

CUSTOMER CASE:



With the QPR Performance Management Dashboard, the San Diego International Airport decision-makers have the ability to collaborate in a real-time online environment, allowing them to more effectively evaluate the strategic effectiveness of airport operations and to continuously improve efficiencies.

San Diego International Airport is the USA's busiest single-runway commercial service airport. Some fifty thousand people move through the airport's facilities daily. As an economic driver for the region, it provides employment for almost 10,000 people and contributes \$10 billion annually to the regional economy.

The San Diego County Regional Airport Authority (SDCRAA) is a commercially financed public agency managing the Airport's day-to-day operations and addressing the region's long-term air transportation needs. The Airport Authority's operating revenues for Fiscal Year 2007 were MUSD 125.4.

San Diego County Regional Airport Authority establishes on-going performance monitoring with QPR ScoreCard and QPR ProcessGuide



"We are very impressed with the ease of use, performance management capabilities and pricing of QPR's offering. The results have been exceptional and certainly meet our requirements"

*David Boenitz,
Director, Business Planning,
San Diego Regional Airport
Authority*

The San Diego County Regional Airport Authority's Mission is to plan for and provide air transportation services to the region with safe, effective facilities that exceed their customer expectations. By 2007, the Airport Authority, established in 2003 had set targets, but lacked a viable performance measurement system.

To help establish the system and provide the needed training, the San Diego County Regional Airport Authority turned to QPR's US partner, BI3

Solutions, Inc for the vast experience with similar projects at many other US airports.

For the implementation of the organization-wide strategic planning and performance management solution, the Airport Authority selected the QPR ScoreCard. This solution enabled the airport to rapidly consolidate disparate data and processes into a hierarchical framework that allows for web-based, highly visual dashboards and scorecards. It also links key business processes to strategic goals and metrics.

The QPR Performance Management Dashboard serves two essential purposes. First, to “shed” light on establishing the direction and navigating the challenges to achieve the Authority’s desired vision of world class performance. Second, the dashboard provides management with continual and immediate feedback as to how the organization is doing.

With the QPR Performance Management dashboard, Airport decision makers will have the ability to collaborate in a real-time online environment, allowing them to more effectively evaluate the strategic effectiveness of airport operations and to continuously improve efficiencies.

Combining public and commercial interests with the Balanced Scorecard

Any public airport must take both public interest and business enterprise services into account when creating its own Extended Balanced Scorecard Strategy Map. To achieve this goal, the Airport Authority uses the following perspectives in its performance management strategy:

Financial Perspective for public value (includes: airport financial measures, national, regional, local economic benefit; supply chain and/or business partner financial viability).

Customer Perspective for Stakeholder proponents and advocacy (includes: Airport passengers, supply chain relationships and/or business partner satisfaction e.g. consultant, tenant satisfaction).

Internal (Business Processes) Perspective, organizational image, credibility & transparency (includes: internal business processes, supply chain relationship and/or business partner integration and commitment).

Organizational Learning and Growth Perspective for Community outreach, awareness and education (includes:



internal employee development, supply chain relationship and/or business partner education and development).

The objectives to achieve World Class Performance

To construct and implement the dashboard, Airport Authority management considered:

Who: All SDCRAA management personnel, executive assistants and other selected individuals have access to the dashboard.

What: QPR Management Dashboard provides a common/ centralized platform to report metrics, view business/ process documentation and exchange (collaborate on) actions.

When: The organizational dashboard is available with plans to develop specific divisional dashboards over the next year.

Where: The dashboard (URL) is accessible through the desktop.

Why: The primary objective is to provide real time/ immediate performance metrics directly to those responsible and to selected others across the organization so management actions and decisions are made more effectively and quickly.

How: Designated data is collected, stored and custom reported through various mediums, including E1 (Oracle/JD Edwards), spread sheets, databases, customer reports and hand input. Each department identified specific and measurable objectives that are linked to the approved Strategic

Goals and the Authority’s key strategies.

To assist with organizing the multi-dimensional data, Authority management crafted a Performance Plan employing a matrix approach to match strategic goals with specific objectives and measurement tools. This approach addressed airport safety and security requirements, community outreach programs, customer service and satisfaction, and overall financial performance. Integrated with these target areas is the overarching goal of empowering employees to adopt a creative approach to service delivery and to take ownership of outcomes.

Measuring Performance at the Airport - Lessons learned during the implementation

Some lessons learned:

- “What gets measured gets managed.” People take action more quickly if they know performance is degrading.
- Select only the critical few (measures) vs. the trivial many – don’t measure everything and don’t expect to find the perfect measurement.
- Manual data collection and information analysis is very labor- intensive. An integrated ERP system with commercially available business intelligence software and dashboards minimizes data collection time and analysis effort.
- Leadership, organizational engagement and employee dialogue are essential.

- A critical few, balanced set of measures do contribute to an airport's overall success and business enterprise results.
- For measures to be truly effective, they should be clearly defined, aligned with the organization's goals and strategies, visible to and understood by all and used as part of an improvement and learning approach.
- Plan, Do, Check, Act is essential. Missing a step can have serious and negative consequences.