



Auckland
Airport

International Travel
Summit 2016
Connectivity | Growth



Product Development

Bruce Thomassen





Pioneering since way back



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Our journey

1. **Big Goal**
2. **Innovation**
3. **Investment**
4. **People & Process**



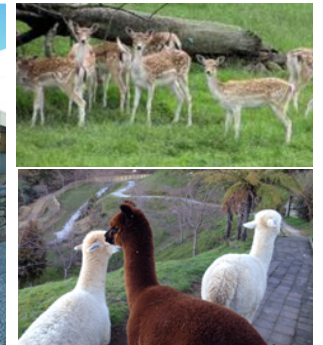
Big goal set in 2012

Lift revenue 50% in 5 years

1. Grow pax
2. Grow yield
3. Grow product (development & extension)



Product Development

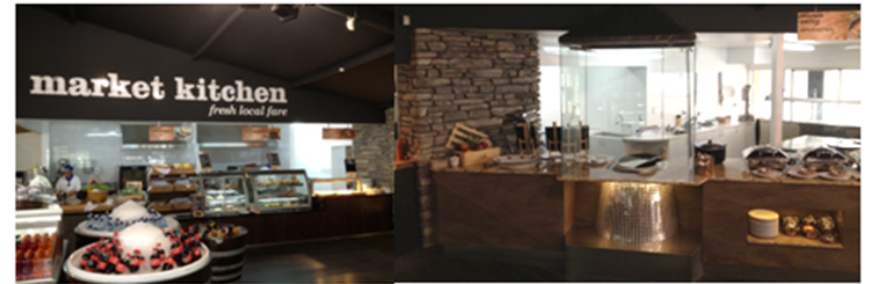


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Before & after



**market
kitchen**
fresh local fare



Before & after



Before & after



Before & after



CABLEWAY
Restaurant
Best of New Zealand

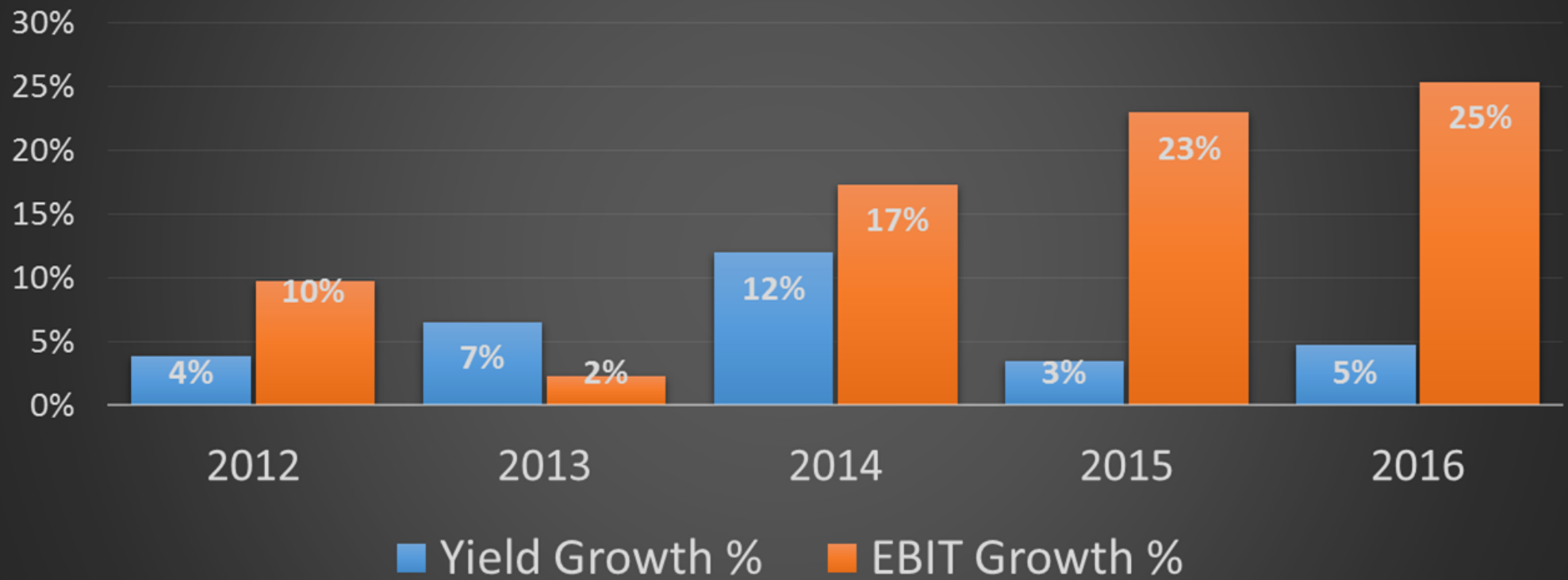




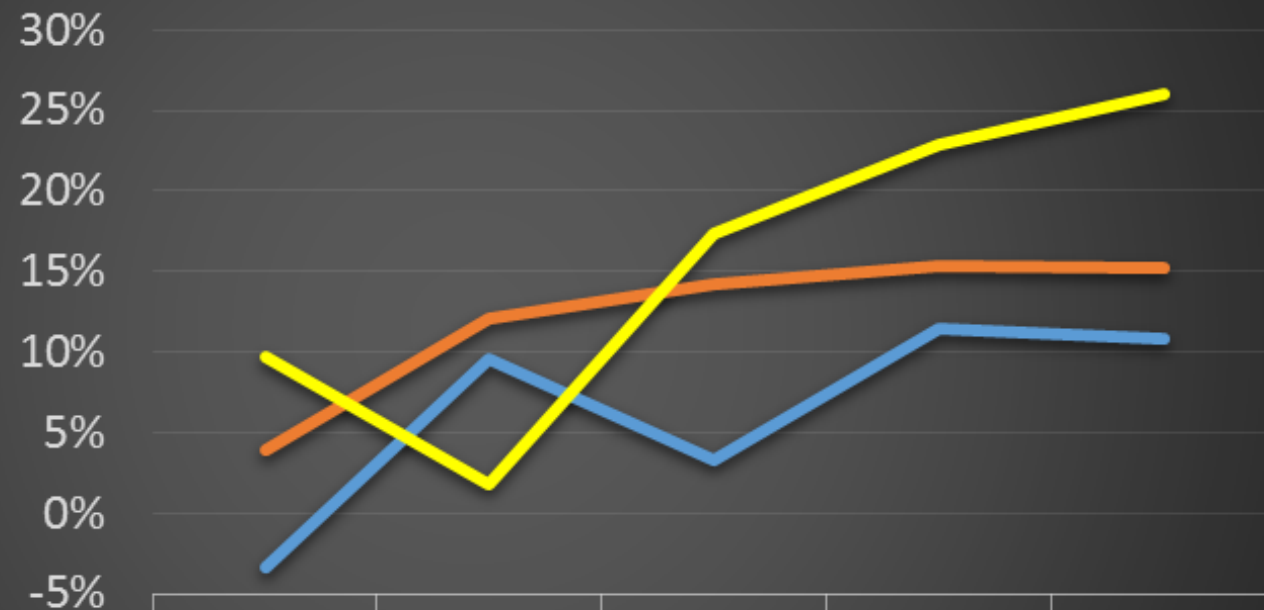
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**CRANKWORX
WORLD TOUR**
 ROTORUA, NZL | LES GETS, FRA | WHISTLER, CAN
 MARCH 9-13 | JUNE 15-19 | AUGUST 12-21

Skyline Total Yield & EBIT Growth %

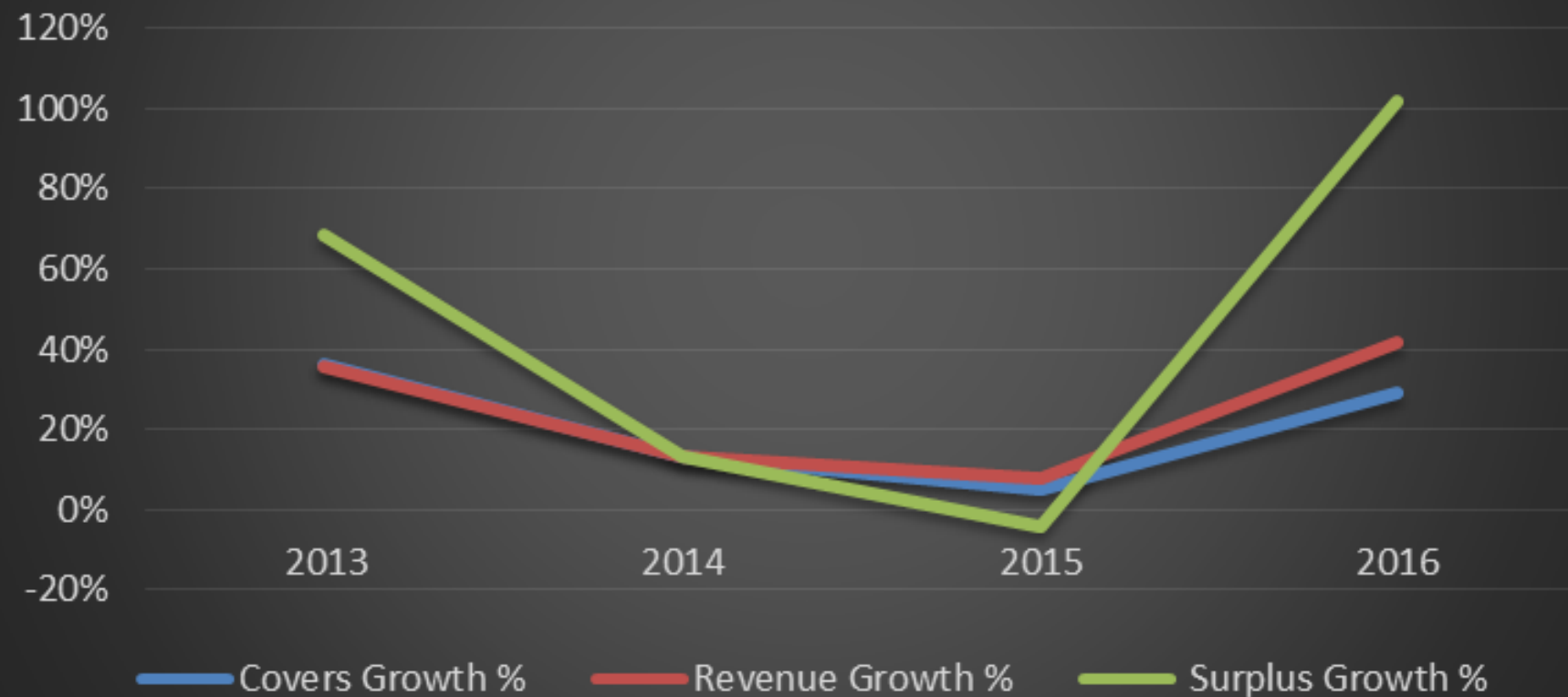


Skyline Rotorua YE March Growth% Analysis



	2012	2013	2014	2015	2016
Pax Growth	-3%	10%	3%	11%	11%
Revenue Growth	4%	12%	14%	15%	15%
EBIT Growth	10%	2%	17%	23%	26%

Stratosfare Growth Analysis YTD January



**THE
'SKYLINE EDGE
FOR EXCELLENCE'
IS SIMPLY ABOUT
CONTINUOUS
IMPROVEMENT**



Easier: Less frustrations, better communications,
Best process, Team solutions



Better: Improve Quality, Consistency and Sustainability,
Celebrate success



Leaner: Reduce waste and improve efficiency



Safer: Deliver on safety objectives all of the time

Our SEE program has six management pillars:



- i) Management and Communication
- ii) Operational Process Improvement
- iii) 5S – Sort, Shine, Set in Order, Standardise, Sustain
- iv) Opportunities for improvement (OFI)
- v) Risk, Compliance and Health & Safety
- vi) Sustainability

S·E·E Management & Communication

THE 'SKYLINE EDGE FOR EXCELLENCE' IS SIMPLY ABOUT CONTINUOUS IMPROVEMENT

- Easier:** Less frustration, better communication, clear process, team solutions
- Better:** Improve Quality, Consistency and Sustainability, Customer service
- Leaner:** Reduce waste and improve efficiency
- Safer:** Deliver on safety objectives all of the time

Stylized Edge for Excellence - Management Team

Stylized Edge for Excellence - Customer Service

S·E·E Operational Process Improvement

Skyline Rotomua Customer Experience Process Map

Original Process Map & Staff 'Yield Map' (OPI's + SSI)

S·E·E SS / Workplace Management

SS Map - Skyline Rotomua

SS Leaders

SS & SS About Our Working World

Skyline Rotomua SS Implementation Schedule

S·E·E OFI Management System

OFI Committee

OFI Statement	OFI Spreadsheet - To Be Actioned	OFI Process Flow Chart
OFI Meeting Schedule	OFI Spreadsheet - In Progress	OFI Categories
OFI Status	OFI Spreadsheet - Completed	OFI Prioritization

S·E·E Compliance & Risk & Health & Safety

Compliance Schedule	Risk Compliance Register	Lost Time Injury Statistics
Employee Accident Statistics	Luge Accident Statistics	Mountain Biking Accident Statistics
Incident Statistics	Near Miss Statistics	Hazard Observations Statistics

S·E·E Environmental Sustainability

Rotomua Sustainable Tourism Charter

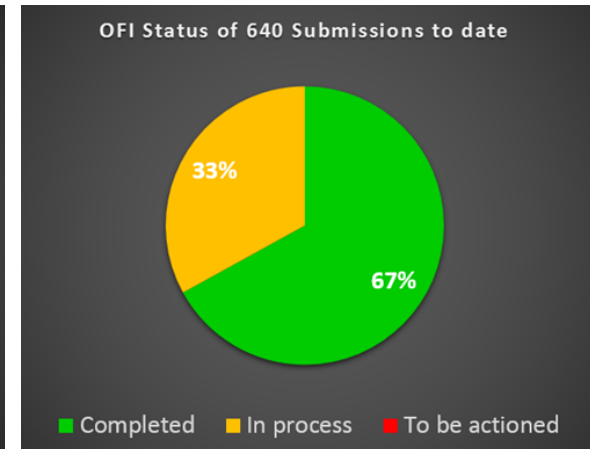
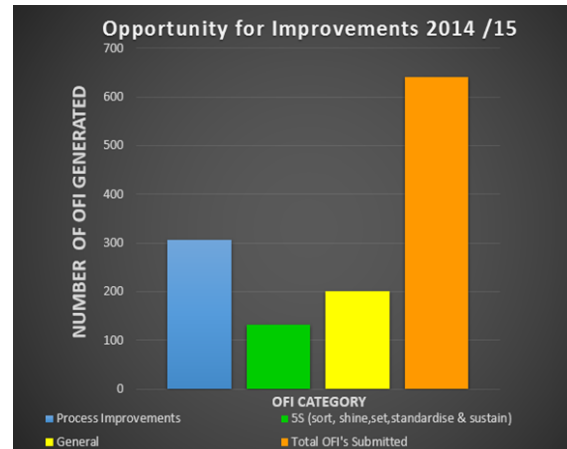
Rotomua Sustainable Charter

Sustainable Visit	Waste Status	Conservation Status
Community Status	Environmental Sustainability Action Plans / KPIs	Energy Status



Core Values to ensure our culture change aligned with our vision and goals.

Opportunities for improvement (OFI)



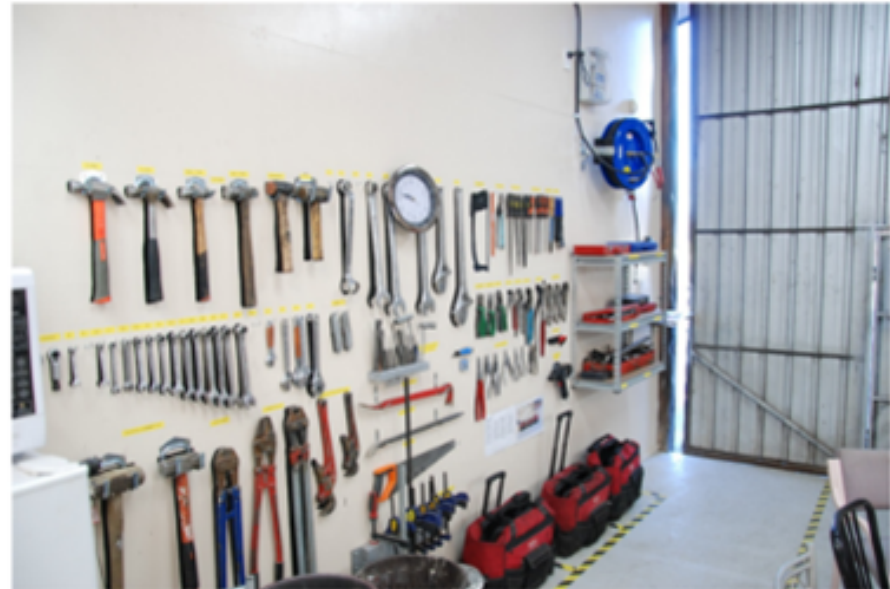
5S – Sort, Shine, Set in Order, Standardise, Sustain

7 LEAN wastes are: Correcting defective products, over production, excess inventory, excess motion, over processing, unnecessary transportation and waiting.

Workshop before 5S



Workshop after 5S



Big goal set in 2012

Lift revenue 50% in 5 years

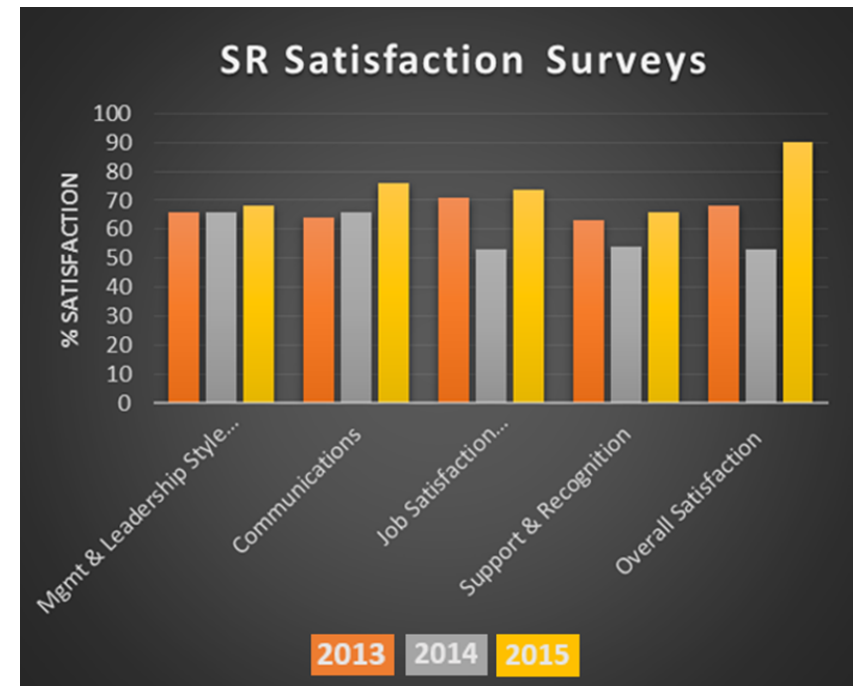
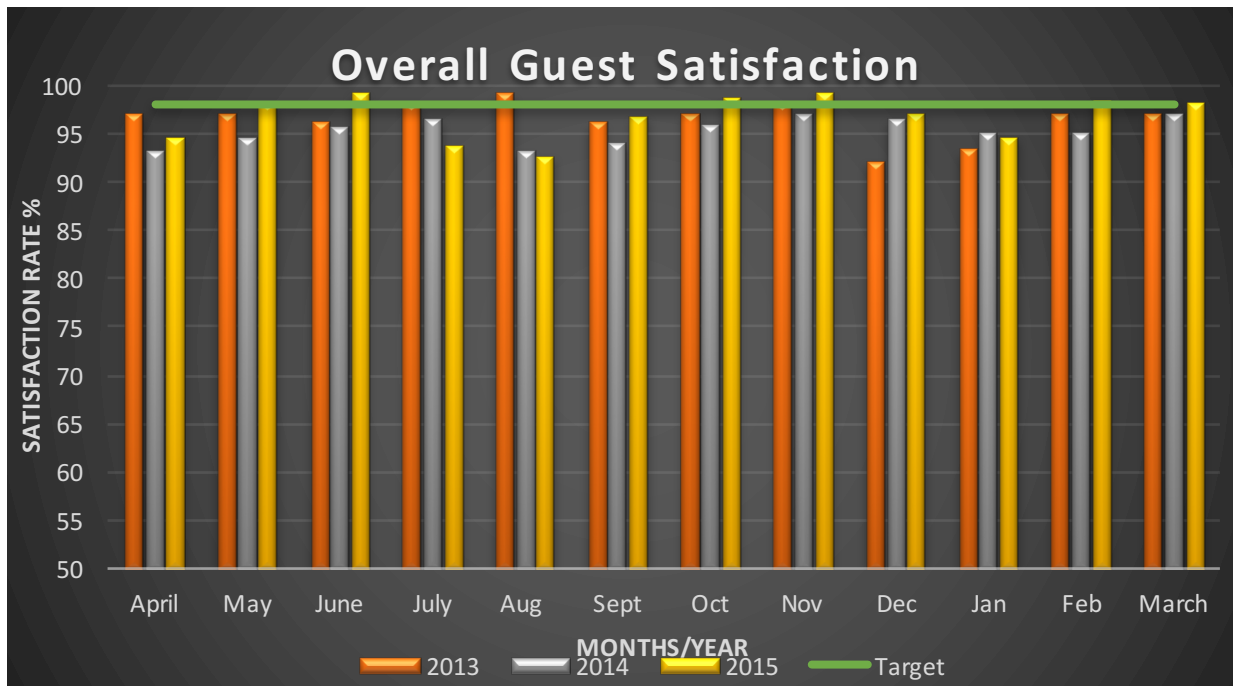
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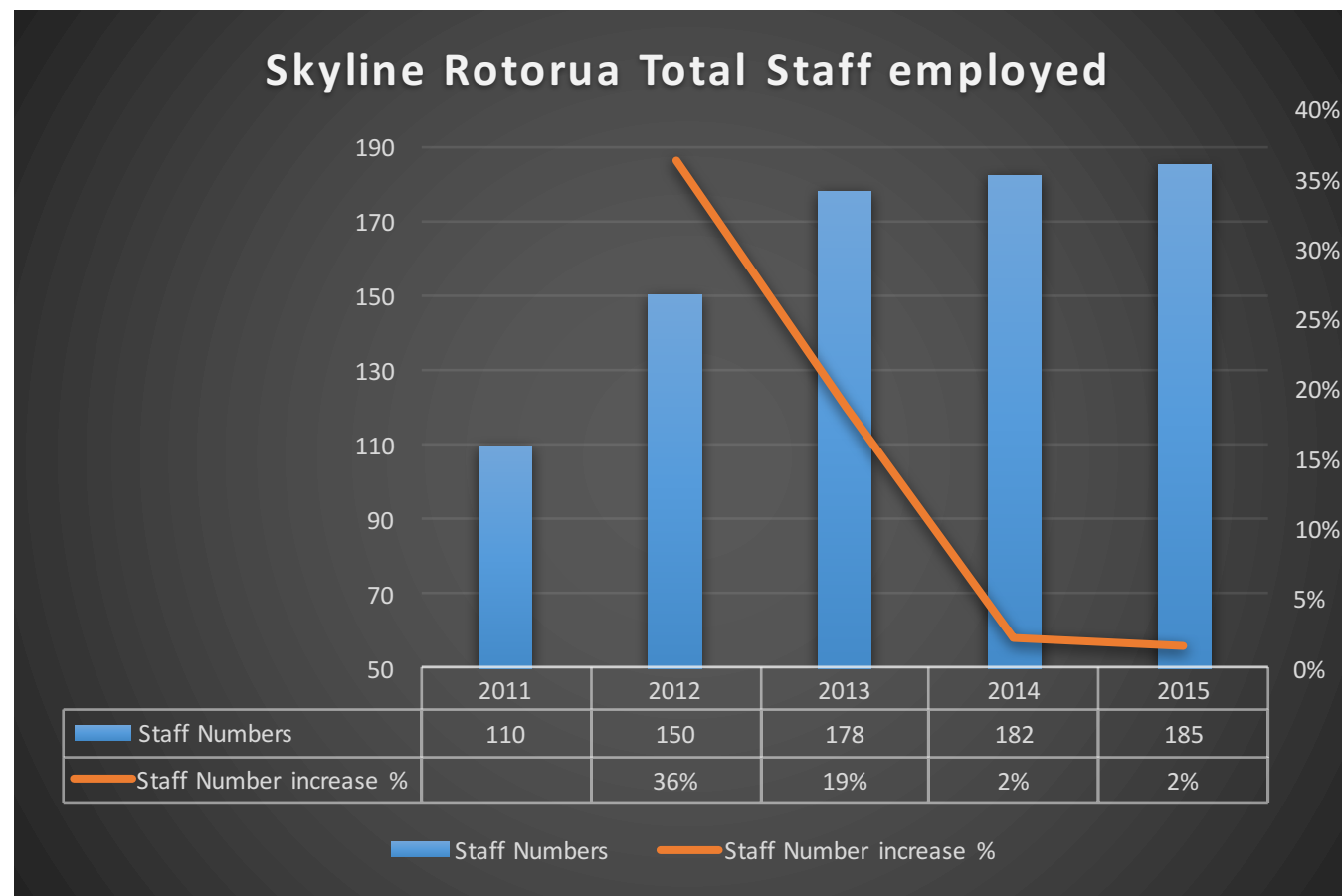


Outcomes YE 31 March 2016

- Revenue up 70% in 4 years
- EBIT up 85%

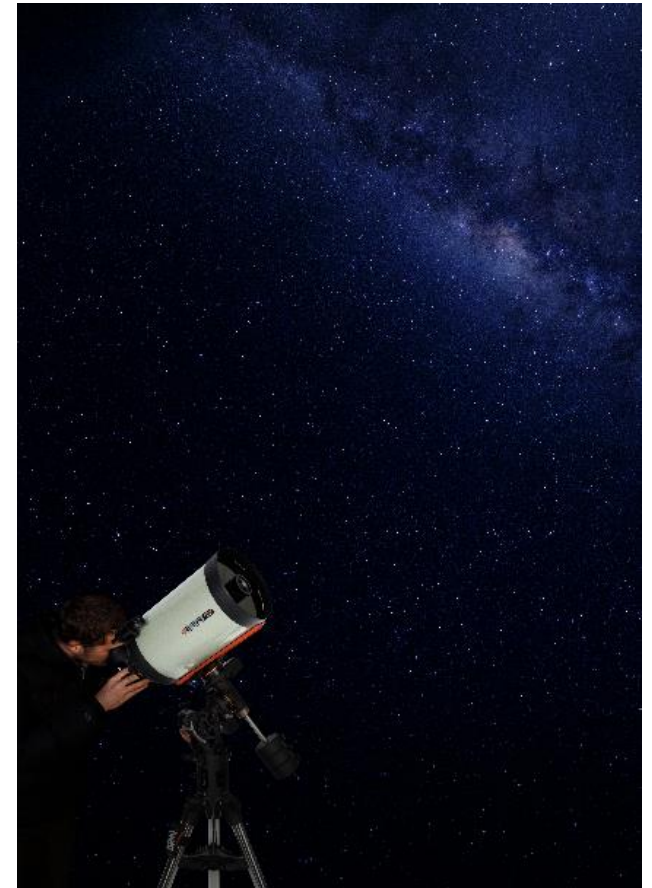
(from April 2012 to YE March 2016)





Recent development

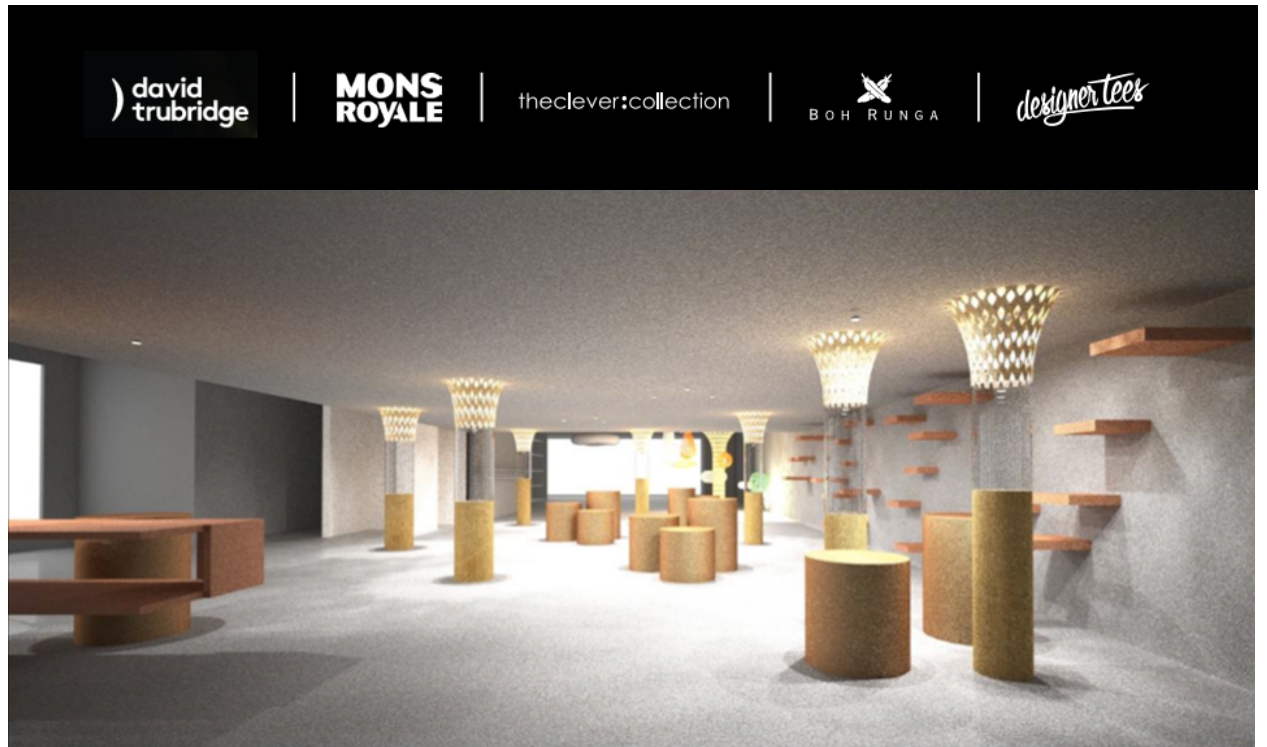
skyline
STARGAZING
guided astronomy tour



What's next?



is
INZPIRED
the store.



The big tip: The Golden 1% to EBIT

Price x Volume = Sales

- Direct Costs

- Expenses

= EBIT

(Earnings before interest and tax)

Price ↑ 1%

Volume ↑ 1%

COGS ↓ 1%

Expenses ↓ 1%

= EBIT ↑ 29%



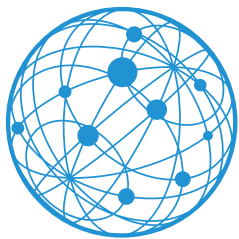
The big tip: The Golden 1% to EBIT

Example of a 25 room motel with \$100 average rate and 55% occupancy in Year 1

Average Room Rate	\$ 100.00	\$ 101.00	1.0%
Total Rooms sold per annum	5,000	5,050	1.0%
Total Sales Revenue	\$ 500,000	\$ 510,050	2.0%
Direct Costs	\$ 400,000	\$ 396,000	-1.0%
Gross Profit	\$ 100,000	\$ 114,050	14.1%
Expenses	\$ 50,000	\$ 49,500	-1.0%
EBIT	\$ 50,000	\$ 64,550	29.1%



Have fun !



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