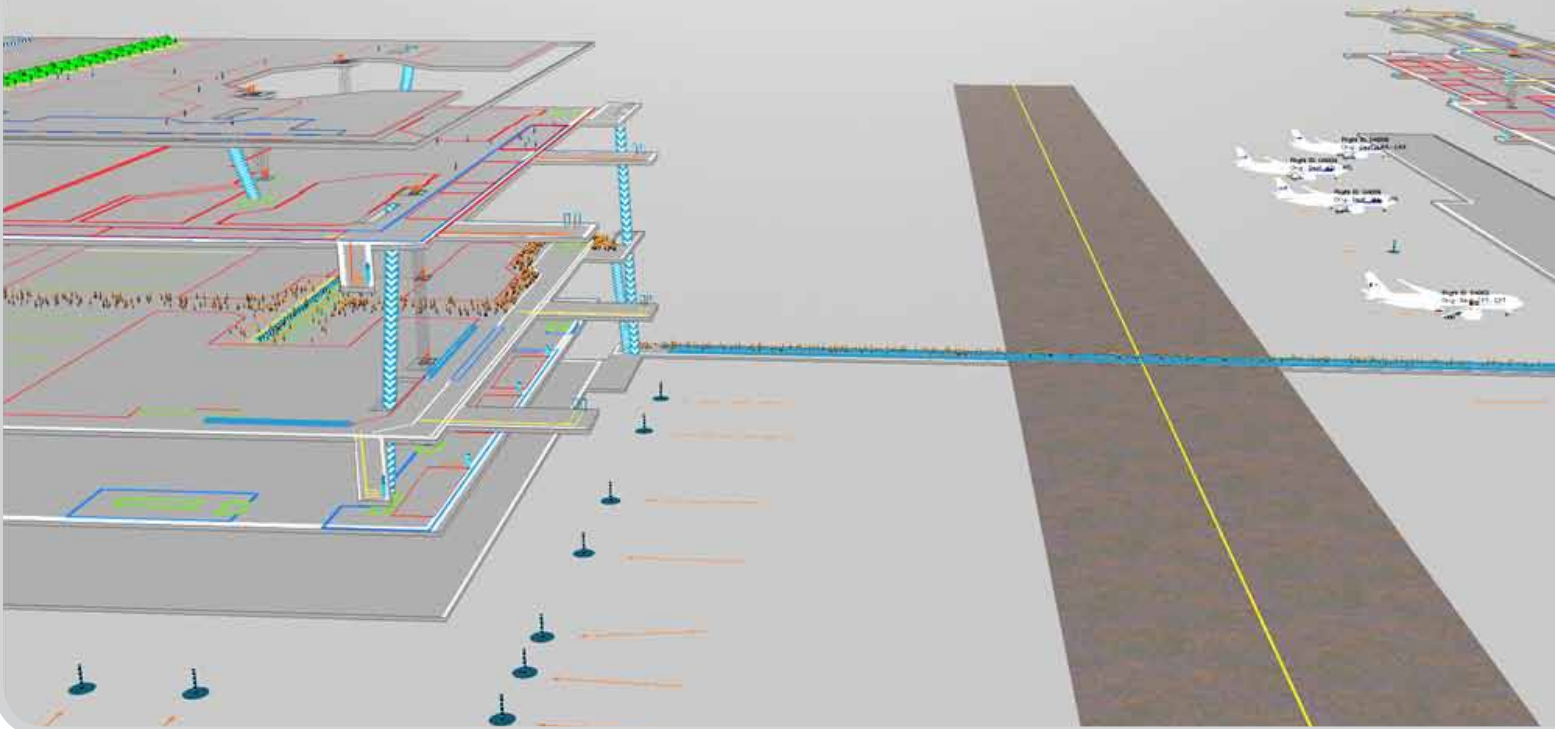
The programme can show passenger, baggage and aircraft flows at any airport including the departure, transfer and arrival processes. It answers the often critical “What if?” questions. What if 300 passengers arrive at checkin at the same time? How many checkin positions will be needed? How many security screening stations, what kind of lounge will be needed – and where - to look after the interests

of premium customers?

New technologies, concepts and solutions can be tested first in virtual reality, then recommendations can be made to speed up the delivery implementation process.

The tool is flexible enough to work with multiple inputs such as flight schedules and flow layouts to ensure all angles are examined. It has proven its value during the planning and construction of the new London-Heathrow T2A-B campus, Berlin Brandenburg Airport checkin allocation, Helsinki collocation and Sao Paulo’s Move under one Roof planning. Analysis and statistics show that a certain amount of space is needed for Star Alliance activities, with certain processes designed to better meet member carrier needs.

While a good working relationship has always existed between the Alliance and airport authorities, helping authorities visualise and measure various scenarios that work for all sides is a great benefit when working together.



STAR ALLIANCE IN THE FIELD

To help support initiatives at the airport level, Star Alliance works closely with senior airline management at major airports. Station managers for each airline comprise a Star Alliance Airport Team, or SAAT, headed by a coordinator who is typically from the home carrier or the carrier with the largest traffic volume.

In general a SAAT is established at airports where five or more member carriers operate from, or at other strategic airports where fewer than five operate.

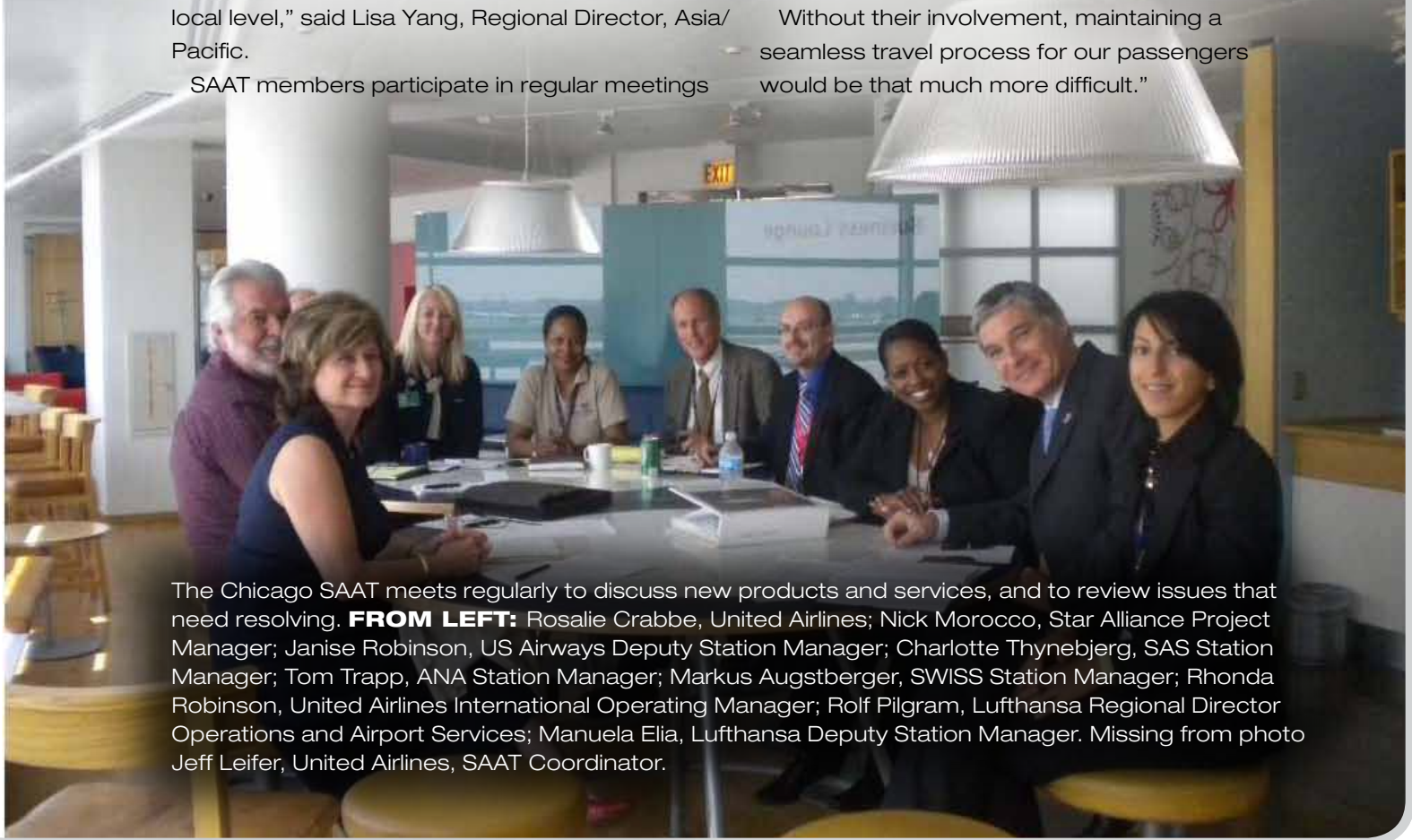
"The SAATs act as our eyes and ears on the ground at the major airports, and are instrumental in helping us implement the various products and services that the Alliance has developed on a local level," said Lisa Yang, Regional Director, Asia/Pacific.

SAAT members participate in regular meetings

convened by the Star Alliance Airport Coordinator (SAAC) to identify opportunities to improve the customer experience at their airport and to work together with local authorities to improve processes and overall facilities.

"We really depend on the work the SAATs do at the 75 airports where the teams have been set up," said Susanne McLaughlin, Regional Director, Americas. "Because Star Alliance carriers are represented in so many airports around the world, it is important to maintain consistent delivery of Star Alliance products at every one of them. Sometimes it can be a challenge to maintain the Star Alliance promise to our customers all over the world and things do go wrong. The SAATs make this more efficient by monitoring activities and working together to resolve issues and develop local solutions if required.

Without their involvement, maintaining a seamless travel process for our passengers would be that much more difficult."



The Chicago SAAT meets regularly to discuss new products and services, and to review issues that need resolving. **FROM LEFT:** Rosalie Crabbe, United Airlines; Nick Morocco, Star Alliance Project Manager; Janise Robinson, US Airways Deputy Station Manager; Charlotte Thynebjerg, SAS Station Manager; Tom Trapp, ANA Station Manager; Markus Augstberger, SWISS Station Manager; Rhonda Robinson, United Airlines International Operating Manager; Rolf Pilgram, Lufthansa Regional Director Operations and Airport Services; Manuela Elia, Lufthansa Deputy Station Manager. Missing from photo Jeff Leifer, United Airlines, SAAT Coordinator.



MARKETPLACES HELP EMPLOYEES FIND OUT MORE ABOUT STAR ALLIANCE

Marketplaces are popular and fun ways to bring the Star Alliance message to frontline employees. These are held at airports around the world to promote the Alliance and help those working at our member airlines to understand what the Alliance is all about. Marketplaces are open to all member carrier employees who can drop in during a break or at the end of a shift to learn more about ways in which Star Alliance supports the carriers and their customers.

Typically, each Marketplace attracts several hundred employees, but several thousand have been known to attend, particularly if a carrier is new to the Alliance. Events are organised by local carriers who see the value in building awareness about the Alliance. The teamwork between carriers promoted by such events ensures ongoing success when delivering the Alliance's products and services.

In 2010, Marketplaces were held in Chicago, Houston, Kuala Lumpur, Mumbai, Tokyo and Washington, attracting more than 3,400 employees.

The Alliance is also involved in a wide range of other activities – some hosted by Star Alliance, others by airports and member airlines – that put the spotlight on the work that Star Alliance is doing and how member carriers and their staff are cooperating on the ground.

To mark the opening of Tokyo international Airport's

(Haneda) new international terminal, Star Alliance participated in a global expo that attracted more than 35,000 visitors. Booths were set up at the airport by carriers to showcase the Star Alliance presence at the airport.

Other events held throughout the year included:

- **CHICAGO, USA:** Upgraded baggage facility signage; a "Taste of Star" event hosted by catering firm, Flying Food Group;
- **DELHI, INDIA:** Ribbon-cutting ceremony for new T3 Star Alliance common facilities;
- **DENVER, USA:** Opening of the Denver Connections Centre;
- **GUANGZHOU, CHINA:** 16th Asian Games countdown event with seven member carriers participating;
- **NAGOYA, JAPAN:** Two seminars for Star Alliance Airport Team members and frontline staff;
- **SYDNEY, AUSTRALIA:** Awareness building event for airport staff;
- **TORONTO, CANADA:** Continental's collocation with Alliance carriers;

The Products and Services business unit is also active in distributing information to North American stations using more than 100 information boards. Its staff conduct regular meetings with airport managers to discuss and resolve issues.



LEFT: Flight Attendants representing six Star Alliance carriers at Haneda Airport.



RIGHT: Employees attend a Marketplace in Houston.



ISO CERTIFICATION PUTS QUALITY FIRST

In 2005, the Star Alliance Products & Services business unit committed to maintaining a measurably high standard in its processes for the benefit of customers and suppliers. Because the Alliance is an international company, the business unit chose ISO9001 certification as the benchmark to meet. It's a standard that has been implemented in thousands of companies worldwide.

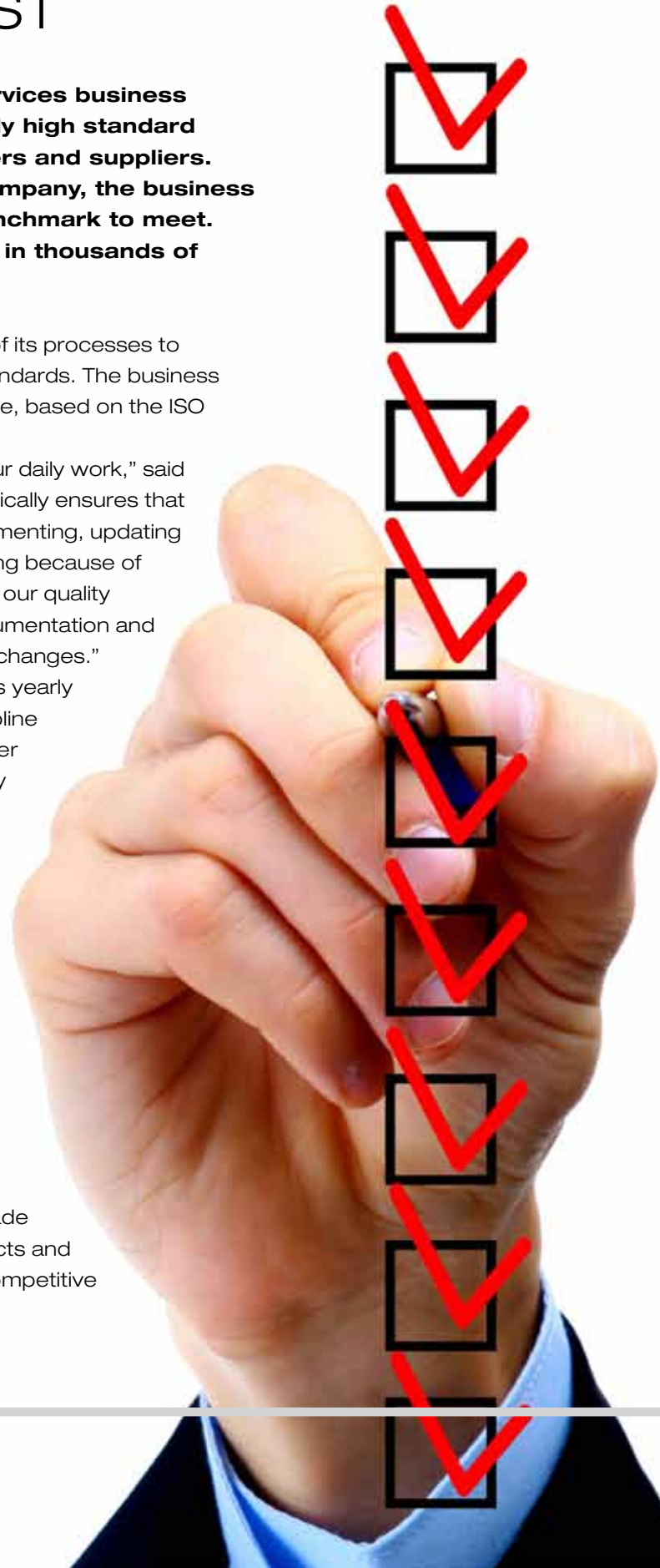
Each year, the business unit undergoes an audit of its processes to ensure continuing compliance with international standards. The business unit has its own quality management system in place, based on the ISO standards manual.

"We follow the system outlined in the manual in our daily work," said Monica Vogt, Manager, Products & Services. "It basically ensures that we are following the processes, and properly documenting, updating and archiving our work. This is particularly challenging because of the high turnover of employees at the company, so our quality management system, or QMS, helps keep the documentation and processes running smoothly, regardless of internal changes."

ISO certification is a rigorous process that includes yearly internal and external audits. This means more discipline and attention must be paid to everyday work in order to have all documentation follow the QMS. Quarterly management review meetings are held to evaluate the QMS and identify further improvements in the system and current activities.

The audit takes into account resources, customer feedback, quality in the products and services produced, personnel, documentation procedures and other factors. Non-conformities are noted and resolved.

"We chose to undergo ISO certification because it's clear that the benefits are worth the extra effort required," said Vogt. "The QMS allows us to identify and meet the needs of our customers. It creates transparency in our work because all of our processes are outlined and all documentation is made readily available. The QMS ensures quality of products and services in all stages of development, ensuring a competitive advantage that other Alliances don't have."



CREDITS

**Produced for Star Alliance
Products & Services Business Unit**

Christian Klick,
Vice-President, Corporate Office

Lee Hock Lye,
VP, Products & Services

Monica Vogt,
Manager, Products & Services

Janet Northcote,
Director, Internal Communication

Edited by:
Garry Bridgewater, Sherana Productions

Art Direction and layout:
Rachel Niebergal, Peridot Design



