

# DFW : “Digital Floor Walk for Customer delight at Airport”



15th Annual Conference  
December 14-15, 2018, Delhi



# Global Top 5<sup>th</sup> Airport Developer



**Creating Tomorrow, Today**

GMR has emerged from being a significant player to India's leading Infrastructure Company to Global Top 5th Airport Developer

**GMR Group was established in June, 1978**

**1996**



**Entry into Infrastructure**

**200 MW IPP in Chennai**

**2016**



**Gaining momentum**

**3 Airports**  
**6 Highways\***  
**10 Power Plants / 4 Projects**  
**2 Domestic Coal Blocks**  
**2 Overseas Coal Blocks**  
**2 Power transmission projects**

**2018**

**Large & diversified infrastructure player**

**5 Airports**  
**6 Highways\***  
**2 Special Investment Regions**  
**13 Power Plants**  
**2 Domestic Coal Blocks**  
**2 Overseas Coal Blocks**  
**2 Power Transmission assets**  
**Urban infrastructure**  
**Sports**  
**Corporate Social Responsibility**

**GMR Infrastructure Ltd. listed at Bombay Stock Exchange & National Stock Exchange during 2006**

\* includes Minority stake in 2 projects and HH Project (14.99% divested out of 51% stake – awaiting NHAI approval for 2nd tranche of divestment)

# Group has spread its wings across India



# DIAL - Flagship project under the PPP framework



- A **Joint Venture Consortium** between:



- Concession Period: **30 + 30 Years**

- **Operations, Management & Development Agreement [OMDA]** signed between DIAL and the Airports Authority of India [AAI] in April, 2006
  - Dictates all the development work and service standards to be delivered
- DIAL is responsible for the operations, maintenance, development, design, construction, up gradation, modernization, finance and management of the airport
- Sovereign functions including ATC, security, customs, immigration, quarantine and meteorological services are provided by the respective Government agencies

**Development and upgrade of IGIA is the largest infrastructure development project in India after its independence**

- ➔ To establish a total quality culture at IGI Airport, DIAL incorporated a dedicated Quality function (named as “Quality & Service Delivery – QSD”) in 2006.
- ➔ The prime responsibility of QSD is to identify quality gaps, provide solutions, doing process audits and overall quality control at the airport.
- ➔ Under the function there are 3 verticals viz.:
  - Operational & Process Excellence – DIALean (first of its kind in airport environment in India), Infrastructure audit – wandering about audit, CIP, KAIZEN, 5S, ISO Systems, Process Studies, Theory of Constraints, Idea Factory, Food Safety, OMDA Service Quality Management.
  - Service Excellence - Airport Service Quality (ASQ), Customer Response Management (CRM), DISHA soft skill Learning Academy.
  - Business Excellence - Lead ‘Change Management’ intervention to embrace Malcolm Baldrige Business Excellence Model, Knowledge Management, Innovation

**Created robust culture of Quality by deploying practices, few are unique to airport eco systems.**

**Few to mention:**

- DIALean
- Facility audit - WAA
- Management system approach for various work domain e.g. Energy, Customer Response, Food Safety, Road Safety etc.
- Airport Learning Academy (DISHA)
- Celebration of Q Fest with participation from airport stakeholders
- Business Excellence
- Building Customer Focus Org.
- Knowledge Management
- Idea Factory
- Theory of Constraint
- P-Q-S

***Regulatory/GOI requirements fulfillment, mandated by entities e.g.***

- MoCA
- OMDA
- AAI – CPGRAM, PGO
- DGCA
- PMO
- Parliament – Lok Sabha (for PQs)

***Enhanced Stakeholder Engagement through Quality platforms e.g.***

- Q Fest
- Encouraging service partners to participate in various competitive forums at national level
- Service Legend
- DIALean @ IGIA
- P-Q-S
- Airport Service Quality/Skytrax

***Associations with reputed industry bodies/org. :***

- CII
- ACI
- BSI
- American Society of Quality
- DNV-GL
- Skytrax
- Centum
- BIRD group
- Insaan
- Golden Peacock – IOD
- AAI
- MIAL





# Progression



- 1) ASQ : Top 10 by 2011
- 2) OMDA : Sch. 3 & 4 Compliance
- 3) CRM & Call Center added to QSD
- 4) Quality System : ISO9000 2008 Certification (DIAL & CISF)
- 5) Operation Excellence : DIALean concept and POC in P&E, SOP Education - Gamification.
- 6) Continuous Improvement Program: FAST
- 7) Service Excellence : DISHA Trainings, AWESOME Approach & Service Legend.
- 8) Employee Engagement : Uttkarsh (Quality Month Celebration) , 5S R&R initiated.
- 9) ISO Certification 10002:2004

**Q**  
**2.0**

- 1) SQore Card implementation
- 2) Launch of TEI : Total Employee Involvement
- 3) DIAL 4D: Problem Solving Tool
- 4) PQS Approach : 10 Quality Commandments
- 5) FSMS : Food Safety Management System.
- 6) Skytrax : Passenger Rating Survey

**Q**  
**4.0**

2008 - 2011

**Q**  
**1.0**

2011 - 2014

- 1) Business Excellence journey started
- 2) Beginning of Idea Factory (2012)
- 3) BCFO : Connect to Customer.
- 4) Launch of CIP (2012)
- 5) Knowledge Management - KM
- 6) Theory of Constraints - TOC
- 7) Road Traffic Safety Management System (ISO 39001)
- 8) Energy Management System (ISO 50001)
- 9) Overall OMDA Compliance Monitoring
- 10) CRM process automation (e-Portal)

2014 - 2017

**Q**  
**3.0**

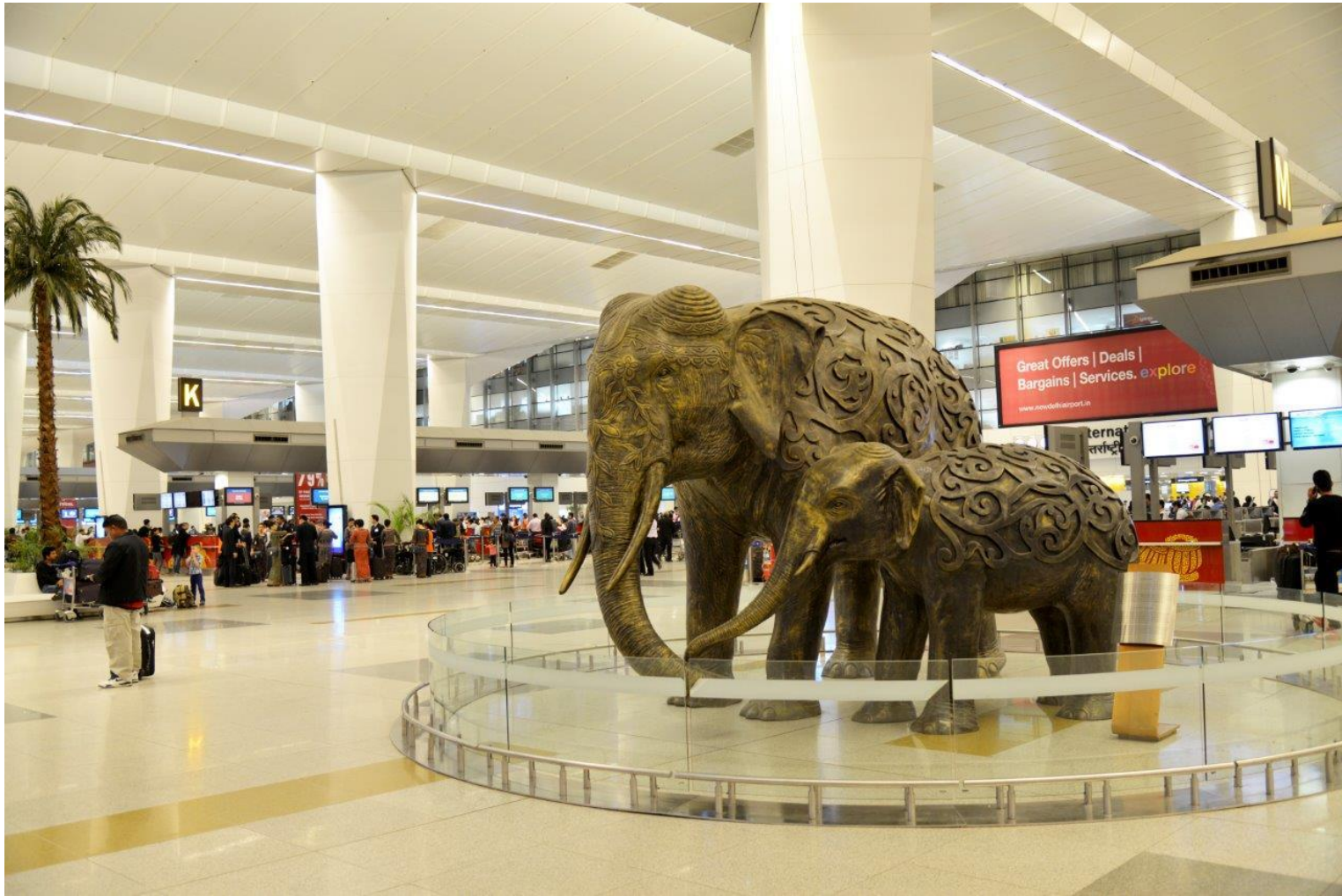
2017 - 2020  
& beyond

- **Smart Airport – Smart Processes**
- Innovation/Idea Factory (next level)
- Stakeholder Engagement in Quality initiatives and external competitions.
- People development program for Quality Improvement – GMR Quality Scholars (Blue – Basic, Yellow - Proficient, Red - Expert)
- Organizational Resilience (OR)

# Journey Partners







**Project Tittle : “Digital Floor Walk for Customer delight at Airport”**

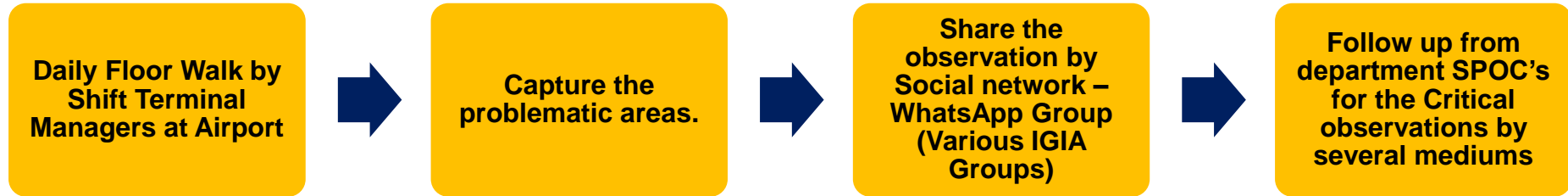
## **DFW (Daily Floor Walk) :**

One of the major tasks of Terminal Managers is to visit various areas in the Airport to ensure Quality of Assets and Amenities for **Superior Customer Experience.**

# DFW : Daily Floor Walk



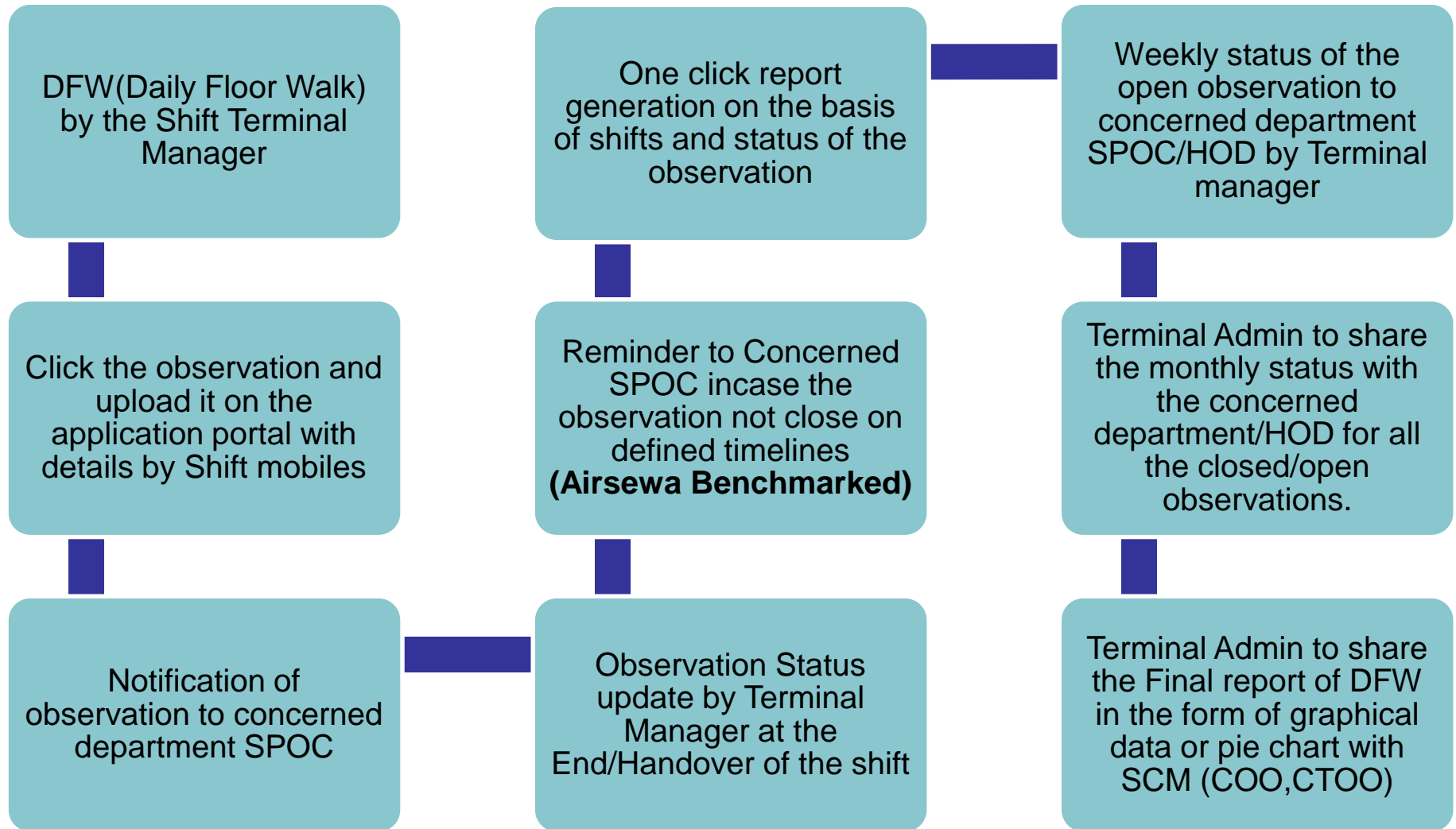
## Existing Process Flow :



## Concern in Existing process :

- Accountability not defined for the closures of the observations .
- No such parameter defining the Critical level and Categories of the observation.
- No of observation capture per shift not tracked
- Lack of process for the closure of observation noticed by Senior Management.
- Not structured platform for Capturing, Closing , reporting and reviewing the process.
- Timelines not defined for the observation closures.

# DFW : Digital Floor Walk



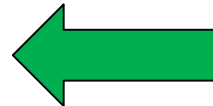
## Notes :

DFW : Daily Floor Walk , TM : Terminal Manager, SPOC : Single person of Contact, HOD : Head of Department , COO: Chief Operating Officer, CTOO : Chief Terminal Operating officer.

# DFW : Benchmarking

- This is a responsive web application alike EWAA.
- It is designed in such a way that it will detect the device screen size automatically and resize the components on the page.
- User will login using perner no. and password.

AirSewa Portal	
Grievance Category	Resolution Time in AirSewa Portal
Taxi/Parking	7 Day
Seating / Waiting Area	7 Days
Cleanliness / Hygiene	6 Hours
Baggage / Lost & Found	6 Hours
Retail Shops / Food & Beverage	7 Days
Trolley / Amenities / Buggy / Wifi	3 Days
Air Conditioning / Maintenance	1 Day
Signages / Flight Display	7 Days
Person with Disability	3 Days
Other	15 Days

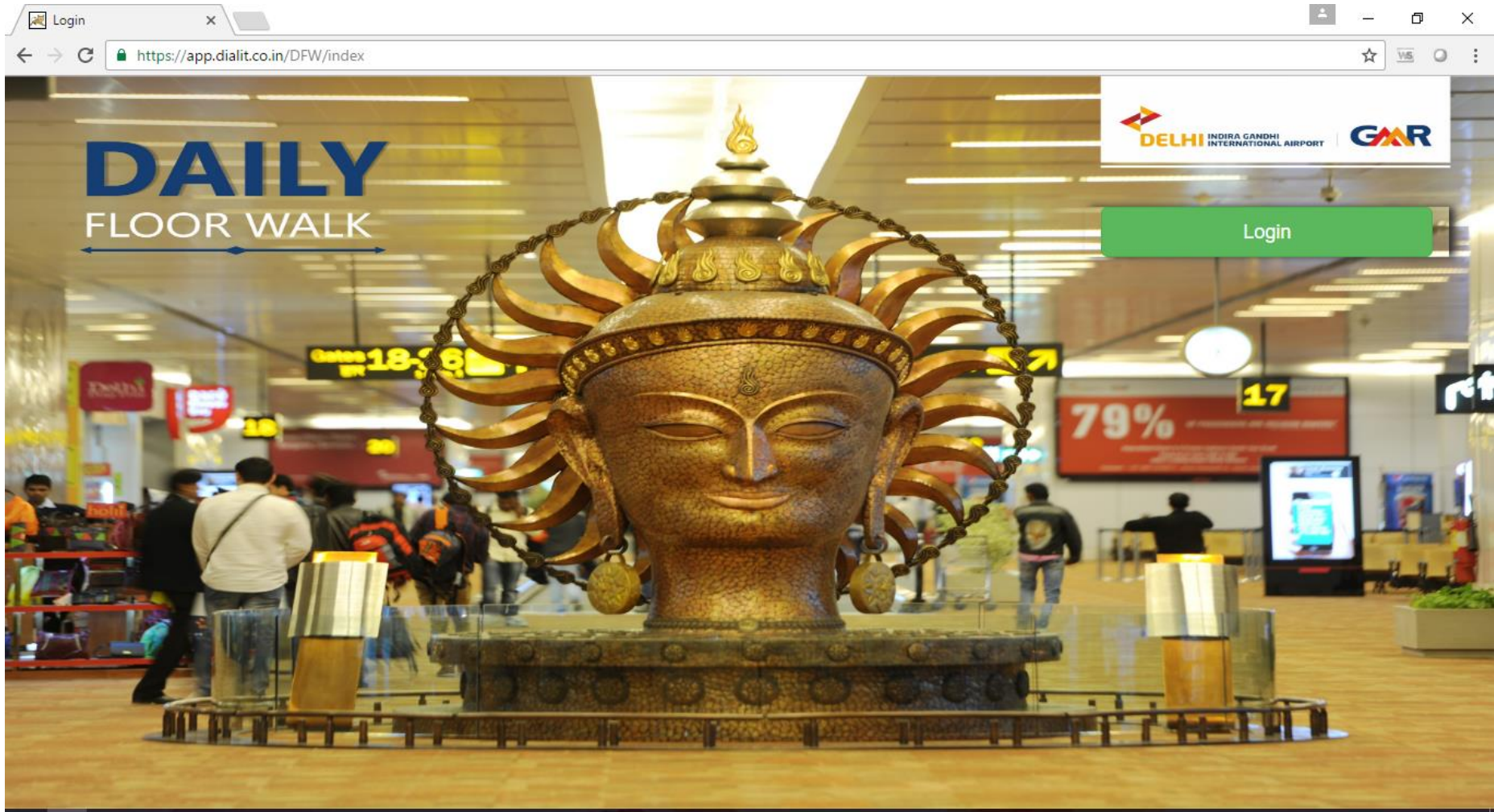


**Benchmarking Air Sewa for Timelines & Category**

<http://airsewa.gov.in/>

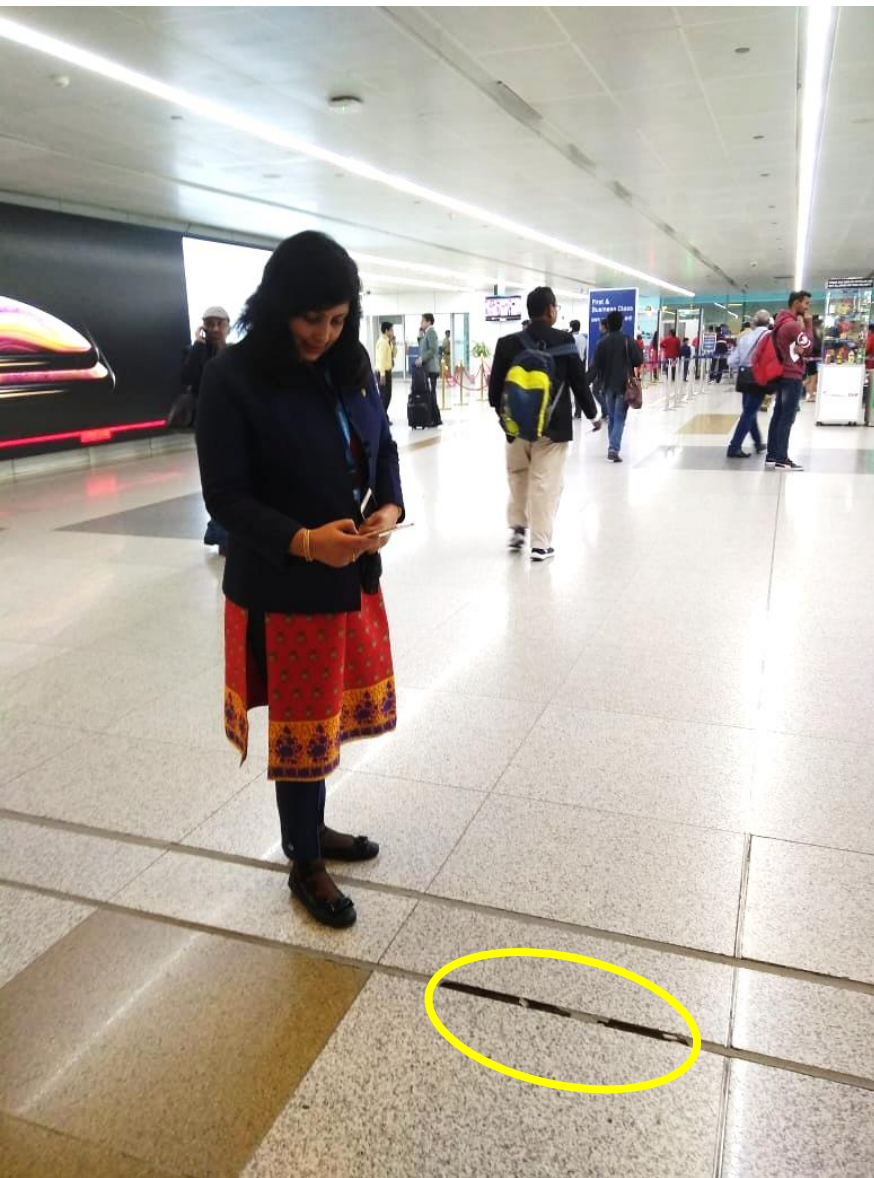


# DFW : APPLICATION



<https://app.dialit.co.in/DFW/index>





## Features

### For Terminal Managers

- Facility to capture observation details along with pictures
- Tracking of the observation for respective department
- Data review
- Change password option



## Features

### **For Dept. SPOC**

- Facility to update audit observations along with after pictures
- View the observations of their department

### **For Admin Manager**

- Create Department SPOC/ Auditors
- View and edit Department SPOC/ Auditors
- Reports section: graphs and excel sheets
- Change password option
- Alert mails to SPOCs and HODs regarding pending observations

# DFW : Terminal Manager Home Page



New Audit

https://app.dialit.co.in/DFW/insertDataView

New AuditSend MailView Audit DataChange PasswordYour View AuditLogout

WANDERING

Department-wise Observation Details

Category

Cleanliness/Hygiene

Select  
Taxi/Parking  
Seating/Waiting Area  
Cleanliness/Hygiene  
Baggags/Lost & Found  
Retail Shops/Food & Beverages  
Trolley/Amenities/Buggy/Wifi  
Air Conditioning/Maintenance  
Signal/Flight Display  
Person with Disability  
Others

Priority

6 Hours

Description

Enter Description

Responsibility(SPOC)

Select

Status

Select

File to upload:Photo(max 100 kb):

Choose FileNo file chosen

Submit

# DFW : Dept. SPOC Home Page



Audit List

https://app.dialit.co.in/DFW/login

**GAR** Home History Change Password Logout

WANDERING

## Welcome DEFAULT !

Show 10 entries

S.No	Category	Priority	Picture(Before)	Location	Description	Responsibility	Department	Status	Target Date	
1	Others	15 Days		Check in	Wire is coming out from Silicon filling near reserved lounge.	DEFAULT	Terminal Ops-T3	Open	2018-09-15 00:00:00.0	<a href="#">Update</a>
2	Cleanliness/Hygiene	6 Hours		Check-in	Tiles found dirty at washroom no 31	DEFAULT	Terminal Ops-T3	Open	2018-08-31 00:00:00.0	<a href="#">Update</a>
3	Air Conditioning/Maintenance	1 Day		Check-in	Tile in broken condition in check in area near lounge A	DEFAULT	Terminal Ops-T3	Open	2018-08-31 00:00:00.0	<a href="#">Update</a>
4	Air Conditioning/Maintenance	1 Day		Check in	Paint work required as Side walls are dirty near tea vending machine	DEFAULT	Terminal Ops-T3	Open	2018-09-01 00:00:00.0	<a href="#">Update</a>

# DFW : Admin Home Page



View Audit

https://app.dialit.co.in/DFW/searchAuditData

**GAR** Create User View User Reports **View Audit Data** Change Password Logout

WANDERING

### View Audit Details

Audit Date Range:   Department:  Location:

Category:  Status:   
Select  
Open  
In-Progress  
Closed

Show  entries

S.No	Category	Priority	Picture (Before)	Picture (After)	Location	Description	Responsibility	Dept	Status	Audit Date	Target Date	Clos Date
1	Others	15 Days			Check in	Wire is coming out from Silicon filling near reserved lounge.	DEFAULT	Terminal Ops-T3	Open	31/08/2018	15/09/2018	
2	Cleanliness/Hygiene	6 Hours			Check-in	Tiles found dirty at washroom no 31	DEFAULT	Terminal Ops-T3	Open	31/08/2018	31/08/2018	

# DFW : One Click Data review





# PROBABLE RESISTANCE & REMEDIES



S. No.	Expected Resistance	Mitigation	Responsibility
1)	SPOC response on uploading the pictures and observations on DFW portal.	On job Training given to Spocs regarding usage and benefits of E-WAA application.	Mr. OP Sharma
2)	SPOC response on providing IP address of their system for mac binding .	Supporting documents forwarded to individual SPOCS for IP address configuration.	Mr. Amit Gupta
3)	Expert (H.O.D) response on auto trigger mails for open observations.	Information given to expert that it's and part of E-WAA process for effective monitoring and closure of open observations.	Mr. OP Sharma

# Summary of Benefits



**S**

Safety of Passengers at Airport is enhanced by eliminating the hazards

**E**

Environmental Friendly as no paper Consumption now.

**C**

Cost Saved INR 15 Lacs as App was designed and developed in house including the maintenance.

**Qu**

Airport Service Quality Enhances

**R**

Response time w.r.t closures of the observation enhanced

**E**

Employee Morale increased as no more manual tracking, mailing, updating and follow up of observations.

# Summary of Benefits



Summary of Key implementation steps	Non - Financial Benefits (Process Measures / Cycle time etc.)	Financial benefits (Language of money)
<ul style="list-style-type: none"> <li>❑ Process design of DFW for automation.</li> <li>❑ Testing of every drop down in DFW application.</li> <li>❑ Down the line validation and verification of all the key parameters of Admin,Dept spoc &amp; TM in DFW application.</li> <li>❑ Training of SPOC regarding change in process</li> </ul>	<ul style="list-style-type: none"> <li>❑ Same day trigger mail to concerned department after WAA audit.</li> <li>❑ Process become refined for data tracking.</li> <li>❑ graphs &amp; charts can be export in one click for senior management reviews .</li> <li>❑ paper consumption reduced after automation of process.</li> <li>❑ Immediate closures of the observation due to which ASQ parameter ranking enhance.</li> <li>❑ Employee moral enhance due to elimination of manual work from the process.</li> <li>❑ Structured CTOO &amp; COO review</li> </ul>	<ul style="list-style-type: none"> <li>❑ SAVING of <b>1500000</b> INR by In-house R&amp;D(Research &amp; development) of application.</li> <li>❑ Maintenance cost for future malfunctioning.</li> </ul>

# Achievements

## (Key recognitions by industry bodies)



**ACI Director General Roll Of Excellence Award to IGIA**



**A Moment of Pride : IGIA Team Receiving the # 1 Airport Award – 2014 & 15**



**Golden Peacock National Quality Award**



**Quality Champion Award**



**"Best Airport in India & central Asia-2014, 2015 & 2017" by Skytrax**



**CII Awards – Lean, Kaizen & 5S**



**National Tourism Award by Ministry of Tourism**





PROUD TO BE an INDIAN  
PREVILEGED TO BE an IGIAN

**Thanking you !**

