



30th May 2013

Adrienne Darling
Regulatory Affairs Manager
Auckland International Airport Ltd

Dear Adrienne

Re- Commerce Commission s56G Auckland Airport Review

The Lean Six Sigma methodology was introduced and funded by Auckland International Airport Limited (AIAL) at Auckland Airport in 2009 led initially by BECA consulting and subsequently by AIAL. AIAL requested participation from CEO level through to operational personnel of many key stakeholders whose roles are connected with arriving/departing and domestic passengers.

The Ministry for Primary Industries (MPI - formerly MAF) was part of and participated in the Lean arrivals process. This process involved analysing all aspects of the passenger arrival experience to identify areas for quality improvement and efficiency gains whilst ensuring Government Border Requirements were not negatively impacted.

Some of the Lean Initiatives that were implemented as a result of the Lean arrival process are listed below along with the stakeholder benefits.

Lean Arrivals Initiative	Stakeholder benefit
A dedicated mishandled luggage clearance facility was built to enable the x-ray screening and inspection of mishandled luggage by MPI and NZCS.	<ul style="list-style-type: none"> Reduced risk of injury to passengers of transferring large trailer loads of mishandled bags through arriving passengers to the arrivals x-ray machine/search areas Efficiency gains for the 3x ground handling companies as the dedicated area was built adjacent to their operating facility Enabled a structured approach for the mishandled luggage clearance ensuring MPI could plan their resourcing appropriately
Arrivals Advanced Passenger Display (APD) system (MPI received this via a web based system onto a large screen monitor in the operational room as well as access via any computer)	<ul style="list-style-type: none"> Enabled MPI Managers to have real time resource allocation planning based on the accurate pax volume and passport type information which led to fewer delays for arriving passengers.
Way finding Improvements in the baggage hall including new FIDS screens	<ul style="list-style-type: none"> Reduction in passenger way finding questioning of staff Improved passenger flows with less congestion in the arrivals hall
Exit facilitation – 2010 Layout change and introduction of large electronic passport signage for MPI	<ul style="list-style-type: none"> Based on a government directive MPI required the ability to separate NZ/AUST passport holders which led to significant improvements in

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	the time taken by NZ/Aust passport holders to process through the MPI secondary area.
Carousel enlargement	<ul style="list-style-type: none"> This enabled the ability to cope with the increased passenger volumes that A380 carried and assisted with the flow of passengers collecting their luggage.
MPI secondary layout minor change April 2012	<ul style="list-style-type: none"> Due to this change and walls built to control odours the utilisation of our detection dogs are more efficiently targeted on passengers who are eligible to bypass the x-ray process Improved the flow of passengers and eased queues
MPI secondary layout major change November 2012	<ul style="list-style-type: none"> Major layout change involving both the MPI and NZCS secondary layouts which resulted in: <ul style="list-style-type: none"> Improved lighting at MPI inspection areas Efficient use of MPI staff leading to increased passenger through put, less queues and less pressure on staff and team leaders Relocated lane for the MPI detection dogs to operate in which enabled them to be more visible for arriving passengers and ability for increased passenger coverage. Feedback from key MPI Industry stakeholders has been very positive with regard to this. Ability for NZCS or MPI to share inspection benches if required

I hope this response is useful in providing clarity over recent Lean arrivals initiatives and the benefits gained from their implementation.

The Lean process continues to be the avenue for process improvement and MPI appreciates this initiative as it has enabled many changes at Auckland Airport to occur in a timely manner through a structured process with clear objectives and benefit realisation.

Yours sincerely

Agnes Robertson
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