



Heathrow Airport Cargo Stakeholder Research  
2017/18

# Research Scope & Approach

To understand perceptions of Heathrow cargo community members and to provide input to the design of an ongoing monitor of community opinion and priorities.

## In-depth element

Face-to-face or telephone interviews conducted with 18 selected individuals across 16 organisations.

### Carriers

SA, CX, UA, AA, IAG

### Forwarders

Expeditors, DHL

### Handlers

Menzies, WFS, ASC

### Assoc.

BIFA

### Logistics

Saints, MFS, Goldstar,  
Roy Bowles, Wallenborn

## Quantitative survey

Online survey amongst Heathrow cargo community (personalised approach) and other cargo contacts (generic invitation).

A benchmark measure...

Provides opportunity for monitoring...

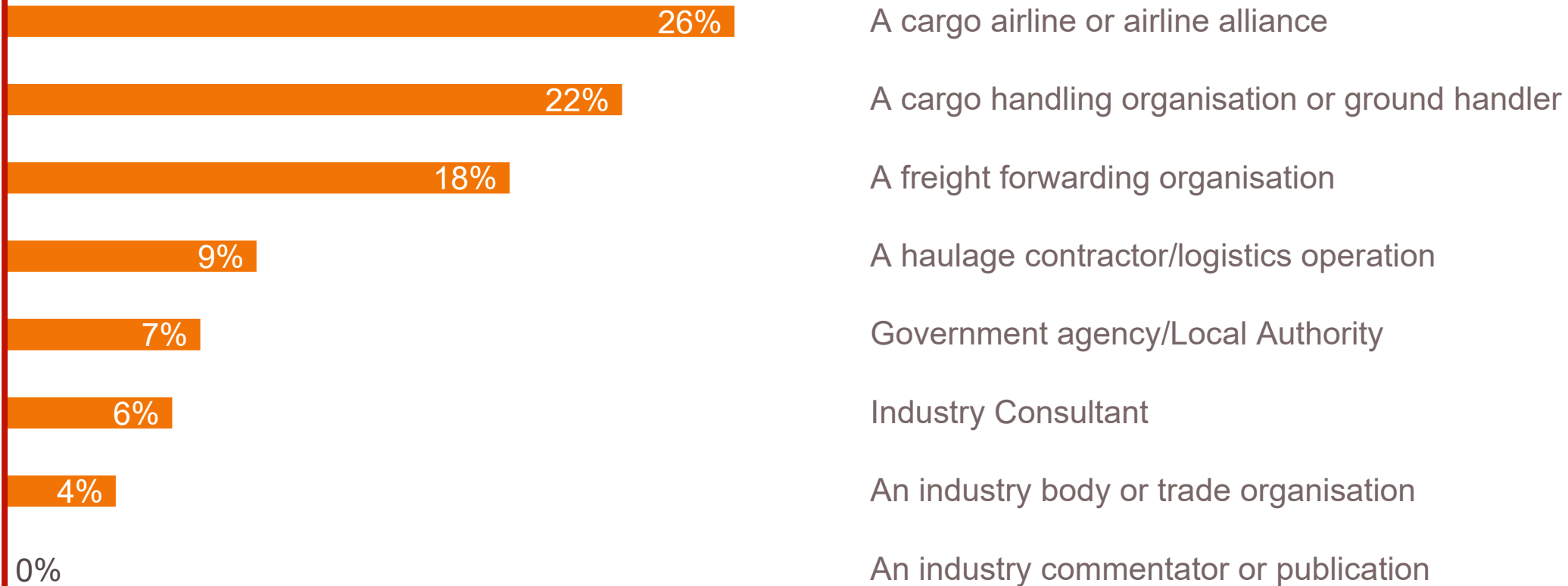
And for comparison with other airports...

Key metrics of satisfaction/positivity...

Plus diagnostic questioning on 'hot' topics

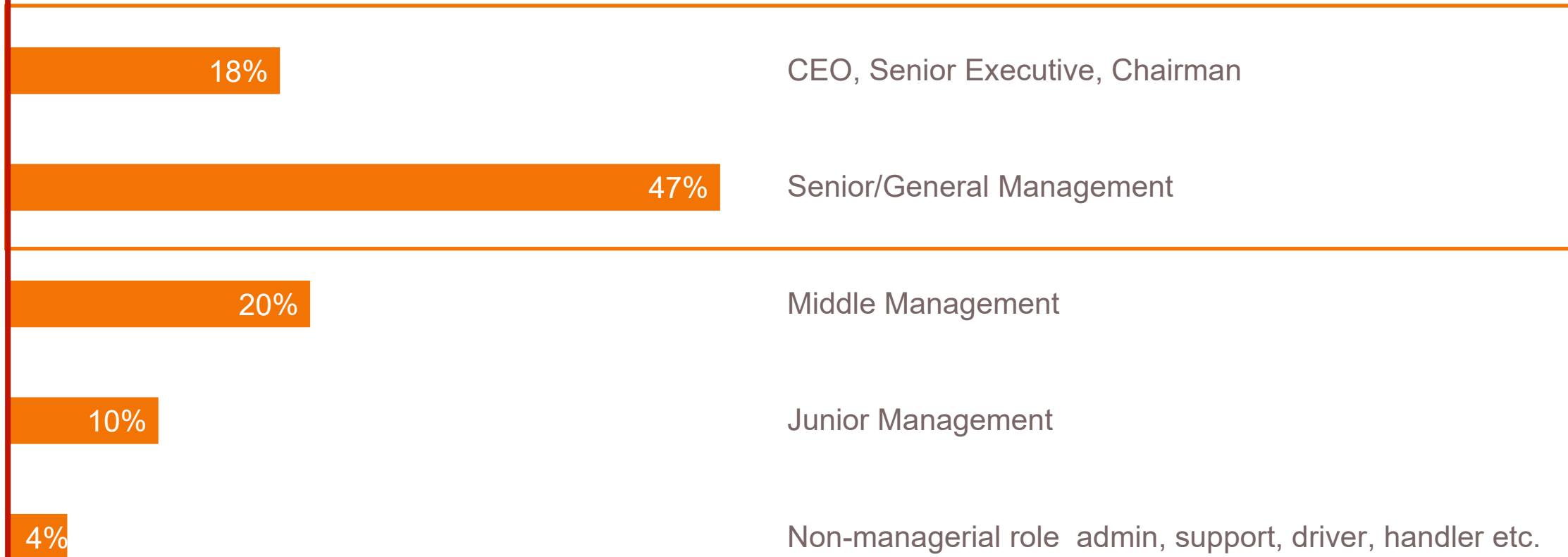
# Respondents

The personalised survey achieved **89** responses during the fieldwork period (April 2018) – a completion rate of **32%**. The generic link attracted an additional **8** responses.



# Survey Statistics

Our sample is comprised largely of senior management..

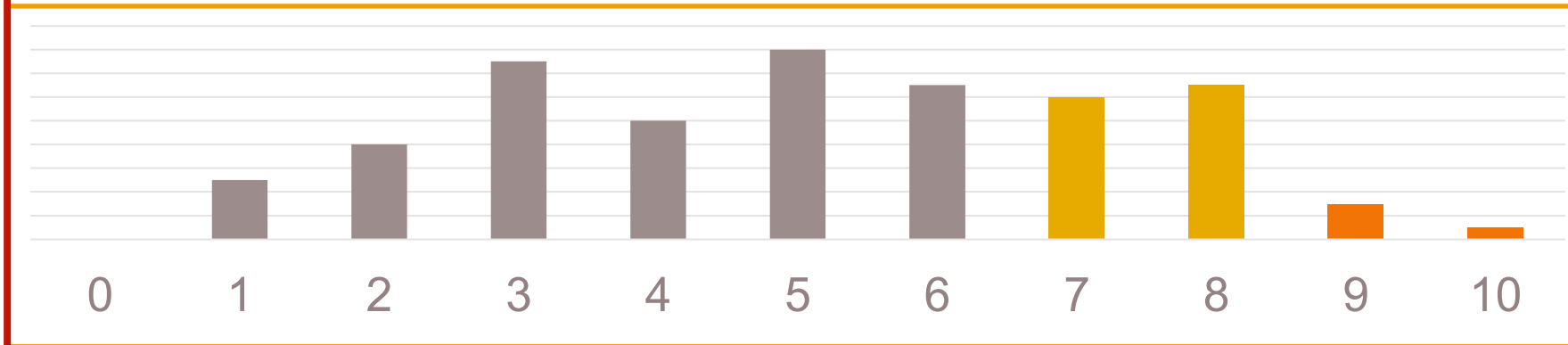


# The Big Picture – LHR satisfaction muted

Score 0-6

Score 7-8

Score 9-10

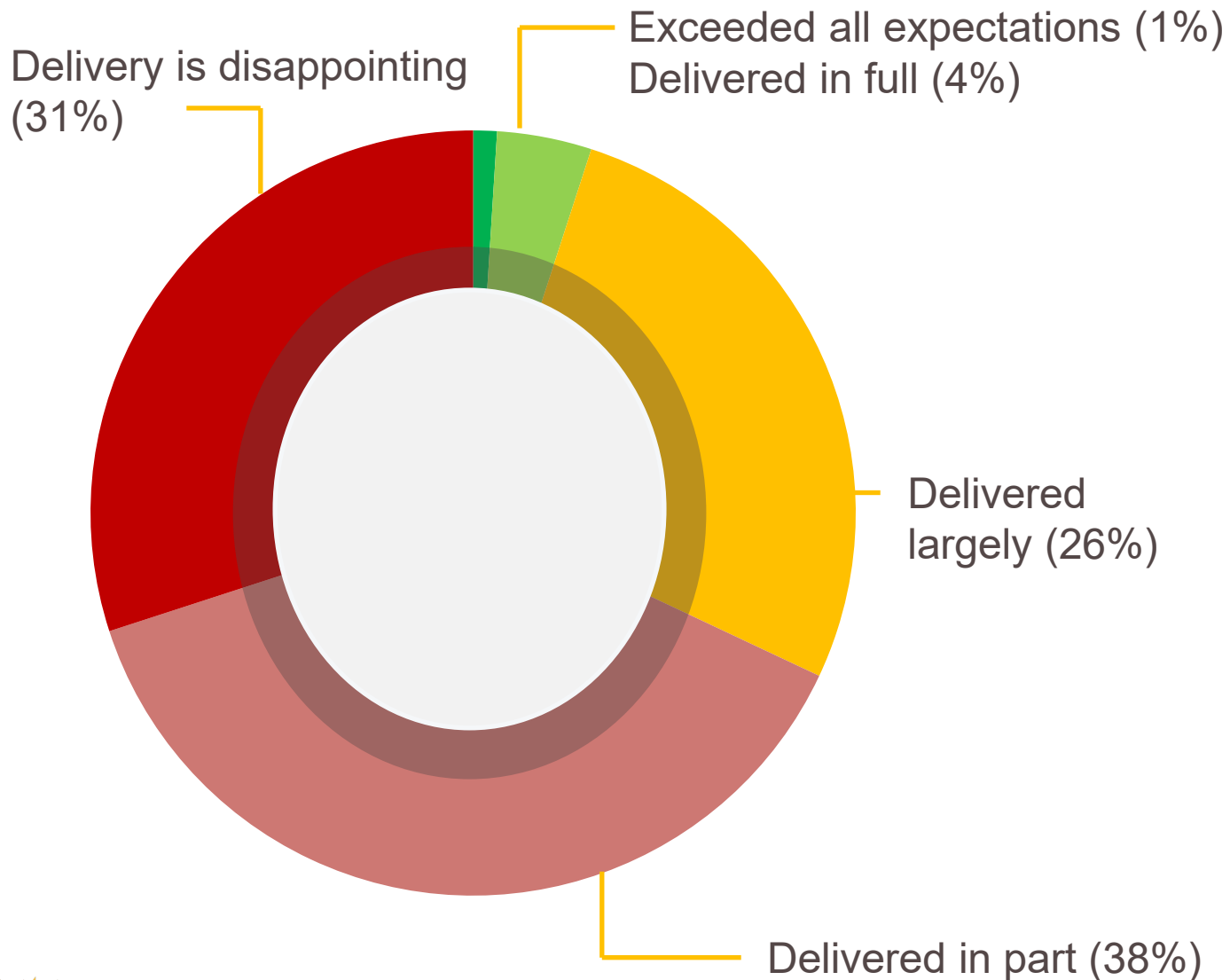


Q5. Thinking now about Heathrow from the perspective of your own business and taking everything into account, how satisfied would you say you are with Heathrow as a cargo airport? USERS

Q6. Thinking now about Heathrow as a cargo airport and taking everything into account, how do you rate Heathrow? COMMENTATORS

Note: Operators asked to rate satisfaction, commentators asked to rate on a poor-excellent continuum.

# Air cargo excellence not delivered convincingly

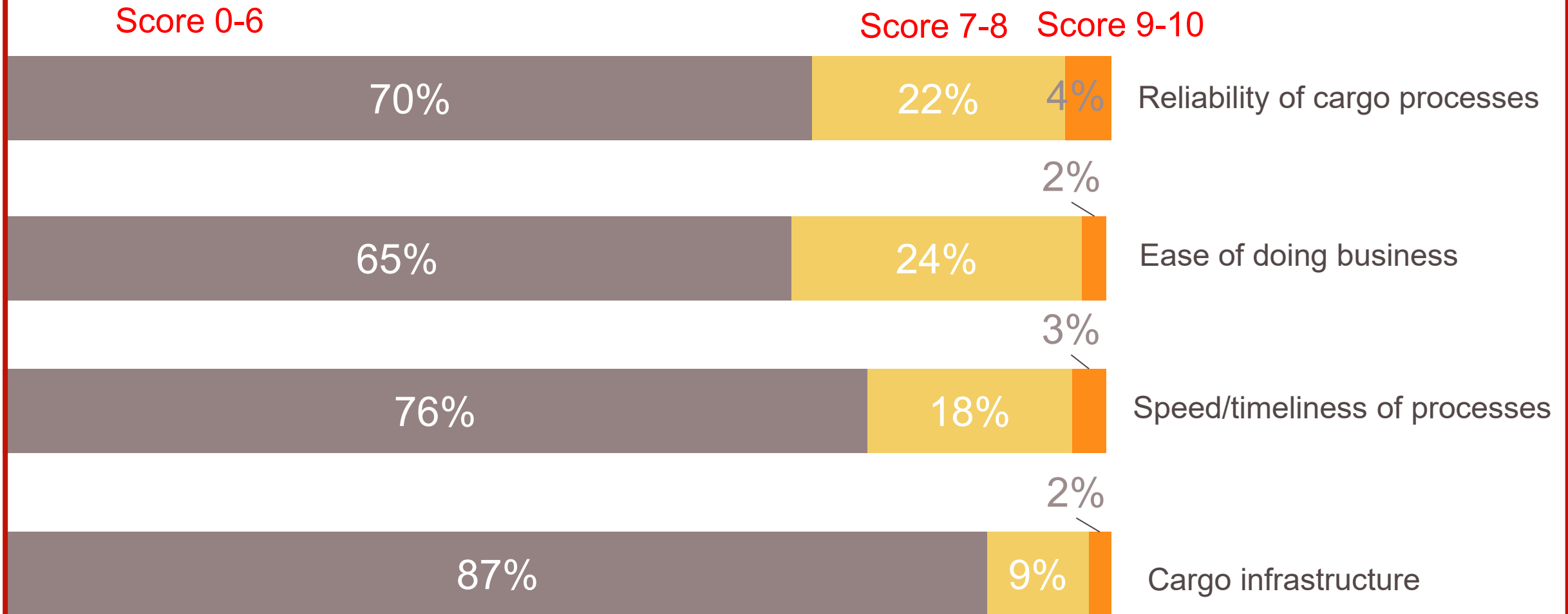


Government agency/Local Authority	2.57
An industry body or trade organisation	2.25
Industry consultant	2.33
A cargo airline	2.12
A cargo handling organisation	2.00
A haulage contractor/logistics operation	2.00
A freight forwarding organisation	1.76

Non-managerial role	3.75
Junior Management	2.40
Middle Management	2.37
Senior/General Management	1.87
CEO, Senior Executive, Chairman	1.76

Q8. And to what extent would you say Heathrow has succeeded in delivering air cargo excellence for the UK's air cargo operators? N=97

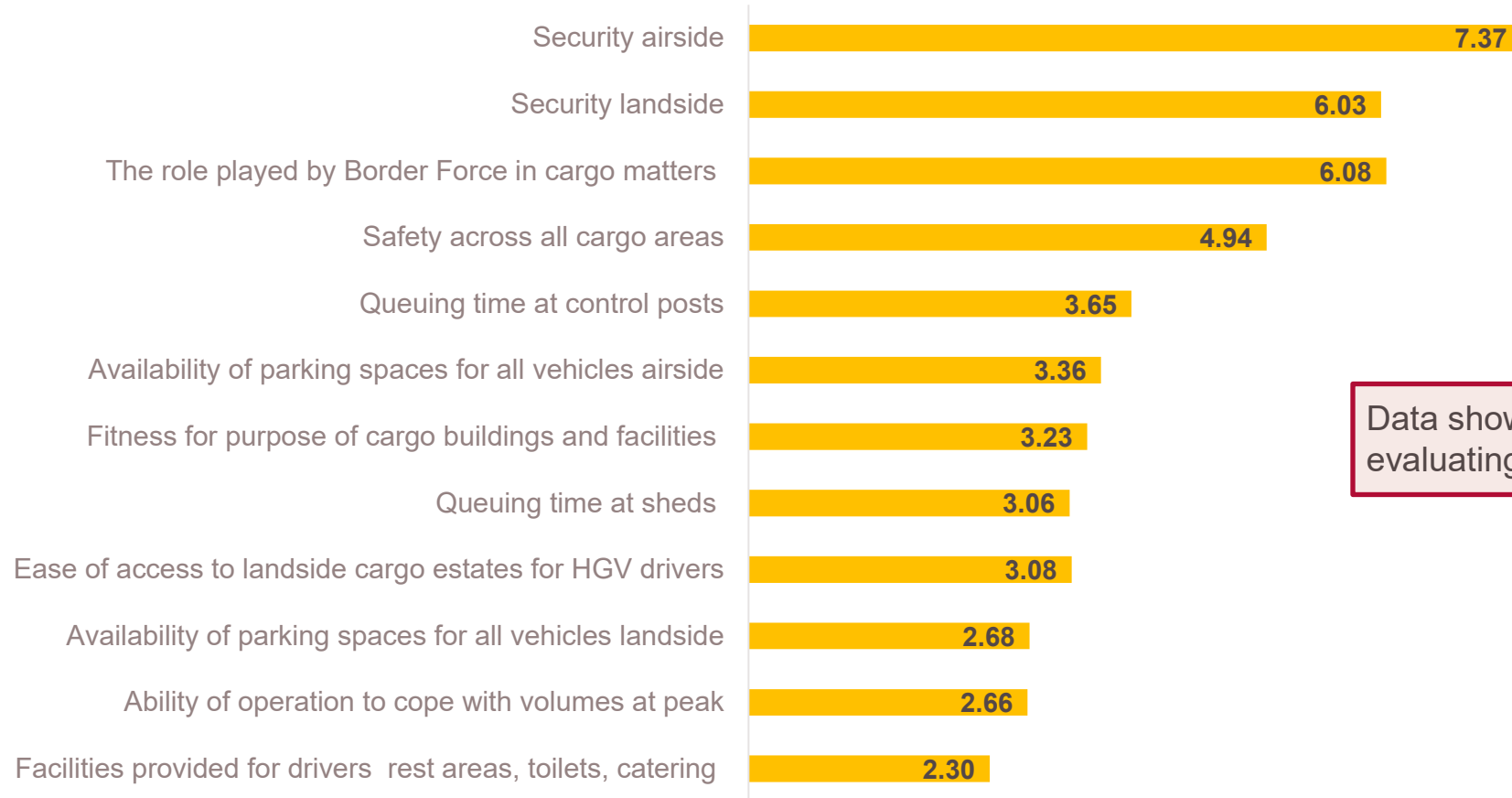
# Elements of strategic positioning are under-delivered



Q9. Please indicate your level of satisfaction? USERS  
Q9. Please could you demonstrate how well you believe Heathrow performs? COMMENTATORS

# Users critical of operational performance (n=72)

Security is well regarded, but other operational features fall short of excellence – Airlines typically rate more favourably, forwarders less so...

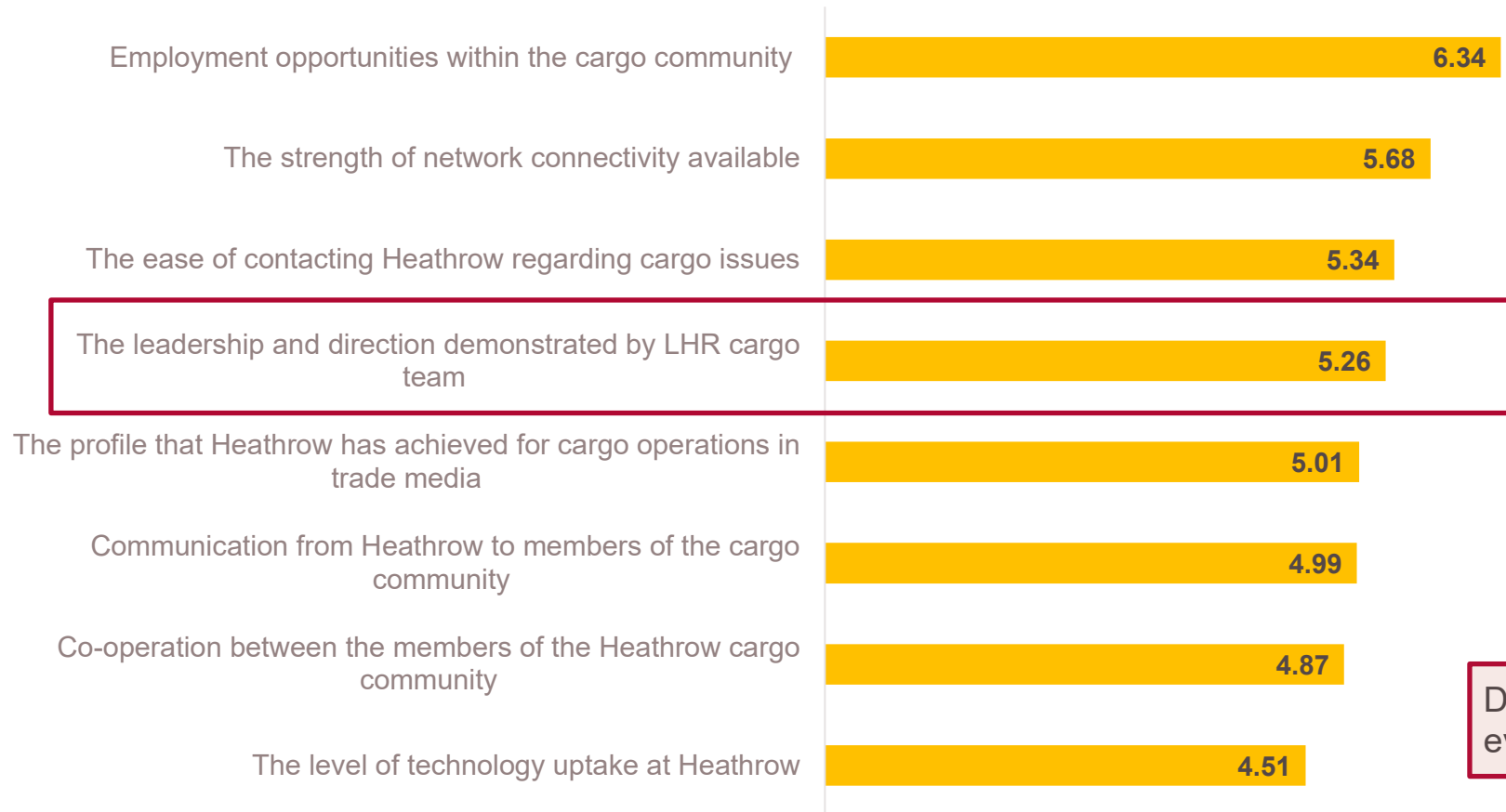


Data shown as mean scores on 0-10 scale evaluating satisfaction



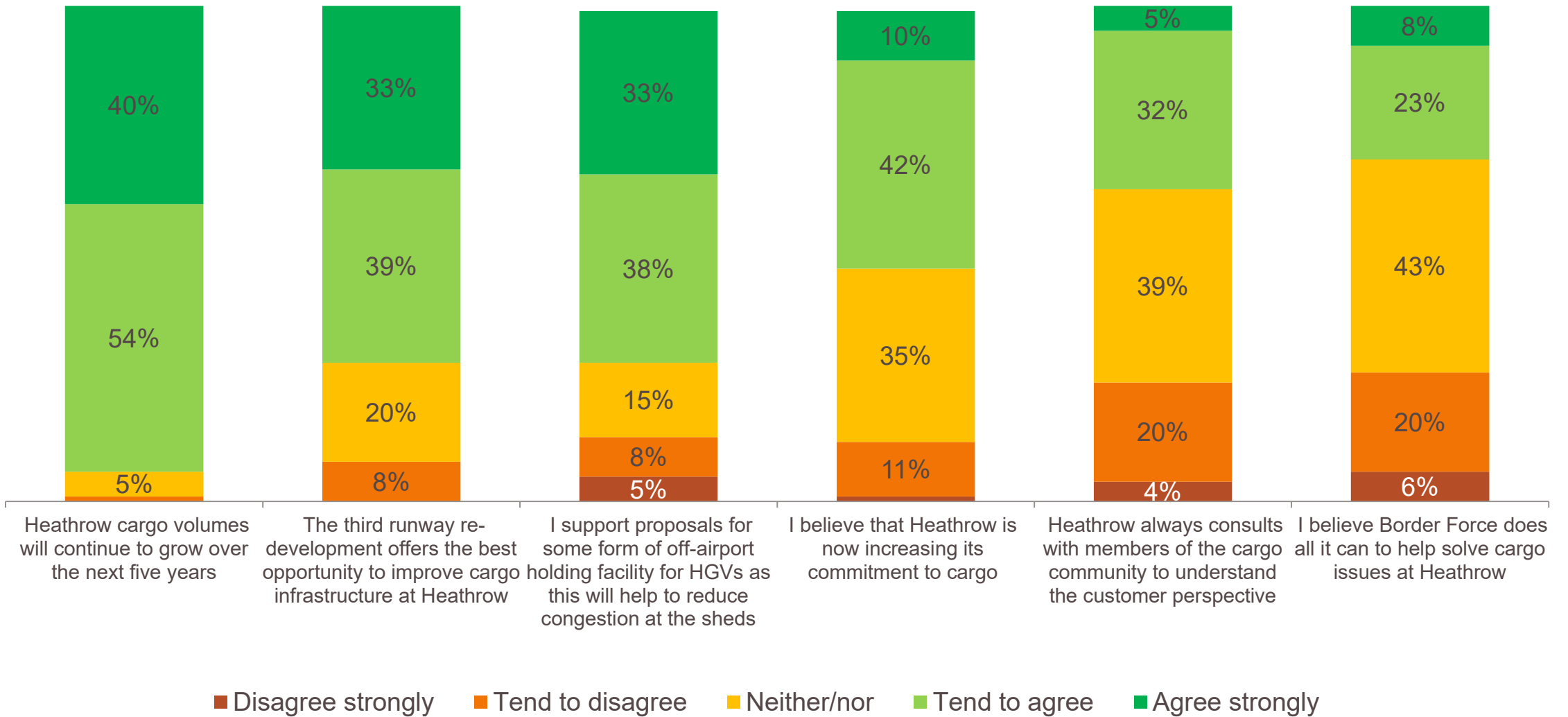
# Indications of new cargo focus... (n=94)

Chart shows the most favourably rated dimensions of the 15 rated at Q11



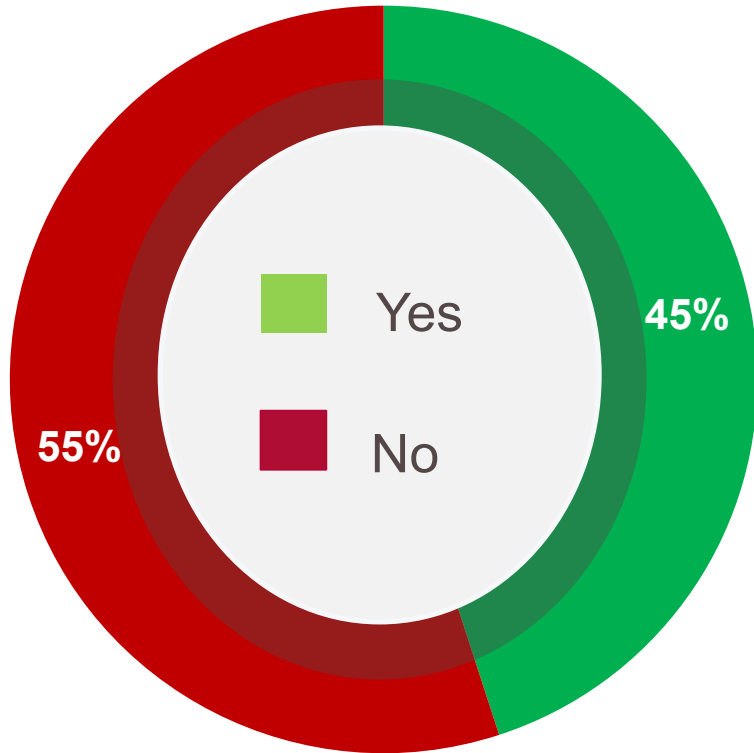
Data shown as mean scores on 0-10 scale evaluating satisfaction

# Volume growth a given, and R3 presents opportunity

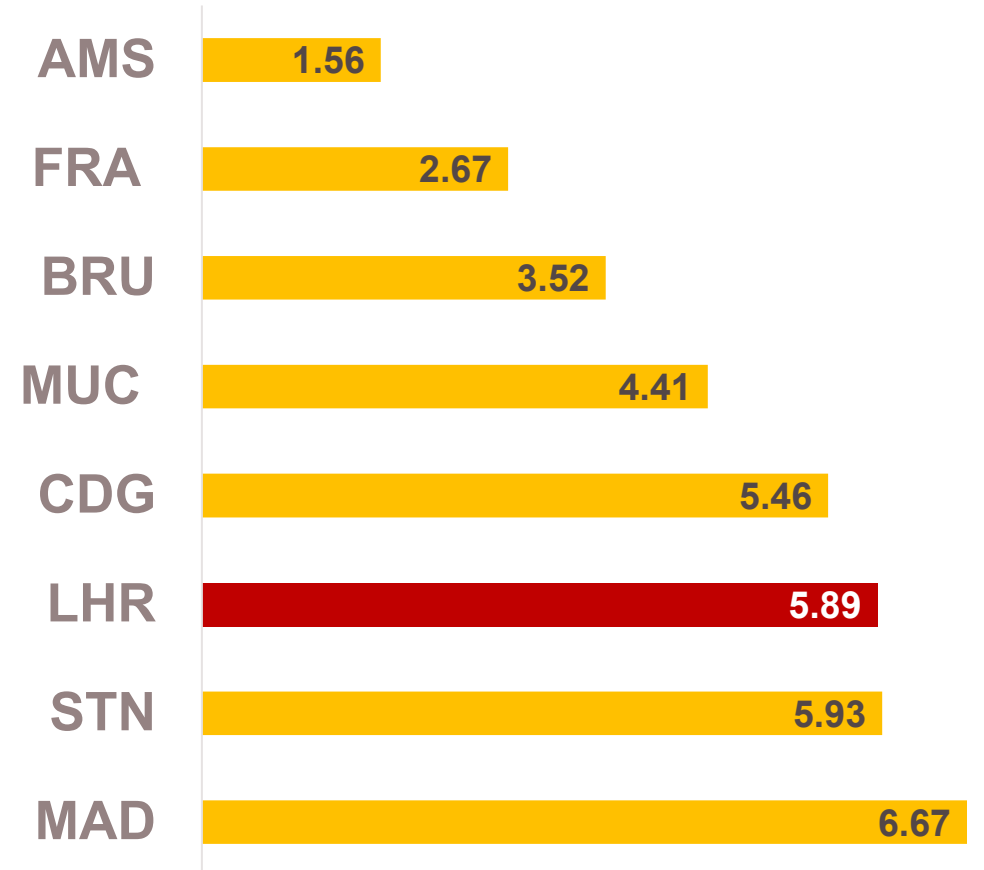


Q11. Demonstrate your level of agreement: ALL N=97

# Airport Ranking. AMS and FRA front-runners



Ranking of cargo airports



Q13A. Do you feel that you are able to make a comparison between Heathrow and the cargo operations at other principal UK and European airports? ? N=97

Please place in order of how you believe they perform as cargo airports with the best at the top of the list and the least well performing at the bottom. N=27

# Prioritised Improvement:



*Capacity in general - more space to offer efficient processes / Shed capacity to accommodate the growth of airlines / infrastructure to support the vehicles delivering and collecting volume / facilities for staff working in cargo such as banking / catering / fitness / parking / better quality staff motivated to deliver excellence - bottom up and top down*

*Needs a total revamp of infrastructure 60/70s fit for purpose coping with 21st Century volumes and customer demands.*

*Access needs to be improved and this can only be done by pulling down the sheds in Shoreham Road and Sandringham Road. Newer facilities in Stanwell are acceptable but ideally should have better access to the airport.*

# Heathrow cargo: The Task

## Community view of Heathrow priorities

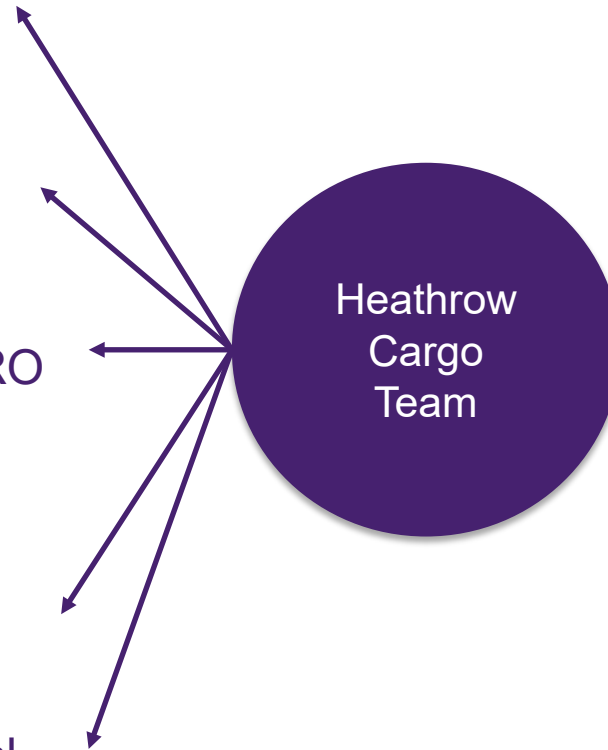
Streamline current operation to function at peak – and drive discussions on funding.

Develop strategic position for cargo in R3 context.

Establish working understanding with SEGRO and with Borderforce

Align community behind Heathrow cargo strategy.

Build cargo profile for Heathrow within global cargo industry.



## ... and of hurdles to be overcome

Deeply engrained 'legacy' passenger focus at Heathrow.

3<sup>rd</sup> party landlord.

'Local' interests (e.g. handlers' wish for a stronger voice in shed decision-making...).

Operational priority to achieve a quick win.

# Key findings / concerns identified:

- Southside cargo campus infrastructure not fit for purpose – antiquated – copes at low volume periods, combusts at peak!
- Control post congestion – felt to be addressable through technology.
- R3 development identified as the catalyst for change – but time is not on our side, volumes are growing and infrastructure creaking.
- Off airport ‘hold and call’ HGV facility augmented by controlled pick-up/drop-off scheduling will certainly act as a pressure valve in the short/medium term.
- Metrics suggest that infrastructure and technology investment is overdue. Current net-promoter-score places LHR well into the bottom quartile of B2B providers.
- Recent Heathrow developments on cargo front – forming of cargo team, consultations etc. bode well for a renewed cargo focus.
- Time to start communicating early wins – capitalising upon recent developments. Survey communication an important priority too.