



# KENYA AIRPORTS AUTHORITY COMMUNICATION POLICY (Version II)

*[This Communications Policy Document is aimed at achieving communication excellence within the organization and to ensure that the organization manages communication on the same principles and policies.]*

**Corporate Affairs and Communications Section  
September 2016**



## CONTENTS

Item	Page
1 Introduction .....	3
2 Goals .....	3
2.1 Main goals for external communications: .....	3
2.2 Main goals for internal communications: .....	4
3 Division of responsibilities .....	4
3.1 Responsibilities for external communication .....	4
3.2 Responsibilities for internal communication .....	5
4 Restrictions and confidentiality .....	6
5 Coordination .....	7
6 Policy Updates .....	8
7 Crisis communication .....	8
8 Distribution, confirmation and implementation of this document .....	8
Appendix 1 Internal communication .....	8
Appendix 2 External communication .....	10
1. Investor Relations .....	10
2. Media relations .....	11
3. Internet & Social media .....	13
4. Guidelines for sponsorship activities .....	14
Appendix 3 Corporate website .....	14



## **1 INTRODUCTION**

Communication plays a critical role within Kenya Airports Authority. As a government agency Kenya Airports Authority must comply with relevant legislation, regulations and standards concerning aviation and financial reporting.

Kenya Airports Authority Communication Policy is an important aspect of our continual efforts to build up global trust in the corporate brand. It has been adopted by Kenya Airports Authority Board of Directors to provide guidelines for how communication should be conducted to ensure that it is in accordance with the organizations interests. In today's global information society, however, requirements and standards are constantly changing, and accordingly, Kenya Airports Authority Communication Policy will be scrutinized and revised on an ongoing basis.

The Communication Policy provides guidelines for how Kenya Airports Authority's managers should act in their daily communications with employees and external stakeholders. The policy primarily covers objectives, division of responsibilities and general guidelines for communicating with various target groups. It also provides guidelines with regard to who can act as a spokesperson for the organization and addresses the rights of employees to state their opinions. Detailed guidelines for communications are provided in the appendices.

## **2 GOALS**

The main purpose of Kenya Airports Authority Communication Policy is to establish guidelines for presenting the organization to current and potential stakeholders, both internally and externally. Furthermore, the policy is aimed at increasing the level of understanding among all employees as to how Kenya Airports Authority communicates with its stakeholders.

### **2.1 Main goals for external communications:**

- Support the business concept and strategies
- Strengthen confidence in the Kenya Airports Authority brand and its sub brands, its employees, management, and services
- Share information with regard to developments within the organization



- Meet expectations concerning Kenya Airports Authority's compliance with legislation, regulations and standards relating to communication activities
- Support a correct evaluation of the Kenya Airports Authority brand and facilitate the raising of capital by giving as accurate a picture as possible of the organizations financial position
- Manage the image of Kenya Airports Authority, its services, and activities
- Facilitate recruitment of employees

## **2.2 Main goals for internal communications:**

Make sure that the organizations goals, policies and guidelines are communicated

- Strive to give employees the information they need, when they need it, in order to increase understanding and commitment, build motivation, and support the organizations strategies
- Communicate with employees about decisions and events that affect them before (if possible) and never later than when information is communicated externally
- Contribute to Kenya Airports Authority's business objectives
- Increase each employee's knowledge about Kenya Airports Authority and its development
- Enhance employee's knowledge of Kenya Airports Authority's business objectives, strategies and values
- Provide clear and current information to employees on the organizations policies and information vital to the organization with regard to corporate branding (Corporate Identity)
- Internally disseminate success stories and good business solutions throughout the organization, in order to spread creativity and encourage inter-departmental synergy

## **3 DIVISIONS OF RESPONSIBILITIES**

### **3.1 Responsibilities for external communication**

The Managing Director is ultimately responsible for ensuring that Kenya Airports Authority's communications are in compliance with the Communication Policy. The Managing Director (MD) has delegated strategic



responsibility for communication matters to the Manager Corporate Communication who reports to the MD. Communication with regard to litigation, contracts and compensation are the responsibility of the Chief Legal Officer.

### **3.1.1 Spokespersons**

In order for Kenya Airports Authority's communications to live up to the organizations policies and goals, it is essential that the organizations spokespersons are those individuals with the best expertise and overview. Only designated spokespersons are permitted to issue statements on behalf of Kenya Airports Authority. These persons must have access to relevant information about the organizations position and performance and about their particular areas of expertise. They must also be fully familiar with the ICAO and IATA rules and standards concerning circulation of aviation information. Kenya Airports Authority will react to information leaks and rumors only if these could seriously damage the organization. Otherwise, the standard reply is: **"We do not comment on rumors."**

**The Chairman of the Board** may issue statements on pertinent issues arising from the Board's responsibility as government representatives, strategies, nominations, appointments, compensation, and corporate governance of the organization. Other Board members are not permitted to make statements without prior consultation and with the approval from the Board Chairman.

**The MD** is the principal spokesperson for Kenya Airports Authority on organization-wide matters, including but not limited to the organizations financial position, business strategies, market assessments and future developments.

After the MD, **the Manager Corporate Affairs and Communications** serves as the organizations main spokesperson to the media and the general public and selects suitable individuals to respond to specific questions from the media and the public.

**Other employees** are not permitted to make statements on behalf of the Authority.

## **3.2 Responsibilities for internal communication**

### **3.2.1 Corporate responsibilities**



Corporate Affairs and Communication has operational responsibility for internal communications.

All relevant and current corporate information is disseminated via email, such as policies, internal news, aviation related news, organizational changes, vacancies, articles, financial information, links to important business tools, etc. The importance of this communication channel is such, that it should be considered as the main source of corporate information to Kenya Airports Authority's employees. Corporate Affairs and Communication has the responsibility to develop internal communications structures that ensure that the organization reaches all employees as quickly as possible via the most efficient communications channels. The organizations corporate language is English. Consequently, internal communication should be produced in English.

The Marketing and Business Development Department is responsible for developing and maintaining, the guidelines for Kenya Airports Authority's Corporate Image and Identity within all our brands. All heads of department and Airport Managers (HOD's and AM's) are responsible for ensuring that the areas for which they are responsible follow these guidelines, and for consulting with the Marketing and Business Development department in this regard.

### *3.2.2 Departments and Airports responsibilities*

The departments and airport administration are responsible for:

Ensuring access for employees to the corporate information published through email, within the respective sections that fall under them. Working with Corporate Affairs and Communications to facilitate internal communication flows and to communicate in line with the overall organizational strategies.

Ensuring that information material produced locally – such as newsletters, other publications and websites – conforms to Kenya Airports Authority's guidelines as well as to legislation, regulations and standards. Internal information published under the responsibility of the Airport manager intended for corporate distribution must be coordinated with Corporate Affairs and Communications see above 3.2.1

### *3.2.3 Employee responsibilities*

Employees within Kenya Airports Authority's have an important responsibility to communicate in a professional manner.

## **4 RESTRICTIONS AND CONFIDENTIALITY**



**EMPLOYEES SHOULD NOTE THAT THEY HAVE A COMMUNICATION RESPONSIBILITY – TO TAKE IN INFORMATION THAT IS COMMUNICATED, TO SHARE INFORMATION AS APPROPRIATE, AND TO UPHOLD ORGANIZATION CONFIDENTIALITY AS PER THE KAA CODE OF CONDUCT**

Internal and external communications are subject to various restrictions resulting from legislation, regulations, standards and agreements relating to customers and terms of employment as well as business considerations.

The Kenya Airports Authority's corporate culture is characterized by open and trusting communication at all levels of the organization and between all groups of employees. This helps employees to become more involved in and committed to the organizations development. However, employees are bound by professional confidentiality with regard to all information that is for internal use, relates to customers and their competition, Kenya Airports Authority's competitors, or could potentially influence a procurement process. In the event of uncertainty regarding confidentiality issues, employees must contact their immediate superior, Corporate Affairs and Communication, or the Corporate Legal department.

In conjunction with customer negotiations about future projects or partnerships, union negotiations, employee remuneration and internal operations, or other transactions that could potentially affect the corporate image, only those who absolutely need to be involved in the matter should be informed. Special rules apply for such situations.

Intimate details of staff movement should never be disclosed to external parties. When an external party asks to speak to an employee at Kenya Airports Authority's who is not available, the details to a person's destination or business should never be disclosed. The correct response should be

- They are out of office
- On leave
- In a meeting, or
- Away on official duties

## **5 COORDINATION**



In order for the Managing Director as well as the Manager Corporate Affairs and Communications to be able to act with authority as spokespersons for external and internal communications, it is essential that these individuals are kept informed about pertinent activities in all parts of the organization, and about questions originating from external stakeholders. This procedure helps to ensure high-quality communication and identifies where in the organization the ultimate responsibility for information lies.

Senior management and other managers are informed about the Authority's and industry news and about articles and features in external media through reports from Corporate Affairs and Communication. Coordination is primarily the responsibility of the head of Corporate Affairs and Communications and which also entails responsibility for establishing and maintaining continual, organized contacts and information flows throughout the entire organization.

## **6 POLICY UPDATES**

The Manager Corporate Communications is responsible, in consultation with other members of Senior management, for ensuring that Kenya Airports Authority's Communications Policy is developed, updated, distributed and complied with.

## **7 CRISIS COMMUNICATION**

A crisis is a situation in which events beyond Kenya Airports Authority's control threaten to damage the Kenya Airports Authority's relations with its shareholders, customers and employees, or its reputation, financial position or other vital interests.

A Crisis Management Team has been identified to handle crises, and all airports and departments briefed and trained on the procedures. Corporate Affairs and Communications is responsible for managing all internal and external communication during a crisis situation that could adversely affect the organization. For further details, see the Kenya Airports Authority's Emergency Manual.

## **8 DISTRIBUTIONS, CONFIRMATION AND IMPLEMENTATION OF THIS DOCUMENT**

### **APPENDIX 1 INTERNAL COMMUNICATION**

#### **Purpose**



The purpose of Kenya Airports Authority's internal communication is to contribute to the organizations business objectives. It shall provide open and explanatory information aimed at informing employees of Kenya Airports Authority's development, enhancing their knowledge of values, business objectives and strategies in order to strengthen their commitment, motivation, loyalty and sense of responsibility. Another important aim is to facilitate the recruitment of new employees by enabling Kenya Airports Authority's employees to act as effective "ambassadors" for the Organization.

### **Target groups**

All employees, including senior managers and airport managers

### **Principles**

Internal communication at Kenya Airports Authority's shall contribute to the organizations business objectives. To this end, internal communication shall:

- maintain a high quality
- maintain continuity
- utilize benchmarking – in other words, point to successful methods that can provide inspiration and examples of excellence in the organization's various operations .

Encourage two way dialogue at all levels and develop possibilities for employees to give feedback and to be part of an open, inclusive communications climate.

### **Responsibility**

The Heads of departments and Airport Managers (HOD's or AM's), bear the primary responsibility for creating an open communication culture that conforms to Kenya Airports Authority's core values and Code of Conduct and has the necessary organization and resources for distributing relevant information to employees. Corporate Affairs and Communication is responsible for coordinating internal information.

### **Channels**

In addition to daily contact between managers and employees, the main channels for distributing internal information are:

The main and foremost information channel is outlook, containing current and continuously updated company information, external and internal news, articles and policies, among other items.



Intranet is constantly updated with company information, external and internal news about KAA and aviation activities, articles and policies, among other items.

In person communication, such as group meetings, which are a very efficient communications channel, are encouraged. Departments, Airports, airstrips and sections are expected to have at a minimum monthly meeting as a medium for disseminating information and accessing performance.

Newsletters, periodical magazines, corporate handbooks, fliers information brochures and other IEC materials to ensure cascading of information concerning Kenya Airports Authority's decisions, performance and events.

The corporate website also contains important information with regard to the news, policies, management structure, corporate social responsibility and operations of the organization

## **APPENDIX 2 EXTERNAL COMMUNICATION**

As an over-riding principle, no employees in the organization should communicate externally about KAA's prospects, performance and policies, or disclose unpublished revenue sensitive information. As a further overriding principle, all disclosure in reports and documents that KAA publicly releases and/or files or submits to appropriate authorities must be full, fair, accurate, timely and understandable. The Chairman of the Board, the Managing Director & the Manager Corporate Communications are the custodians of external communication.

### **1. Investor Relations**

#### **Purpose**

To keep the local and international public continuously informed about Kenya Airports Authority's position, operations and development. The information provided by Kenya Airports Authority's Marketing and Business Development department also serves to broaden knowledge of and interest in the organization and thereby enhance investment interest, reduce risk from information deficits, and facilitate the development of public private partnerships.

#### **Target groups**

Target groups are current and potential investors, financiers, airport operators and business journalists.

#### **Principles**



The information disclosed by Kenya Airports Authority's concerning its financial position and development shall meet the following principles:

*Reliability* - All information shall be factual and correct, and must not be misleading in any way

*Speed* - All information shall be issued as quickly as possible, so that Kenya Airports Authority's always retains the initiative to issue first-hand news

*Simultaneity* - All information to interested investors shall be conveyed to all target groups simultaneously

*Long-term, consistent and proactive* - Kenya Airports Authority's shall always give correct and pertinent information to the public in order, as far as possible, to avoid surprises that could reduce trust in Kenya Airports Authority's and have a negative impact on the Authority's public relations. Information must be fact-based and not speculative. Accordingly, Kenya Airports Authority's shall not comment on rumors and speculation, unless there are serious negative effects of not commenting

### **Communication with the Stakeholder Community**

The Marketing and Business development department is responsible for KAA's dissemination of information to Airport Stakeholders. Other than the, CEO, no other KAA personnel may speak to the Stakeholder community on behalf of KAA without prior approval by the Managing Director

Kenya Airports Authority's encourages group meetings and one-to-one meetings with both local and international investors, and uses international forums to enhance such engagements. Kenya Airports Authority's will hold stakeholders sessions on a continuous basis to create a better understanding of Kenya Airports Authority and assist these airport stakeholders in making an accurate analysis of the organization and its operations.

## **2. Media relations**

### **Purpose**

As the distributors of and commentators on of all general information issued by Kenya Airports Authority's, the media constitute the single most important external target group. Since the media are among the most important sources of information about the Authority for airport stakeholders , employees and the rest of the world, it is essential that information provided to the media by Kenya Airports Authority creates awareness about the organization and its operations in



such a manner that the media convey an objective, pertinent and accurate picture of Kenya Airports Authority.

### **Target groups**

Journalists in the press, radio, television and online media.

### **Principles**

Representatives of Kenya Airports Authority's must be familiar with and respect the media's working conditions and integrity. Kenya Airports Authority's media relations shall be characterized by openness, objectivity, speed, clarity, a long-term approach, continuity and high ethical standards. To be of value to the organization, relations with the media must be long-term and based on mutual relationships. Due to competition and the thirst for news within the media, articles and radio and television features are sometimes based on rumors and incomplete information. Consequently, all contacts with the media must respect the restrictions that apply to employees of Kenya Airports Authority. The basic rule is that all important information must be released simultaneously and with equivalent content to all media houses.

### **Communication with the Media**

It is the authority's policy to manage its relations with the media in an open and pragmatic way. The authority will be responsive to the legitimate interests of the media. It will also be proactive in disseminating information about the authority, its policies and services when it is judged to be in the best interests of the business by the management.

### **Media Calls**

All requests from the media should be recorded accurately and passed on immediately to Corporate Communications or Airport Manager. This includes formal requests for interviews as well as enquiries, and includes all media – TV/Radio, newspapers, magazines, local/national and international media and internet sites. Communications Manager respond on KAA's behalf.

**Spokespersons – Chairman, Managing Director or Corporate Communications Manager**



### **Spokespersons – Designated Employees**

Corporate communications staff may designate individuals other than those with communications responsibilities to serve as company spokespersons on an *ad hoc* basis. No employee should talk with the media without the approval and advice of Managing Directors office. The Communications office will provide the necessary preparation and materials as well as attend the subsequent interviews. Designated spokespersons may only speak on behalf of the company on issues directly related to their specific area of expertise, and may not address reporter inquiries related to other topics or issues, as even the release of accurate information, provided at the wrong time, could put the authority's reputation at risk.

### **Personal Representation in the Media**

It is recognized that from time-to-time, employees may be approached by the media on topics related to their personal interests or non-work related activities. Employees may participate in such interviews. However, in order to avoid any confusion about whether an employee is speaking on their own behalf or on behalf of KAA, employees may not reference KAA or their role with the company, unless they have obtained prior approval to do so from MD's office.

### **3. Internet Communications & social media**

Employees are forbidden from making any public posting of confidential or proprietary information related to any aspect of KAA's business on the Internet. Employees should not reveal information about the company and its activities in any internet-based forum including (but not restricted to) chat rooms, bulletin boards, blogs, twitter wikis, etc. Business-related internet-based tools may be operated by KAA and controlled by corporate communications office.

"Be prudent and use common sense." Remember everything you contribute online stays forever and that everything you do, often on a personal basis, reflects on Kenya Airports Authority as an organization. Any communication that is deemed to be inappropriate or/and Illegal will be handled as per the Human Resource Manual.

### **Responsibility**

The head of Corporate Affairs and Communication has overall responsibility for all media contacts.



## **Channels**

The Corporate website, Social Media, Annual Report, Interim Reports, Press Releases, Presentation Materials, Conference calls, and individual contacts with journalists.

### **3. Guidelines for sponsorship activities**

Proposals concerning Kenya Airports Authority nation- wide sponsorship activities must be approved as per the by the Corporate Social Responsibility Policy. Proposals shall be evaluated based on legality, image building potential and social responsibility value to the public's living around our airports.

### **4. Community Relations**

To increase people's knowledge about Kenya Airports Authority and its operations, focusing on the organization's role as a responsible aviation company in the local communities where our airports are located, with the aim of strengthening people's confidence in Kenya Airports Authority and its brands. Corporate Communications section is responsible for developing and implementing community outreach programs including social & community awareness incentives. These programs will promote the organization's image in a positive and community-oriented way.


## **APPENDIX 3 CORPORATE WEBSITE**

There shall be only one Kenya Airports Authority website:

<https://kaa.go.ke>. as a principal source of information about the organization, the website plays a strategic role in the Authority's communication program. The Kenya Airports Authority website should be a high-quality central medium serving both internal and external visitors.

It is Kenya Airports Authority's aim that all important information should be published on the website with the minimum possible delay. The Corporate website shall be systematic in its structure, easy to navigate in and set up in such a way that different stakeholder groups can easily find the information they are seeking.



	<b>Aerodrome Emergency Plan</b> <b>Controlled Document</b> <b>Version 01</b>	<b>Document Reference:</b> <b>JKIA/AEP /2021</b>
---	--	---

### 2.7.3 Divisions of EOC

2.7.3.1 The EOC comprise of facilities or rooms for the following teams, which may be required in the event of an emergency:

- a) Decision Making Room for the Decision Making Team.
- b) Crisis Management Room for the Crisis Management Team.
- c) Communications Room for preparation of Press Releases.

### 2.7.4 DECISION MAKING TEAM (DMT)

2.7.4.1 The Decision Making Team, is the top organ in the management of airport emergencies and is responsible for:

- (a) Overall co-ordination and general direction of response to an emergency.
- (b) Making high level decisions and directing official communication.
- (c) Providing guidance to the Crisis Management Team as necessary.
- (d) Providing support to the Crisis Management Team when requested.
- (e) Liaising with external agencies for additional resources that may be required

#### 2.7.4.2 Composition:

- a) Managing Director/ CEO, KAA
- b) Director General – KCAA
- c) General Manager Operations & Safety, KAA
- d) General Manager Security Services KAA
- e) General Manager Finance, KAA
- f) General Manager Engineering and Project Management, KAA
- g) General Manager Procurement and Logistics, KAA
- h) Director Air Navigation Services (DANS)
- i) Formation Criminal Investigation Officer (FCIO)
- j) Commandant KAPU

Second Edition	Revision 00	Effective: September, 2021	2-3
----------------	-------------	-------------------------------	-----



 <b>KAA</b> JKIA • NAIROBI	<b>Aerodrome Emergency Plan</b> <b>Controlled Document</b> Version 01	<b>Document Reference:</b> <b>JKIA/AEP /2021</b>
---	---	---

- k) Head of Frontier Control
- l) Deputy Commissioner Customs- Nairobi Region
- m) Port Public Health Officer (PPHO)
- n) Director of Immigration Services( DIS)
- o) Manager Corporate Communication, KAA
- p) Chairperson Airport Operators Committee (AOC)
- q) Kenya Airways Chief Operations Officer (COO)
- r) Director National Disaster Operations Centre

2.7.4.3 Depending on the magnitude of the crisis, the following may be called to join the DMT:

- a) Principal Secretary or Representative – Ministry of Transport, Infrastructure, Housing and Urban Development.
- b) Principal Secretary or Representative – Office of the President-Interior and coordination of National Government.
- c) Principal Secretary or Representative – Office of the President (Defence).
- d) Principal Secretary or Representative – Ministry of Foreign Affairs and International Co-operation.
- e) Chief of General Staff or Representative.
- f) Attorney General or Representative
- g) Inspector General of Kenya Police Service (IG)

## 2.7.5 CRISIS MANAGEMENT TEAM (CMT)

2.7.5.1 The Crisis Management Team which is the operational organ leading continuation or resumption of operations during and after airport emergencies shall be responsible for:

- (a) Providing logistical support and guidance to the On Scene Commander
- (b) Reporting and updating the Decision Making Team (DMT).
- (c) Coordinating business continuity with Decision Making Team.

Second Edition	Revision 00	Effective: September, 2021	2-4
----------------	-------------	-------------------------------	-----





- (c) Engage in hostage takers in systematic and prolonged negotiations to enable airport/government to re-group and organize for strategic armed intervention in the event the talks collapse or at an opportune time to subdue the hostage takers.
- (d) Advise the Crisis Management Team on progress of negotiations and options available to ending the crisis.

## 2.7.7 COMMUNICATIONS TEAM

2.7.7.1 Media Centre shall be designated at **VIP3**.

2.7.7.2 In the event that the prevailing circumstances require evacuation of VIP3, an alternate Media Centre shall be set up at an alternative location.

2.7.7.3 The communication team shall be responsible for:

- (a) Liaising with the Decision Making Team to issue communique'
- (b) Preparing briefs for dissemination to airport agencies and stakeholders
- (c) Preparing Press/Media Releases and other Reports for the Decision Making Team's approval and release to the Media houses.
- (d) Organizing initial and schedule subsequent Press Conferences for the Decision Making Team.
- (e) Controlling and coordinating the operations and functioning of the Media Briefing Room.
- (f) Monitoring and securing press releases both print and electronic.

### 2.7.7.4 Composition

- (a) Manager Corporate Affairs KAA – Chair,
- (b) Social Media Officer – KAA,
- (c) Legal Officer – KAA,
- (d) Corporate Communications - KCAA,
- (e) Protocol Officer, JKIA (Ministry of Foreign Affairs)





2.8.3.5.1 On arrival at the accident scene, assist the medical coordinator with establishment of Ambulances Transport Operation Base.

2.8.3.5.2 Deliver any medical tools and supplies to the Triage and liaise with Medical Tactical Commander for briefs, debriefs, directions and logistical support for ambulances services.

2.8.3.5.3 Prepare, maintain and submit to the Medical Coordinator the number of casualties dispatched to hospital and which hospital in liaison with the Medical Coordinator.

2.8.3.5.4 Co-ordinate, command and control all ambulance service teams at the scene of the accident.

### 2.8.3.6 Airline Technical Representative

2.8.3.6.1 On arrival at the accident scene, report to the On-Scene Commander and remain on standby for authorization to open all aircraft compartments to facilitate firefighting and rescue operations.

2.8.3.6.2 Manage, direct and control accompanying aircraft technical experts.

## 2.9 MEDIA RELATIONS (AIRPORT PRESS/MEDIA PLAN)

### 2.9.1 General Requirements

2.9.1.1 The airport management recognizes the importance of the flow and dissemination of information, and will endeavour to maintain cordial relations and sharing of information with the media and other interested parties.

2.9.1.2 The Decision Making Team may however, filter and control the flow and circulation of airport emergency information to safeguard certain aviation operational interest which may jeopardize the state's international and national obligations.

2.9.1.3 The Decision Making Team shall endeavour to adhere to requirements of the Kenya Civil Aviation (Security) Regulations, relating to control and access of information and may direct such information including the screening of media personnel.

### 2.9.2 Emergency Information Dissemination

2.9.2.1 Release of information about or updates of on-going emergency operations is entirely the responsibility of the Decision Making Team, in consultation with affected aircraft operator.

2.9.2.2 Members of staff or any person involved in the response and rescue operations, including the On-Scene Commander are not permitted to issue any information to the media.

2.9.2.3 All information available at the scene or on scene updates shall be channelled to the On-Scene Commander, who shall relay the same to the EOC Decision Making Team. The Decision Making Team shall review and in coordination with Communication Team, prepare a media releases or conferences as appropriate.





### 2.9.3 Airport Media Centre

2.9.3.1 In the event of an emergency, **VIP3** shall be activated Corporate Communications Manager under direction of the Decision Making Team and be designated as the **Media Briefing Centre**.

2.9.3.2 On arrival at the airport, Media personnel shall be directed or escorted to the briefing room (if the airport has been cordoned off), where they shall be issued pre-prepared briefs about the emergency and any other necessary briefs and assistance they may require to facilitate their work of reporting.

### 2.9.4 Access to the Accident Scene

2.9.4.1 When allowed by the EOC to visit the scene, the media shall be identified via the Media House Badge, issued with a KAA Security Pass, and escorted by KAA Security and KAPU through the designated access point to the scene of the accident. The On Scene-Commander shall brief the media at the site of recovery progress.

2.9.4.2 The On scene Commander shall assign a KAPU officer to control/co-ordinate media activities at the scene to avoid disrupting or interfering with rescue operations.

2.9.4.3 To obtain access rights, Media Vehicles must have the Media House's Logo displayed conspicuously on the vehicle and shall remain in the area identified until escorted back to the landside via a designated access point.

### 2.9.5 Media Helicopter (aircraft) Operations/Drones operations

2.9.5.1 Media helicopter operations shall be restricted onto the scene of accident, and shall only carry out such operations after having been authorised to do so by the National Disaster Operations Centre and the Decision Making Team.

2.9.5.2 When authorised to do so, any fly-over or landing near the scene of accident shall be directed by Duty ATCO in close coordination Ground Flight Safety and On-Scene Commander.

## 2.10 AERODROME EMERGENCY EXERCISE

### 2.10.1 Objectives of Emergency Exercise / Drills

2.10.1.1 The purpose of emergency exercises is to ensure the adequacy of the following:

- (a) Response of all personnel involved
- (b) Emergency plans and procedures
- (c) Emergency equipment and communication



 <b>KAA</b> JKIA • NAIROBI	<b>Aerodrome Emergency Plan</b> <b>Controlled Document</b> Version 01	<b>Document Reference:</b> <b>JKIA/AEP /2021</b>
---	---	---

### 3.22 ACTION BY DUTY IMMIGRATION OFFICER

- 3.22.1 On receipt of aircraft accident call from the Duty Customer Services Officer, the Duty Immigration Officer shall activate the internal alerting process including information to all immigration staff on duty.
- 3.22.2 Obtain and verify accuracy of the copy of the crew list (General Declaration) and passenger manifest of the aircraft involved in the accident from the Aircraft Operator/Representative.
- 3.22.3 Deploy suitable numbers of immigration officers to Terminal I and/or accident site
- 3.22.4 Commence immigration clearance of all victims present at the designated clearance point (SRC).
- 3.22.5 Liaise with Police and Aircraft Operator/GHA representatives at EOC to facilitate Immigration clearance for hospitalized victims.
- 3.22.6 Use Immigration Records (if available) to provide to the Police and EOC additional personal details of those on board the accident flight.
- 3.22.7 Ensure a completed copy of the Passenger Record Card for each victim present is provided to Immigration staff present. In the absence of travel documents, these completed forms should be accepted in lieu – for the purpose of landing / re-entering the victims into Kenya.
- 3.22.8 Consult with the Incident Commander for any assistance.
- 3.22.9 Open and maintain a written log of events associated with the accident.

### 3.23 ACTION BY MANAGER CORPORATE AFFAIRS - KAA

- 3.23.1 On receipt of information about aircraft accident from the PABX, Airport Manager, Manager Operations or any other source, the Manager Corporate Affairs shall obtain a clear brief about:
  - a) Location of accident.
  - b) Type of aircraft involved (Passenger or Cargo).
  - c) Origin/destination.
  - d) Souls on Board (if available).
  - e) Response agencies on ground or on the way.
  - f) Any other necessary information.
- 3.23.2 Alert the Managing Director and KAA senior Management Team at head office.

Second Edition	Revision 000	Effective: September, 2021	3-18
----------------	--------------	-------------------------------	------






- 3.23.3 Liaise with the Airport Manager and other relevant agencies for detailed briefs to facilitate preparation and release (when directed so by the Decision Making Team – EOC or Managing Director KAA) of the initial Press/Media Statement about the accident.
- 3.23.4 Report to the EOC, Communication Room, establish contact with the Decision Making Team (DMT)
- 3.23.5 Implement Media Briefing plan by preparing, managing and disseminating (once approved by the Decision Making Team EOC) any information related to any emergency.
- 3.23.6 Jointly with aircraft operator or representative, formulate and implement a crisis information management plan and information flow strategies.
- 3.23.7 Set up, man and operate the Emergency Information Centre to deal with enquiries from the Media as per plan and strategy.
- 3.23.8 Advise the EOC and Overall Commander on requests from the Media to visit the accident location.
- 3.23.9 Brief those presenting or reading statements at press conferences on 'how to handle the Media' especially when responding to Media questions.
- 3.23.10 Ensure appropriate Web Sites are used to best advantage in support of the crisis in particular, as well as a method of providing information to the Public and the Media.
- 3.23.11 In conjunction with the aircraft operator/representative, offer to supply suitable Media response personnel in support of accident victims and their friends and relatives, in their dealings with the Media, when such support is requested.
- 3.23.12 Open and maintain a written log of events associate with the accident.

### 3.24 ACTION BY COMMUNICATIONS TEAM

- 3.24.1 The communication team shall be responsible for:
- Liaising with the Decision Making Team to issue communique'
  - Preparing briefs for dissemination to airport agencies and stakeholders
  - Preparing Press/Media Releases and other Reports for the Decision Making Team's approval and release to the Media houses.
  - Organizing initial and schedule subsequent Press Conferences for the Decision Making Team.



 <b>KAA JKIA • NAIROBI</b>	<b>Aerodrome Emergency Plan</b> <b>Controlled Document</b> <b>Version 01</b>	<b>Document Reference:</b> <b>JKIA/AEP /2021</b>
---	--	---

- e) Controlling and coordinating the operations and functioning of the Media Briefing Room.
- f) Monitoring and securing press releases both print and electronic.
- g) Media Centre will be VIP3.
- h) In the event that the circumstances force evacuation of VIP3, an alternate Media Centre will be set up at another location.

### **3.25 DUTY OFFICER OPERATIONS COMMAND – DEPARTMENT OF DEFENCE (DOD)**

- 3.25.1 On receipt of aircraft accident information from the PABX, Police HQs or any other source, the Duty Officer Ops Command DOD, shall upon reconfirmation immediately notify;
- a) Chief of Operations/Senior Duty Officer DOD.
  - b) Duty Officer, Kenya Air Force Operations.
  - c) Duty Officer, Embakasi Garrison.
  - d) Duty Officer, 50 A.C.B. Embakasi Garrison.
  - e) Duty Officer Armed Forces Memorial Hospital.
  - f) Duty Officer, Kenya Army Operations Centre
- 3.25.2 Relay final decisions from DOD to the affected formations advising them to commit their resources to the emergency.
- 3.25.3 Deploy identified resources.
- 3.25.4 Commence and maintain a written log of events associated with the accident.

### **3.26 DUTY METEOROLOGICAL SERVICES OFFICER**

- 3.26.1 When contacted by the Duty ATC, the Duty Meteorological Services Officer shall:-
- a) Notify the Officer in Charge, Metrological Services.
  - b) Make special report of the weather prevailing at the time of the accident.
  - c) Submit the weather report to EOC (Crisis Management Team).

### **3.27 DUTY BIRD SCOUTS (JKIA)**

- 3.27.1 On observing an accident involving an aircraft or any incident within the airside likely to jeopardize aircraft operations in the airport, the Bird Scout officer shall immediately alert:
- a) Duty ATCO,
  - b) Duty Fire Officer,
  - c) Duty GFSO on the nature of accident using the VHF radios.
  - d) Manager Wildlife and Birds for information.

Second Edition	Revision 000	Effective: September, 2021	3-20
----------------	--------------	-------------------------------	------





**Kenya Airports Authority**

# KENYA AIRPORTS AUTHORITY CSR POLICY



<b>1. INTRODUCTION.....</b>	<b>2</b>
<b>2. POLICY OBJECTIVES.....</b>	<b>3</b>
2.1 KAA VISION AND VALUES.....	3
2.2 OVERALL OBJECTIVES OF CSR.....	4
2.3 AREAS OF PRIORITY FOCUS.....	4
2.4 OTHER AREAS OF FOCUS.....	5
<b>3. MANAGEMENT AND IMPLEMENTATION OF THE CSR PROGRAMMES.....</b>	<b>5</b>
3.1 CSR MANAGEMENT COMMITTEE .....	5
3.2 CSR AREA OPERATIONAL COMMITTEES .....	6
3.3 CSR PROGRAMME COORDINATION .....	6
<b>4. CSR FUNDING.....</b>	<b>7</b>
<b>5. FUND MONITORING.....</b>	<b>7</b>
<b>6. IMPLEMENTATION.....</b>	<b>7</b>



### 1. INTRODUCTION

Corporate Social Responsibility (CSR) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. CSR is a global practice employed by corporate companies to integrate social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices within the organisation to create wealth and empower the community.

The Kenya Airports Authority (KAA) is committed to collaborating with communities living within the areas of its operation to improve the quality of life through promotion of education, clean water supply, and provision of health facilities and enhancement of good environment.

Towards this, KAA will improve its reputation in the community and operational efficiency, while reducing its risk exposure and encouraging loyalty and innovation. This will position KAA as a good corporate citizen which is an integral part of good business management and as a company of choice by investors, employees, customers, regulators and strategic partners.

KAA will endeavour to create harmonious relations and partnerships with communities living within its areas of operation and other stakeholders for their mutual benefit.

The Authority will focus on the following areas for its CSR.

- (i) Promotion and support of education
- (ii) Protection and enhancement of good environment
- (iii) Provision of clean water and boreholes for needy communities living within the operational areas
- (iv) Conduct business in a responsible and ethical manner (observe health and safety and respect to diverse culture in areas of operation)
- (v) Involve staff in CSR programmes and encourage them to volunteer themselves to serve the disadvantaged communities in the areas of operation.



## 2. POLICY OBJECTIVES

### 2.1 KAA Vision and Values

The Kenya Airports Authority operations are guided by a vision and a mission drawn to align it with the national focus of “The Kenya’s Vision 2030”. The KAA vision is **“To be the Airport System Hub of Choice”** while the mission is **“To facilitate seamless connectivity through provision of efficient and effective Airport facilities and services in an environmentally sustainable manner to exceed stakeholder expectations”**.

The Authority is committed to upholding the following Core Values as the guiding principles for its vision in the medium and long-term;

- (i) Customer focus,
- (ii) Integrity and professionalism,
- (iii) Teamwork,
- (iv) Creativity and innovation,
- (v) Good corporate governance,
- (vi) Environmental sustainability, and
- (vii) Corporate social responsibility

It is appreciated that Kenya Airports Authority operates with a dynamic social and economic environment that greatly influences management decisions and actions on her day to day operations. In this regard, therefore, the Corporate Strategic Plan is dependent on how KAA enhances its internal capabilities, exploits the existing opportunities and manages her weaknesses, while controlling risks to the planned programmes and activities. Environmental management and corporate social responsibility activities are considered as among the functions that KAA should emphasize on to meet the local and international best practices for airports as desired in the vision and mission statements.

The management and reporting of CSR interventions and initiatives is becoming a yardstick for evaluating the overall performance and ability of an organisation. There is a large growing body of evidence linking organizations strong performance addressing social and environmental issues to strong performance in creating long term stakeholder values.



### 2.2 Overall objectives of CSR

- (i) To develop and sustain mutual relationships with communities and collaborate in addressing issues which affect them
- (ii) To demonstrate the Authority's commitment to carry out business as a responsible corporate citizen
- (iii) To enhance support for the Authority's business activities
- (iv) To cultivate more understanding of the Authority's operations, achievements and policies
- (v) To enhance the brand equity – visibility and promote a positive image
- (vi) To bridge the gap between the Authority and its stakeholders
- (vii) Integrate environmental management and conservation in the operation's structures

### 2.3 Areas of priority focus

Most organisations tend to be everything to everyone – meaning, deploying all manner of resources to assuage the needs of all sectors without making real impact. The new CSR aligns the projects earmarked for support with the organisation's core business and neighbouring communities. Any CSR support allocation to a community that is far removed from the primary environment of the organisation is perceived imprudent, while any project that calls on the organisation to acquire new resources or huge spends to realize, is often misplaced. This should be the guiding principle informing KAA's Corporate Social Responsibility policy.

The Authority has offices spread across the country and due to the nature of its operations and to get maximum impact in the society, we will focus on four priority areas as our **core** CSR programme.

- (i) Education
- (ii) Environment
- (iii) Water
- (iv) Culture



### 2.4 Other Areas of Focus

The Kenya Airports Authority will consider and partner with communities in the following areas. However, sustainability of some of these projects and programmes will be critical for the Authority's support.

- (i) Health
- (ii) Sports
- (iii) Art and Culture
- (iv) Safety
- (v) HIV/AIDS
- (vi) Infrastructure
- (vii) Local entrepreneurial development and business incubation

## 3. MANAGEMENT AND IMPLEMENTATION OF THE CSR PROGRAMMES

Kenya Airports Authority Board of Directors, management staff and stakeholders will be personally committed to the CSR agenda but equally, the CSR programme will be business-led, incorporating control measures and initiatives to the extent merited by business risks and opportunities. Senior management will make an authentic, firm and public commitment to CSR efforts, and engage with them. The CSR efforts will be born organically throughout lower levels of the Authority employees. To ensure maximum effectiveness of the programme, CSR activities will be carried out in three levels

### 3.1 CSR Management Committee

The CSR management committee will consist of members appointed by the KAA Managing Director and will be drawn from the Headquarters and the field stations. The team will meet at the corporate headquarters to handle policy matters, project approvals and budget allocation. The Committee will have the overall supervision of the CSR programme.

Key role of the CRS Management Committee

- (i) To define and review the Authority's management of CSR in line with the policy and business strategy.
- (ii) To recommend and approve CSR programmes and activities



- (iii) To monitor and evaluate the impact and suitability of programmes and activities
- (iv) To guide area committee and ensure overall success of the CSR programmes.

### 3.2 CSR Area Operational Committees

The CSR Operational Area Committees will be based in work areas and stations e.g. the airports and airstrips. Key Roles of the CSR Area Operational Committees

- (i) To identify and propose CSR activities in work areas
- (ii) To coordinate implementation of the CSR programmes
- (iii) To act as a liaison point for addressing local community/stakeholders issues
- (iv) To report to the management committee on the progress of the programmes/activities
- (v) Accounting and monitoring of the funds and resource utilization.

For the purposes of CSR programmes, the following will be considered as the key operational areas:

- Head Office: This committee will take care of overall CSR agenda, under the guidance of the Managing Director.
- Coast Region: The committee, to be stationed in Mombasa, will handle the agenda in respect of Moi International Airport, Malindi, Manda, Ukunda and other airstrips in the region.
- Central Region: The central committee, based in Nairobi, will take responsibility for JKIA, WAP, Nanyuki, Embu, Sagana and all airstrips in the region.
- Western Region: The committee will be based in Kisumu and will oversee the agenda for EIA, Kakamega, Busia, Kitale, Kisumu and all airstrips based in the region.

### 3.3 CSR Programme Coordination

The CSR function falls under the Managing Director. The Manager Corporate Affairs will coordinate activities of the CSR programme under the direction of the CSR Management Committee and the Managing Director.



### 4. CSR FUNDING

The CSR programmes and activities will be considered as part of the KAA business and there will be a budget line in the corporate budget. However, the programmes and activities will be presented and approved by the respective committee taking into consideration the Authority's priority areas of support and also the impact the CSR will have in the community. The overall budget for CSR will be determined annually by the main CSR committee in the head office.

### 5. FUND MONITORING

The following procedures will be followed for assessing CSR requests from the communities, partnerships and sponsorships.

- (i) Requests for support will be received by the CSR Areas Operational Committee Chairman. Those which can be handled at area level will be dealt with there. The rest will be sent to the Manager – Corporate Affairs with recommendations for approval by the Managing Director.
- (ii) The Corporate Affairs Manager will evaluate the requests as per the policy guidelines and make recommendations for adoption and approval by the Managing Director.
- (iii) The CSR Committee will approve the CSR projects and pass the recommendations to the Managing Director for ratification.
- (iv) All requests for support shall be informed of the outcome whether successful or otherwise. Staff members are encouraged to give proposals for CSR sponsorships on the attached CSR proposal form.

### 6. IMPLEMENTATION

- (i) All CSR initiatives to originate from all the Authority's facilities (including airports) and be forwarded to the CSR committee, as per the CSR template and in accordance with the annual plan.
- (ii) Annual CSR initiative will be launched as a milestone activity during the first quarter of every year.
- (iii) Ensure engineering project proposals by the Authority include a CSR agenda item and budgetary provision.



- (iv) CSR interventions should secure media attention to deliver sustained visibility of Kenya Airports Authority work with the community throughout the year.
- (v) Produce quarterly or bi-annual communication material – print and TV that is placed in the public media to generate the desired visibility on KAA's work in the community.
- (vi) The Corporate Affairs department in conjunction with Human Resources will set aside a "Make a Difference Day (MADD): Annual Kenya Airports Authority Community Week" where staff from all facilities identify long term projects and carry out community service on the projects. The Authority would provide the staff with the necessary tools to support the chosen interventions e.g. paints, cleaning implements etc.
- (vii) The projects to be funded will be skewed in favour of communities living adjacent to the airports and airstrips and those affected by its activities.

### 7.0 CONCLUSION

Kenya Airports Authority is committed to meeting the aspirations as set out in this policy. In so doing it will adopt similar policies and arrangements which recognise its social, economic and environmental responsibilities so as to demonstrate to its stakeholders through statements and performance that KAA is committed to delivering value to society at large. An all inclusive CSR Strategy has been developed for implementation of this policy.



Appendix 1.

**KENYA AIRPORTS AUTHORITY**  
**CORPORATE SOCIAL RESPONSIBILITY PROPOSAL FORM**

1. Name: \_\_\_\_\_

2. Position \_\_\_\_\_ Date \_\_\_\_\_

3. Department \_\_\_\_\_

\_\_\_\_\_

4. Region/Airport \_\_\_\_\_

\_\_\_\_\_

5. Describe your proposed CSR activity and give reasons for your selection.

\_\_\_\_\_

\_\_\_\_\_

7. How is your proposal aligned to the Authority's CSR policy and guidelines? Explain briefly

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8. What is the estimated cost of the proposed activities?

\_\_\_\_\_

9. Will you require other staff members to participate? Any other resources required?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_





**Kenya Airports Authority**  
*"Setting our sights high"*

## **KAA ASQ AWARDS**

### **[Airport Recognition & Mystery Shopping Program]**

**August 2023**



The ACI Customer Experience Global Summit is the premier airport event dedicated to customer and employee experience.

## 2. Africa Customer Experience Overview

Africa has 26 airports participating in the ASQ program. The number of airports participating based on passenger traffic are <2M pax- 11 airports, 2-5M pax- 7 airports, 5-15M pax-7 airports and 15-25M pax-1 airports.

ACI-Africa holds two forums annually to discuss and deliberate best practices in the areas of facilitation and innovation, security, safety and technical, economics, environment and HRD.

The current ASQ Africa Customer Satisfaction Index stands at **3.83**. The participating airports are ranked as shown;

**Table 2: Africa- Overall Customer Satisfaction Index (Q4 FY-22-23)**

Rank	Airport	Country	PAX Traffic	Score
1	Mohammed V Airport	Morocco	5-15 M	4.43
2	Cape Town Airport	S. Africa	5-15 M	4.40
3	King Shaka Airport	S. Africa	5-15 M	4.32
4	Bram Fischer Airport	S. Africa	<2 M	4.29
5	George Airport	S. Africa	<2 M	4.22
6	Upington Airport	S. Africa	<2 M	4.11
7	Mauritius Airport	Mauritius	2-5 M	4.00
8	East London Airport	S. Africa	<2 M	3.97
9	Ivato International Airport	Madagascar	<2 M	3.95
10	Port Elizabeth Airport	S. Africa	<2 M	3.94
11	OR Tambo Airport	S. Africa	15-25 M	3.93
12	Marrakesh Airport	Morocco	5-15 M	3.93
13	Blaise Airport	Senegal	2-5 M	3.89
14	Accra Airport	Ghana	2-5 M	3.88
15	Murtala Mohammed International Airport	Nigeria	5-15 M	3.84
16	Roland Garros Airport	Madagascar	2-5 M	3.83
17	Mombasa Airport	Kenya	<2 M	3.83
18	Jomo Kenyatta Airport	Kenya	5-15 M	3.78
19	Kimberley Airport	S. Africa	<2 M	3.78
20	Abeid Amani Karume International Airport	Tanzania	<2 M	3.66
21	Abuja Airport	Nigeria	5-15 M	3.54
22	Abidjan Airport	Côte d'Ivoire	2-5 M	3.47
23	Neto Airport	DRC	<2 M	3.44
24	Douala International Airport	Cameroon	2-5 M	3.18
25	Yaoundé-Nsimalen International Airport	Cameroon	2-5 M	3.12
26	Brazzaville Airport	DRC	<2 M	3.07

Scores on a 5-point scale (1-Poor, 2-Fair, 3-Good, 4-Very good, 5-Excellent)



### 3. The Kenyan Customer Experience Context

KAA has 9 of its airports participating in the ASQ program; two airports, JKIA and MIA are participants in the quarterly ASQ surveys while the other stations are participants in the semi-annual ASQ surveys. The current Overall Satisfaction scores are captured in the table below;

**Table 3: Internal ASQ Airports Customer Satisfaction Index (Q4 FY22-23)**

Airport/Airstrip	Customer Satisfaction Index
1 Kisumu International	3.943
2 Eldoret International	3.939
3 Malindi Airport	3.901
4 Moi International	3.834
5 Jomo Kenyatta International	3.784
6 Wilson Airport	3.748
7 Manda Airport	3.689
8 Ukunda Airport	3.659
9 Wajir Airport	3.324
<b>Overall [Corporate]</b>	<b>3.756</b>

The KAA ASQ scores depict average performance for all our airports and we need to improve service quality across the board.

KAA has set a corporate Customer satisfaction index of **4.3** as an aggregate score for all its airports. As of FY 2022/23, KAA had a CSI of **3.8**, this presents a gap of **0.5**, calling for deliberate strategic initiatives to achieve the corporate strategic target for the period **2023-28**.

**Figure 1: Trend in Overall Customer Satisfaction Index**





From the trend above, both airports had a drop in customer satisfaction index for the past three years, with a significant drop in the ratings for JKIA. From the research done in the past three years, the service delivery gaps were noted in the following key areas;

**Table 4: Service delivery gaps**

No.	Issue	Focus Areas	Proposed Solution
1.	Facility/ Product Gaps	(i) Leaking roofs (ii) Faded and stained walls (iii) Broken floor tiles (iv) Broken window louvers (v) Unserviceable lifts and escalators, etc. Maintenance- There is no proper maintenance plan for the KAA infrastructure, (Washrooms, charging ports/stations, screening machines, baggage belts, FIDs, etc.)	(i) Comprehensive Product Audit (ii) Structured Maintenance plan for all the infrastructure – washrooms, screening machines, baggage belts, FIDS.
2.	Staff Motivation and Airport Performance Recognition	(i) Low levels of staff courtesy and general motivation (ii) Lack of structured and harmonized airport initiatives to promote service excellence (iii) Uniforms-Staff uniforms maintenance and replacement process takes too long	(i) Comprehensive Airport Recognition Program (ii) Mystery shopping program – Customer simulation
3.	Weak Passenger Process	PSY – disorganized manual pax screening, pax being rained on etc. (JKIA and MIA). Technological advancements- Upgrade the screening machines' efficiency of the screening process, Information screens Wi-Fi availability and speed are slow and unreliable	Review the PSY security screening Reliable Wi-Fi
4.	Ambiance and Cleanliness of Airport	Airport environment- Minimal beautification initiatives at the airports, poor waste disposal & recycling mechanisms Terminal Cleanliness and Cleanliness of washrooms	Full enactment of SLAs
5.	Retail Experience	Pricing – uncontrolled product pricing Product variety- No product differentiation offering at airports	Comprehensive retail audit and reorganization

For KAA to achieve the desired customer experience levels, deliberate efforts need to be put into the above gaps. To address service delivery gaps in **Staff Motivation and Airport Performance Recognition**; KAA seeks to implement a **KAA-ASQ Recognition Program**.



#### 4.KAA –ASQ Recognition Program

The ACI World's annual ASQ Awards recognizing airport experience is a successful program and has seen airports improve service delivery globally. Jomo Kenyatta International Airport has received the best airport in Africa in the category of 5-15M passengers three times; In 2012, 2020 and 2021. Moi International Airport on the other hand has received the best airport in Africa in the <2M pax category in 2020, 2021 and 2022. One of the deliberate areas of improvement in the top global airports is recognizing the efforts of airports in improving service quality and motivating employees.

Airports are recognized based on **Overall Satisfaction Scores** and top ratings obtained from the ASQ survey which include;

- (i) **Most Dedicated Staff,**
- (ii) **Most Enjoyable Airport and**
- (iii) **Cleanest Airport.**

KAA implemented a successful Airport recognition and Employee Mystery-shopping program in 2012 which was complemented by a robust product improvement exercise. The results were evident with customer satisfaction ratings increasing to above 4.0 and both MIA and JKIA getting global accolades in the ACI's renowned ASQ Awards program.

It is against this background that KAA seeks to reintroduce the Airport Recognition program, the KAA-ASQ Program. This is an internal program focusing on service delivery in airports and how to recognize and motivate excellence in the airports. The program shall complement the **Aviation Business Excellence Awards (ABEA) program**. ABEA's objective is to promote excellence in service delivery across the stakeholder's value chain. This shall give a 360-degree view of promoting service delivery excellence in our airports.

#### KAA –ASQ Recognition Program

**Table 5: KAA ASQ recognition program**

Program	Objectives
<b>Airport Recognition</b>	To improve service quality at our airports Encourage competition and benchmarking within our airports Reward airports' strategy and initiative in improving service quality
<b>Mystery Shopping exercise</b>	Seeks to check whether staff comply with the guidelines and regulations To identify gaps and improve the friendliness of staff at the passenger touch-points



### 1. Proposed Approach to Airport Recognition Program

The program is based on consumer feedback through the **Airport Service Quality Surveys**. The program allows airports to plan product improvements and promote local service quality through;

- ACI – ASQ benchmarking surveys done at JKIA & MIA (quarterly)
- Internal ASQ surveys done in all airports (bi-annually)

#### Participating airports;

- The criteria to join the KAA internal ASQ program is 100,000 passengers annually and at least 3 daily scheduled departure flights.

The airport recognition awards will be as follows;

**Table 6: Airport Recognition Awards**

	Winning Category	Award/Recognition
1	Participating Airports	All participating airports will be mentioned in order of ranking, starting with the bottom.
2	Best Airport Overall	Big sized trophy The trophy will be displayed at the passenger terminal Certificate <b>The KAA-ASQ Awards event will be held at the Best Overall airport region</b> 5 days of publicity in the KAA Weekly and Social media platforms <i>Note; If an airport wins the trophy for 2 consecutive years, the airport will retain the Airport trophy.</i>
	1 <sup>st</sup> and 2 <sup>nd</sup> Runners up	Certificate
3	Most Improved Airport	Medium-sized trophy The trophy will be displayed at the passenger terminal Two days of publicity in the KAA Weekly and Social media platforms Benchmark with the Best airport in each of the internal ASQ award categories Certificate
	1 <sup>st</sup> and 2 <sup>nd</sup> Runners up	Certificate
4	Dedicated Staff Airport Most Enjoyable Airport Cleanest Airport	In each category, the top airport will be awarded a certificate.
5	Best Overall and Most Improved Airports benchmarking	The Best Overall Airport and Most Improved Airport shall be rewarded with <b>3 slots</b> for staff to attend the annual ABEA event.

#### Frequency of Awards:

The Airport Recognition Program shall be a bi-annual event.



## 2. Mystery shopping exercise

Mystery shopping is a method of testing the quality of services. It is used to test the quality of products, customer service and employee performance.

### **Objectives of Mystery shopping program:**

- a) **Evaluating Customer Service:** Mystery shopping programs allow businesses to gauge how well their employees interact with customers. This includes assessing whether employees are courteous, attentive, and helpful throughout the customer's journey.
- b) **Assessing Employee Performance:** These programs provide insights into how well employees adhere to company policies and procedures. This includes evaluating whether they follow prescribed scripts, handle customer complaints appropriately, and exhibit professional behavior.
- c) **Measuring Product Knowledge:** Mystery shoppers can assess whether employees have a good understanding of the company products or services. This helps identify gaps in training and knowledge that might need addressing.
- d) **Identifying Training Needs:** By identifying areas where employees are falling short, businesses can tailor their training programs to address specific weaknesses, ensuring that employees are well-equipped to provide excellent service.
- e) **Monitoring Consistency:** Mystery shopping allows companies to maintain consistency in service delivery across different locations. It ensures that the same level of quality is provided to customers regardless of where they interact with the business.
- f) **Uncovering Process and Policy Issues:** Mystery shopping might reveal operational inefficiencies, bottlenecks, or policy gaps that hinder optimal customer service. This information can guide process improvements.
- g) **Enhancing Customer Experience:** By identifying pain points and areas for improvement, mystery shopping programs help businesses enhance the overall customer experience, leading to higher customer satisfaction and loyalty.
- h) **Reward and Recognition:** Positive mystery shopping results can be used to acknowledge and reward exceptional employee performance, boosting morale and motivation.
- i) **Identifying Fraud and Misconduct:** In industries where compliance and ethical behavior are critical (such as finance and healthcare), mystery shopping can help uncover instances of fraud, misconduct, or unethical behavior.
- j) **Strategic Decision-Making:** Insights gained from mystery shopping can inform strategic decisions related to, helping businesses allocate resources effectively.
- k) **Tracking Improvement Over Time:** Regular implementation of mystery shopping programs allows businesses to track their progress and improvements over time. This helps in demonstrating the effectiveness of interventions and training efforts.

Overall, mystery shopping programs serve as a valuable tool for businesses to gain an objective understanding of their operations from a customer's perspective, leading to improvements in service quality, employee performance, and customer satisfaction.



## 2. Mystery Shopper Program

**Table 9: Mystery Shopping Exercise Investment**

Item	Description	Quantity	Estimated Cost Per Unit (Kshs)	Total Estimated Cost per event	Total Annual cost (*4)
Certificates	Award certificates	26	850	22,100	88,400
Branding material	Materials	1	50,000	50,000	-
Gift Vouchers	JKIA and MIA	30	10,000	300,000	1,200,000
	Facilitation	10	10,000	100,000	400,000
Food and beverage	Breakfast	100	1800	180,000	720,000
	JKIA (7 days monthly)	4	1651.45	138,721.8	554,887.20
Mystery Shoppers	MIA (7days monthly)	4	1651.45	138,721.8	554,887.20
	Tickets (10 people)		25,000	250,000	1,000,000
Travel and related cost	Per diem (10 people)			450,000	1,800,000
<b>TOTAL</b>				<b>1,629,044</b>	<b>6,318,175</b>

**The Mystery shopping exercise will be a quarterly event. The annual investment is approximately Kshs 6,318,175.**

*The above proceeds will be funded from the following Votes: Brand & Advertising, Market Research, HRD- Staff recognition, Airports*



## 6. Governance

To ensure the program is achieved, a team to spearhead the program will be as follows: -

	Name	Designation	Position
1.	Henry Ogoye	Ag. Managing Director/CEO	Sponsor
2.	Harrison Machio	General Manager Operations	Coordinator
3.	Debra Ondaba	Manager Branding	Chair
4.	Angela Tilitei	Manager Corporate Communications	Communications Expert
5.	Joash Mboga	Manager Research	Program Expert

### Commencement Period

The start period of the KAA-ASQ awards shall be Q1-FY23-24.

Name: HARRISON MACHIO

Signed: 

Date: 21/08/2023

Name: HENRY OGOYE

Signed: \_\_\_\_\_

Date: \_\_\_\_\_







[illegible]





## COMMUNICATION STRATEGY

S/NO	STRATEGY	Key Result Area	Activity	Verification Document/s	BUDGET	Q1	Q2	Q3	Q4
I.	Promote a positive image of KAA and ensure the Public is well informed of KAA's role and services	Media Relations	Facilitate Media Tours with an aim of highlighting KAA's history, milestones, opportunities and challenges.	Approvals, Media Coverage	Nil	<b>JKIA</b> Media Tour of TI B/C Launch of the Airstrips <b>EIA/MIA/KIA JKIA</b> Media/Aviation Sensitization Workshop in collaboration with Kenya Airways. Focused media Stories on Cargo	<b>Wajir/Lodwar</b> Focused Media Stories  <b>CSR – Kirinyaga</b>	<b>Malindi/Lamu</b> Focused media Stories JKIA New Developments, Traffic Update. <b>WAP</b> Media Tour on new developments	Get to Know the Media/Aviation Sensitization Workshop in Collaboration with KCAA.





						Publicity		Ad Hoc tours of Ministry/Departmental Committees/New Airlines	Ad Hoc tours of Ministry/Departmental Committees/New Airlines
		Stakeholder Engagement.	Events	Approvals	30M	NBI – Aviation Golf. ACI World Conference. - Spain ACI Customer Experience Conference-South Korea	KAA Golf Muranga – Thika Greens ACI Africa Conference – Dakar Senegal Disaster Risk reduction internation	Emergency Medical Service and Fire Symposium and Competition – Nairobi ACI Subscription Payment	ACI Africa Conference – (to be confirmed) Ad hoc Events





						ACI World Environmental Workshop – NBI Ad hoc Events KECOSO	al day- Kisumu  Ad hoc Events	Ad hoc Events	
			Launches	Approvals, Minutes	5M	<b>Migori,</b>	<b>Lanet</b>	<b>Nanyuki</b>	
			Senior Management Meetings	Minutes	Nil	✓	✓	✓	✓
			Industry Affairs Meetings	Minutes	Nil	✓	✓	✓	✓
			Facilitations of Filming at the Airports	Approvals/emails	Nil	✓	✓	✓	✓





4	Corporate Social Responsibility		Sponsorship to communities surrounding our airports/airstrips – CSR Committee	Reports/Minutes/Approvals	15M	Ad Hoc Donations	Medical Camp – Kirinyaga  Ad Hoc Donations	Medical Camp Coast/North rift  Ad Hoc Donations	Make a difference day. All airports  Ad hoc donations
4	Maintain a positive Organization profile through effective and proactive media engagement, Content Creation and Distribution and management	Facilitate the exchange of information continuously and ensure proactive media opportunities are created.	Update our Media Contact list	Media List	NIL	✓	✓	✓	✓
			Daily monitoring of media reports and forward via email to the Managing Director, Airport Managers and Senior Management to keep them abreast of what the media is saying about KAA and identify opportunities that the Authority can leverage on.	Media Reports	NIL	✓	✓	✓	✓
		Social media	Ensure information going to the Public is		Nil	✓	✓	✓	✓





			current, accurate and consistent and in line with the planned launches & media activities	Social Media Calendar					
		Website	Ensure information going to the Public is current, accurate and consistent			✓	✓	✓	✓
		Regular bulletin to keep staff appraised with information on the staff movements, organizational changes, training opportunities, staff achievements, recent appointments, profiles and	Stakeholders Newsletter Website content creation		NIL	✓	✓	✓	✓
			Weekly Bulletins to Staff	Bulletins	NIL			✓	✓





		departmental happenings.							
	Resolution of Public Complaints	Strengthen our complaints handling and feedback systems in line with the Authority's Strategic Plan and Service Delivery Charter	Submission of quarterly Complaints Reports to CAJ on management and resolution of complaints  Implementation of Customer complaints plan	Compliance Certificate	2M	✓	✓	✓	✓
	Citizens' Service Delivery Charter	Facilitate display of the charter prominently both in English and Swahili in all airports	Procure translation services. Print the Charter prominently as per the set parameters. Distribute to all airports	Compliance Score		✓	✓		
		Ensure sensitization of more than 300	JKIA-200; WAP-70; Isiolo-15; Wajir-10; and Nanyuki-5				JKIA WAP	Isiolo Nanyuki	Wajir





		citizens on service delivery charter champions							
		Maintaining records on service delivery for the airports				✓	✓	✓	✓
						✓	✓	✓	✓

~END~



# **MARKETING PLAN**

**2023/2024**



# MARKETING & BUSINESS DEVELOPMENT

---

To enable our airports to sustain their growth trends, our programs and activities for the financial year 2023/2024 will cover the following key areas;

- 1) Revenue generation
- 2) Branding & Product improvement/development
- 3) Marketing & Business Promotion
- 4) Research & Development
- 5) Customer Experience

## 1. REVENUE GENERATION

One of the core functions of Marketing & Business Development is to create, diversify and grow both aeronautical and non-aeronautical revenue opportunities for the Authority. This can be achieved through the following ways:

- i. Diversification and expansion of the revenue sources
- ii. Improved contract monitoring
- iii. Increase aeronautical revenues
- iv. Increase non-aeronautical revenues

## 2. BRANDING AND PRODUCT IMPROVEMENT

The role of Branding and Product improvement is to create a positive corporate image through brand positioning, continuous improvement/development of product portfolio, and increase customer satisfaction at every touch-point with the sole aim of maximizing revenue generation and growing the KAA market share.

## OBJECTIVES

### BRAND BUILDING & POSITIONING OBJECTIVES

- Position JKIA as the regional Hub.
- Positioning of the airport as the regional premiere HUB.
- Ensure the brand is clearly visible at and around the airports and create a great aesthetic appeal around the airport.
- Plan and execute effective service/facility campaigns to achieve business growth and a positive company image
- Development, implementation, and attainment of product and service standards at all Kenya Airports Authority airports



- Implementation and execution of effective promotional and communication programs to achieve business growth and a positive company image

## **PRODUCT OBJECTIVES**

- Systemic facility audits at all passenger/ aircraft contact points to enhance customer experience
- Diversify the range of services offered and ensure the optimal utilization of existing space
- Implementation of continuous product improvement and development at all passenger touchpoints to achieve high levels of customer satisfaction and a positive company image.
- Provides source data for product line communications by defining product marketing communication objectives, launches, campaigns, and activations.
- Develops product Service Level Agreements (SLAs) and monitors/evaluates services delivery to set standards
- Keeps track of new global trends in airport services/new and emerging trends in the industry and ensures KAA stays in the leaders' quadrant in providing services consistent with the brand position

## **3. MARKETING & BUSINESS PROMOTION**

We hope to undertake various Business promotion/sponsorship initiatives aimed at showcasing our airports' facilities and services, as well as creating strategic partnerships through benchmarking, in order to foster growth and sustainability.

## **4. RESEARCH & DEVELOPMENT**

We shall continue to conduct customer surveys across various airports to gather valuable insights into passenger satisfaction, preferences, and expectations. These surveys will capture each airport's strengths and areas of improvement on all relevant products and facilities at every passenger touchpoint.

## **5. CUSTOMER EXPERIENCE**

- To improve overall customer satisfaction by the end of year by implementing actions identified in the various surveys.
- Improve Employee Satisfaction index (ESI)
- Improve the Work Environment Index (WEI)
- Improve Customer Satisfaction Index



## I. Branding & Advertising Action Plans (Team Lead Debra)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1.	BRAND AUDIT	Tender for an Advertising agency	HQ	Ad agency	•				Irene	
		Onboard New agency		Ad Agency		•			Team	
		Conduct Brand Audit	All Airports	Brand Audit report			•	•	Irene, Agency	
		Conduct brand reviews for compliance	All airports	Reports	•	•	•	•	Irene	
2.	RETAIL MANUAL	Creation of a Manual for MIA	MIA JKIA,	Approved Retail Manual		•	•	•	Irene	
3.	KAA-ASQ (AIRPORT RECOGNITION AWARDS)	Develop end-to-end concept	Selected Airports	Approved Concept	•				Irene, Joash	
		Conduct Internal Audit	All Airports	Report		•	•		Irene, Joash	
		Plan for Event, production of certificates, trophies, etc.	Winning Airport	Event/Awards			•	•	Irene	
		Execute event	Winning Airport	Event/Awards			•		Irene	
4.	MARKETING VIDEOS	Create Marketing Videos of airports for Digital Marketing	JKIA, MIA, WAP, KIA, EIA	Marketing Videos			•	•	Agency, Irene	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
5.	FACILITIES & SERVICES CAMPAIGN	Create and execute campaign new facilities and products	JKIA TIBC Facelift			•	•		Agency, Irene	
			Other airports				•	•	Agency, Irene	
6.	JKIA BEAUTIFICATION	Formalize agreements with E. A. growers	HQ	Contract	•				Irene	
		Pursue new partnerships for the next Phases, summer flowers, Grass	HQ, JKIA		•	•	•	•	Irene	
7.	BRAND SPONSORSHIPS & SPONSORSHIP EVENTS	ASK Eldoret	EIA	Event			•		Irene	
		Mombasa Motor Show		Event		•			Irene	
		Flower Logistics Africa	Cargo			•			Irene, George, Muse	
		Ad-Hoc events & Sponsorships	All airports						Team	
		KAA Basketball Team	Team			•	•	•	Irene	
8.	PRODUCTION ITEMS	Corporate Shirts & Blouses	All Airports				•	•	Irene	
		Assorted Merchandise	HQ		•	•	•	•	Irene	



## II. Product Development Action Plans (Team Lead Debra)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION			REMARKS
1.	IMPLEMENTATION- ON OF NEW SIGNAGE MANUAL	Complete installations and inspections of new signs	MIA, Ukunda, MLD, Manda	New Signs, Reports	•				Zinma			
		New installations at WAP	WAP	New signs, Reports	•	•			Zinma			
		Mapping of Eldoret and other Northern Airports, airstrips	EIA	Approved artworks	•	•			Zinma			
		News Installations at Eldoret	EIA	New signs		•			Zinma			
		Maintenance of old signs	JKIA	Maintenance report	•	•			Zinma			
		Finalize 2 <sup>nd</sup> Edition of the Signage Manual		Approved 2 <sup>nd</sup> Edition	•				Zinma			
		Signage Mapping for new signs at JKIA	JKIA (Terminal 2, TIBC, Parking Garage, Cargo)	Approved artworks		•	•		Zinma			
		New installations at JKIA		New signs			•	•	Zinma			
2.	PRODUCT AUDITS	Conduct periodic product audits; presentation of audit reports to airports	Coastal Region	TBA	Audit reports		•				Zinma	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
			JKIA, WAP			•	•		Zinma	
			Northern Airports				•			
			Western Airports					•		
3.	PRODUCT IMPROVEMENTS	Research, identify, and execute new products and services in airports. Conduct product testing initiatives	JKIA, MIA, KIA, EIA	New products & services		•	•	•	Zinma	
4	ABEA	Onboarding of new ABEA Partner ( <i>Strathmore Business School</i> ) • MOU Signing Ceremony Cocktail	HQ	Signed MOU	•				Zinma	
		Registration, Training of ABEA Champions & Administration of ABEA tool	HQ, WAP	Tool, Event		•	•		Zinma, Strathmore Business School	
		Planning & Executing the 4 <sup>th</sup> Edition of the ABEA Gala in March 2024	HQ	Gala event			•		Team	
		Feedback and submission of ABEA reports	HQ	ABEA Reports				•	Zinma, Strathmore	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
									Business School	
5.	AIRPORT LOYALTY CARD PROGRAM	Design, develop and implement an Airport Loyalty Card program <ul style="list-style-type: none"> <li>- Meeting with Master Card</li> <li>- Meeting with Airport's Marketing Committee</li> </ul>	JKIA	Airport Loyalty Card				•	Zinma	



### III. Business Development Action Plans (Team Lead Debra)

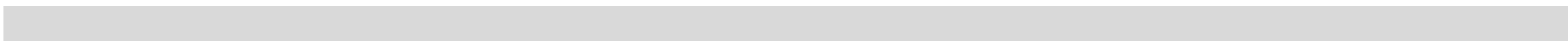
S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1.	STAKEHOLDER SESSIONS	Plan & Execute Stakeholders Sessions in all airports	All airports	Sessions					Team	
		Cargo Stakeholder Forums	JKIA						George, Irene	
		International Flower Trade Exhibition (IFTEX)	Nairobi					•	George, Muse Irene	
		Airports-specific Stakeholder Sessions	JKIA	Sessions		•		•	Umi	
			Coastal Region				•		Walucho	
			Western Region			•			Ruth	
			Wilson				•		Muchiri	
2.	MARKETING FORUMS	World Cargo Symposium	Hong Kong	Event			•		George, Muse, Walucho	
		Air Cargo Asia	India	Event				•	George, Muse	
		Tiaca Executive Summit	Brussels	Event		•			MD/GM, Joash, Mwaita	
		World Tourism Market (WTM)	London	Promotional event		•			Antony, Zinma	
		International Tourism Bourse	Berlin	Promotional event			•		Debra GM	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		Flori Expo	Miami	Promotional event				•	Debra, Joash	
		Routes Africa	TBA	Promotional event			•		Anthony, Irene	
		Aviadev	TBA	Promotional event			•		Anthony Debra	
		Route Development Global		Event	•				Anthony Debra	
		Air Cargo Summit	TBA	Event	•				GM	
		Air Cargo Africa	Cargo	Event			•		George, Mwaita	
		Sign and Graphic Imagining Dubai – exhibition	TBA	Exhibition		•	•		Debra Zinma	
		Air Cargo Europe (Munich)	Cargo	Event		•			Muse Walucho	
		Fruits Logistics	TBA	Event					GM	
		Essen Flower Show	TBA	Event					GM Debra	
3.	PROMOTIONAL FUNCTIONS	Tourism Week, MIA,JKIA,WAP,KSM	All Airports	Event		•	•	•	Irene, Alice	
		ASK Kisumu	KIA	Event				•	Irene, Ruth	
		ASK MIA	MIA	Event		•			Irene, Eric	
		ASK Show EIA	EIA	Event			•		Irene, Charles	
		ASK Show. NRB	NBI	Event		•			Irene	
		Lake Victoria festival arts - Kisumu	KIA			•	•	•	Ruth	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		Hortifair - Eldoret	EIA	Event		•	•	•	Charles, Irene	
		Lamu Cultural Festival	MIA			•			Eric, Irene	
		Skal	HQ	Event			•		Irene	
		Mombasa Cultural Fair / Festival	MIA	Event			•		Eric. Irene	
		Malindi - Malindi Cultural Week	MLD	Event			•		Eric, Irene	
4.	BUSINESS PROMOTION ITEMS	Production of event-specific merchandise for Marketing forums and Stakeholder sessions	ALL Airports	Merchandise	•	•	•	•	Irene	





#### IV. Marketing Research Work Plans (Team Lead Joash)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1	ACI's ASQ Benchmarking Departure Survey	-Data collection -Data entry and analysis -Report generation -Presentation and action plans	JKIA	-Quarterly reports -Action plans	•	•	•	•	Joash	
	ACI's ASQ Benchmarking Departure Survey	-Data collection -Data entry and analysis -Report generation -Presentation and action plans	MIA	-Quarterly reports -Action plans	•	•	•	•	Joash	
2	Internal ASQ Survey	-Data collection -Data entry and analysis -Report generation -Presentation and action plans	KIA	-Reports and action plans	•	•	•	•	Joash	
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	EIA	-Reports and action plans		•		•	Joash	
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	WAP	-Reports and action plans		•	•		Joash	
		-Data collection -Data entry and analysis -Report generation	MYD	-Reports and action plans	•		•		Joash	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		-Presentation and action plans								
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	WJR	-Reports and action plans		•		•	Joash	
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	UKU	-Reports and action plans	•		•		Joash	
		Data collection Data entry and analysis Reporting Presentation and action plans	LAU	-Reports and action plans	•		•		Joash	
3	Internal Commercial surveys	Data collection Data entry and analysis Reporting Presentation and action plans	JKIA, MIA, WAP, EIA, KIA	Reports and action plans	•	•	•	•	Joash	
3	Aviation Recovery and forecasting	Data collection Data entry and analysis Reporting Presentation and action plans		Reports and action plans	•	•	•	•	Joash	
4	Ad hoc Surveys	Data collection Data entry and analysis Reporting		Reports and action plans	•	•	•	•	Joash	



S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		Presentation and action plans								



## **V. RETAIL, CONCESSION & BUSINESS DEVELOPMENT ACTION PLANS**

### **Objectives;**

#### **1. REVENUE DIVERSIFICATION AND GROWTH**

- Diversification of (revenue) sources and development of new business services – real estate (land use) developments at key airports.
- Introduce at least new 02 products and services
- Roll out and expansion of ePOS System installation at JKIA & MIA.
- Review policy on leases, licenses and concessions.

#### **2. AIR SERVICE / ROUTE DEVELOPMENT**

- Establish and implement air service Incentive programme for JKIA & MIA.
- Facilitate at minimum the introduction of 02 new international routes at JKIA and 01 in MIA
- Promote Air service development in EIA, KIA, WAP and other Auxiliary Airports.
- Collaborate with the GoK and KQ-Base (Home) Carrier – MOT to endure ease of growth of Air service development in Kenya.

#### **3. CONTRACTS MANAGEMENT / MAINTENANCE**

- Improved contract monitoring; by active engagement in Contract and Agreements development and review.
- Ensure all retailers and concessionaires have valid SLA.
- Monitoring of performance in compliance to SLAs and Standards.
- Ensure full implementation of the REFX BPR scope to facilitate ease of contract management.



## ACTION PLANS

To achieve our objectives the following action plans aimed diversifying revenue generation shall be undertaken during the year **2023 / 2024**.

### VI. REVENUE

#### 1. ROLL OUT OF THE EPOS SYSTEM

Activity Item	Action by	2023 / 2024			
		Q1	Q2	Q3	Q4
Expand the number of retailers with EPOS at JKIA	CM, R&C MO, DF	-	●	●	●
Roll out the installation of EPOS at MIA and auxiliary Airports.	CM, R&C MO, DF		●	●	●

#### 2. CONTRACTS MANAGEMENT

Activity Item	Action by	2023 / 2024			
		Q1	Q2	Q3	Q4
Review contract template documents – NOA, SLA's, licences, Leases, Concession Agreement	MBD, Legal	●	●		
All tenants to have agreements	BDO, Legal	●	●	●	●
Business Performance Review	MBD	●	●	●	●
Maintenance of Tenants Data (SAP-REFX)	MO, C MO, DF	●	●	●	●

#### 3. DIVERSIFICATION OF REVENUE SOURCES & INTRODCUTION OF NEW BUSINESS

Activity Item	Action by	2023 / 2024			
		Q1	Q2	Q3	Q4
Review of retail and land use plans	MBD, PPES, Airports	●	●	●	●



Introduce new business as per retail plan All Airports	BDO, Airports	●	●	●	●
Maintenance Hangars as per policy	MBD	●	●	●	●
Aviation Fuel Depo as per policy	MBD	●	●	●	●
Allocation of Vacant Office all Stations	MBD	●	●	●	●
Transit Shed & Pack-houses Eldoret Airport	MBD	●	●	●	●
Transit Shed & Pack-houses Kisumu Airport	MBD	●	●	●	●
Fuel Station JKIA, MIA & EIA	MBD	●	●	●	●
Tender Taxi Services JKIA, EIA and KIA	MBD	●	●	●	●
Tender Carpark Management KIA & MIA	MBD	●	●	●	●
Tender Advertising KIA, EIA , NYK, & WAP	MBD	●	●	●	●
Tender Transit Shed Isiolo	MBD	●	●	●	●
New retail opportunities at Isiolo – Restaurant, Taxi, Shops	MBD	●	●	●	●
Review Duty Free JKIA & MIA	MBD	●	●	●	●
Lounges Business at KIA	MBD	●	●	●	●
New retail opportunities at EIA and KTL – Restaurant	MBD	●	●	●	●
Sea – Air Terminal MIA	MBD	●	●	●	●
CIP / VIP Pay to Use Terminal at JKIA, WAP, MIA, KIA, UKD, MYD, EIA	MBD	●	●	●	●
Expansion of GHS at EIA	MBD	●	●		



## MONITORING, CONTROL & EVALUATION

---

The following monitoring & control mechanism will be adopted;

### I. Quarterly Revenue Performance Review Meetings;

Period	When	Who	Where
Q1	2 <sup>nd</sup> & 3 <sup>rd</sup> Week of October	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region
Q2	2 <sup>nd</sup> & 3 <sup>rd</sup> week of January	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region
Q3	2 <sup>nd</sup> & 3 <sup>rd</sup> week of April	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region
Q4	2 <sup>nd</sup> & 3 <sup>rd</sup> week of July	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region

## BUDGET

The following votes are earmarked for the **2024 / 2025** budget for utilization in the various objectives and action plans set out in this marketing plan.

They include;

- Marketing advertising and publicity (HQ).
- Business development and promotions (HQ)
- Branding Vote (HQ).
- Signage Vote (HQ)
- Customer satisfaction survey (HQ vote).
- Airport-specific budgets. (Airports)
- Product and infrastructure maintenance votes. (Airports)



## **ACKNOWLEDGMENT**

This marketing plan shall be valid for a period of twelve months with effect from 1<sup>st</sup> July 2023 to 30<sup>th</sup> June 2024.

**Name:** JACOB BWANA

**Designation:** Ag. GENERAL MANAGER, MARKETING & BUSINESS DEVELOPMENT

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Name:** HENRY OGOYE

**Designation:** MANAGING DIRECTOR/CEO

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_



# **Jomo Kenyatta International Airport**

---

**Service Quality Survey Findings**

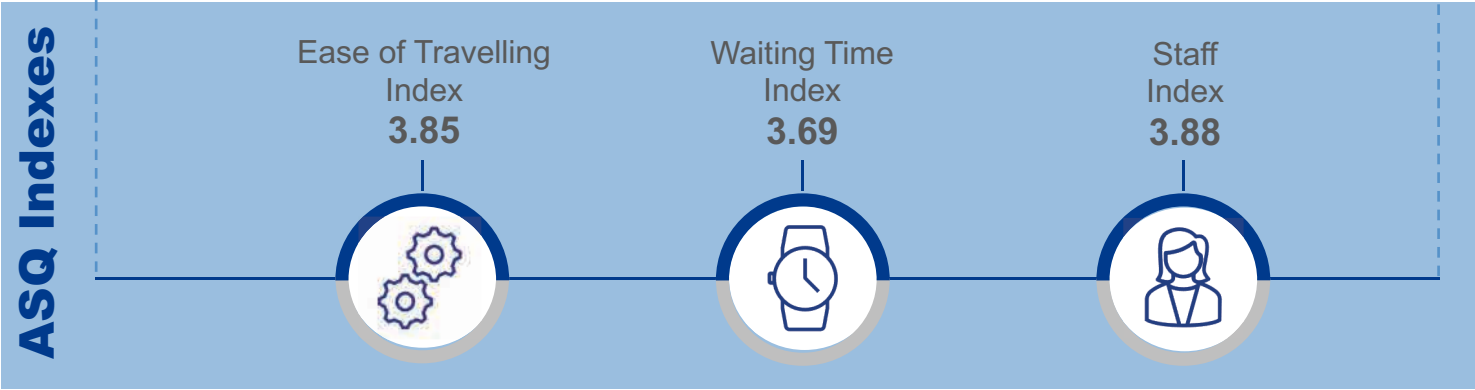
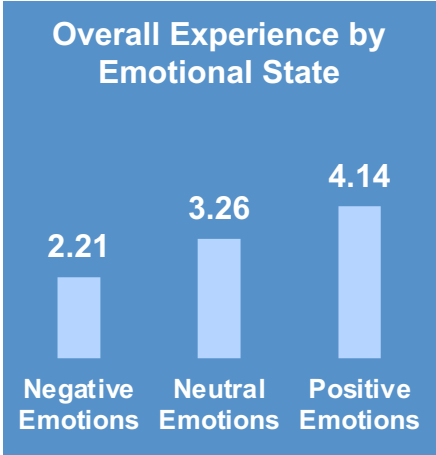
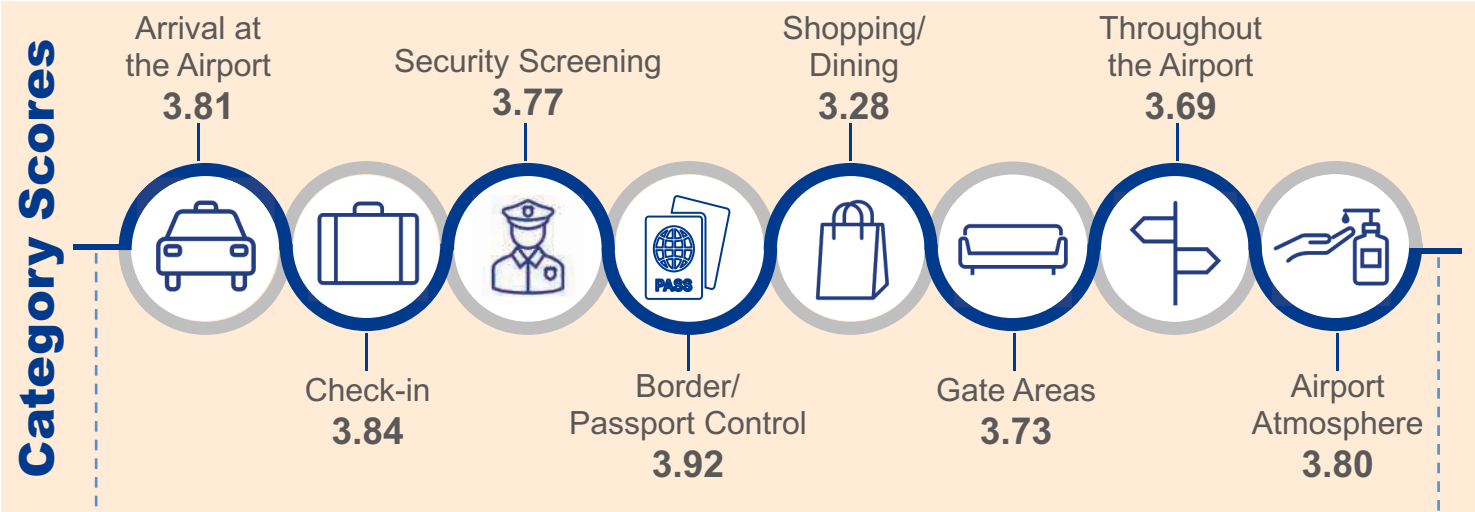
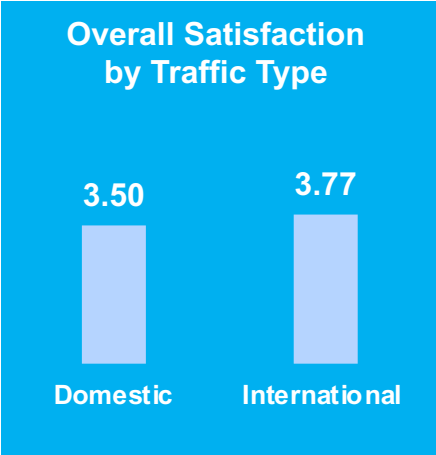
**Q1 FY 2023-24**



# JKIA- Airport Performance Q1 FY2324



Overall Satisfaction: 3.71





ACI ASQ Departures is a benchmarking programme measuring passengers' experience while they are at the airport.

*In today's competitive world, providing a service is not enough. Consumers are expecting an experience.*

- **Service quality** is about customers evaluating the quality of each step required to deliver a service.
- **Customer experience** is about what customers feel and remember of the service quality delivered.

The ASQ Survey's main objective is to provide the participating airports with the research tools and consumer insights to better understand passengers' views with respect to the overall journey at the airport:

- How passengers rate an airport's services
- How an airport compares to others around the world by traffic type, size, region, etc.
- Which aspects are of particular importance for a specific airport
- How does the satisfaction impact passengers' emotional state and experience
- How passengers' perceptions and priorities are evolving over time

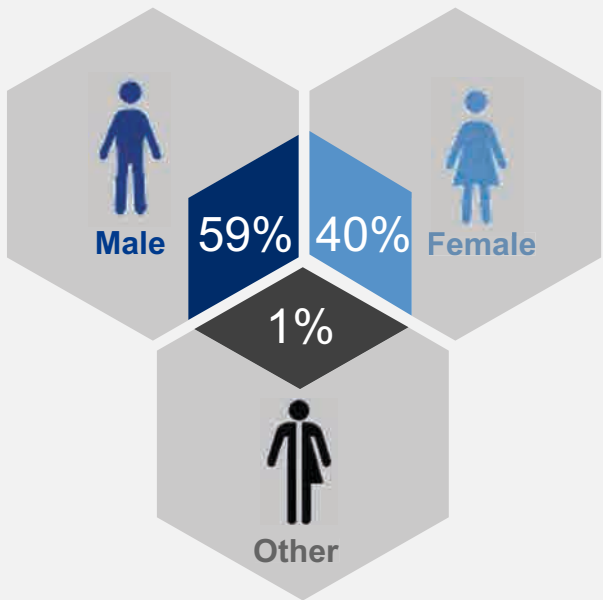


# Passenger Profile

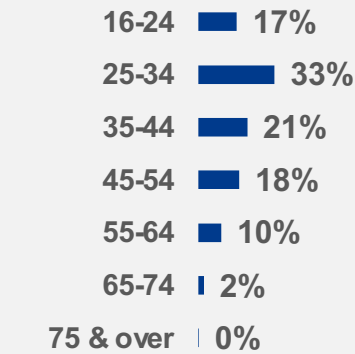


# Demographics

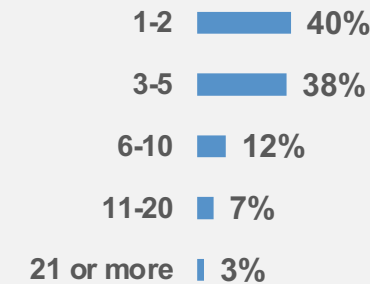
## Gender



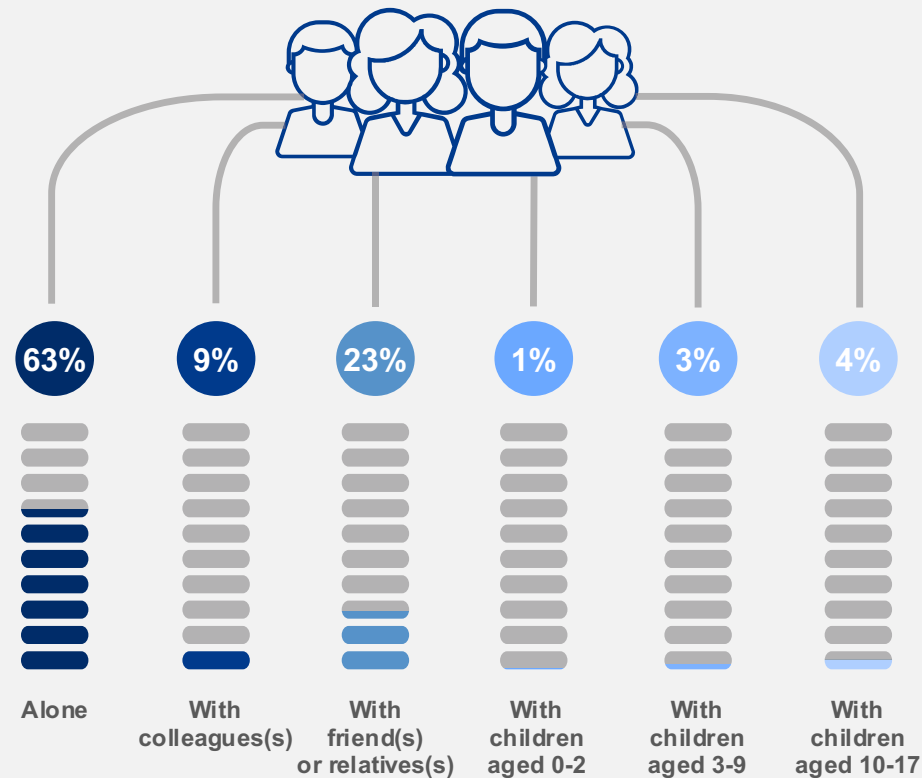
## Age



## Return Trips (Past 12 Months)

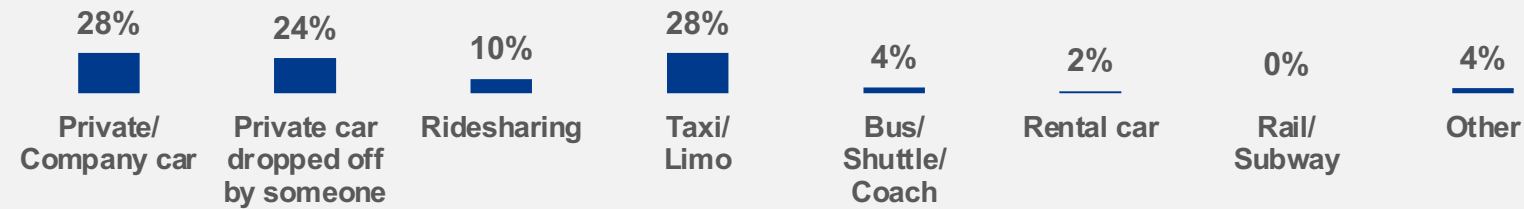


## Group Composition

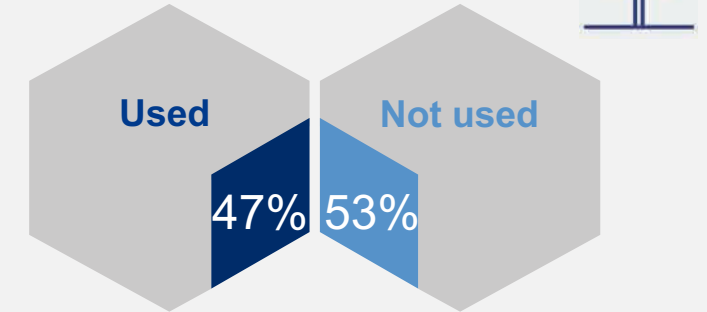




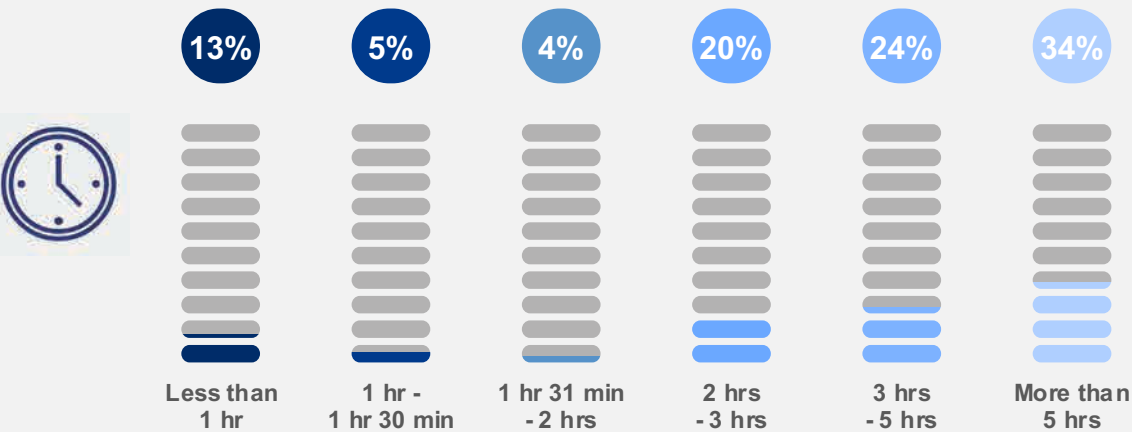
## Mode of Transportation



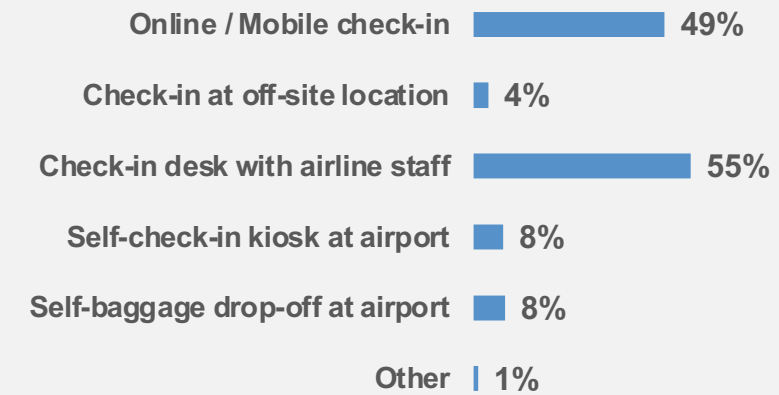
## Parking Usage



## Arrival Before Departure Time / Duration of the Connection



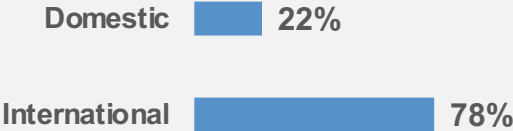
## Mode of Check-in



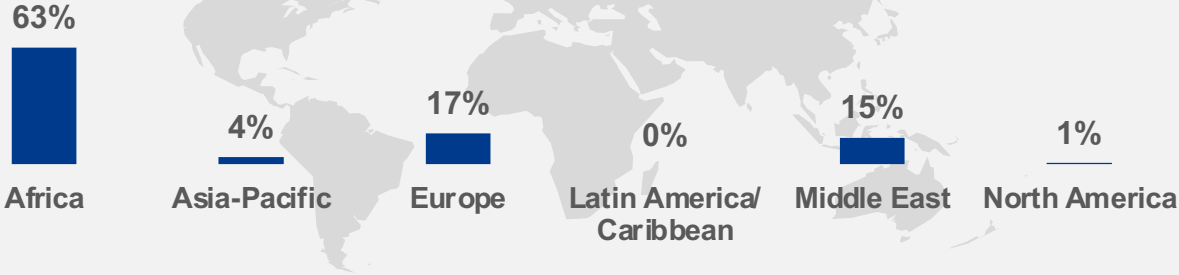


# Travel Profile

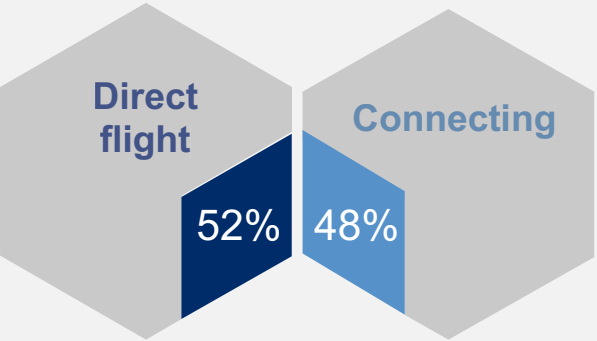
## Traffic Type



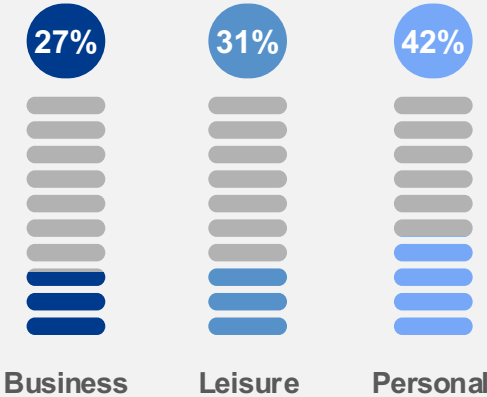
## Passenger Destination by Region



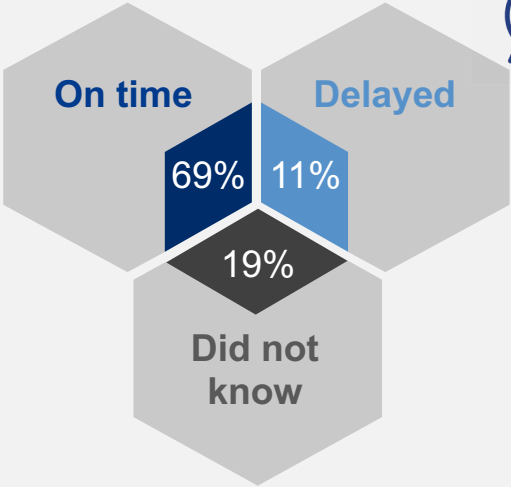
## Connection



## Main Reason for Travel



## Flight Status





## Domestic

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.85	3.86	3.51	3.50	3.26	3.71	3.59	3.62
0.01 ↑	-0.21 ↓	-0.41 ↓	-0.22 ↓	0.43 ↑	-0.03 ↓	-0.14 ↓	-0.19 ↓

## International

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.79	3.83	3.86	4.0	3.28	3.73	3.72	3.85
-0.18 ↓	-0.15 ↓	-0.06 ↓	0.02 ↑	-0.15 ↓	-0.04 ↓	-0.05 ↓	-0.09 ↓



# Reason for Travel

## Business

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.81	3.77	3.78	3.78	3.26	3.71	3.66	3.88
-0.11 ↓	-0.24 ↓	-0.12 ↓	-0.24 ↓	0.05 ↑	-0.08 ↓	-0.05 ↓	0.0 ↑

## Leisure

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.84	3.78	3.73	3.88	3.16	3.67	3.66	3.74
0.0 ↓	-0.14 ↓	-0.15 ↓	-0.09 ↓	-0.29 ↓	-0.06 ↓	-0.14 ↓	-0.12 ↓

## Personal

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.84	3.95	3.83	4.08	3.39	3.81	3.74	3.82
-0.14 ↓	-0.13 ↓	-0.11 ↓	0.29 ↑	0.0 ↓	0.07 ↑	-0.05 ↓	-0.15 ↓



## Connecting

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
-	3.88	3.85	3.93	3.36	3.80	3.74	3.82
-	0.03 ↑	-0.03 ↓	0.11 ↑	-0.05 ↓	0.09 ↑	0.04 ↑	-0.08 ↓

## Direct flight

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.79	3.82	3.70	3.91	3.16	3.61	3.63	3.75
-0.15 ↓	-0.25 ↓	-0.27 ↓	-0.11 ↓	-0.09 ↓	-0.23 ↓	-0.22 ↓	-0.21 ↓



1A

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.74	3.81	3.92	3.99	3.32	3.68	3.67	3.81
-0.22 ↓	-0.07 ↓	0.07 ↑	0.14 ↑	-0.18 ↓	-0.01 ↓	-0.08 ↓	-0.03 ↓

1B

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.91	4.12	3.58	3.79	3.32	3.89	3.89	3.81
0.12 ↑	0.02 ↑	-0.51 ↓	-0.41 ↓	0.16 ↑	-0.20 ↓	0.10 ↑	-0.39 ↓

1C

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.78	3.78	3.79	4.08	3.21	3.82	3.78	3.95
-0.29 ↓	-0.36 ↓	-0.29 ↓	-0.12 ↓	-0.16 ↓	-0.10 ↓	-0.12 ↓	-0.24 ↓

1D

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.89	3.86	3.52	3.53	3.22	3.70	3.58	3.63
0.06 ↑	-0.21 ↓	-0.37 ↓	-0.11 ↓	0.38 ↑	-0.01 ↓	-0.11 ↓	-0.12 ↓



# Airport Crowdedness

Crowded

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.56	3.47	3.34	3.55	3.30	3.45	3.50	3.56
0.34 ↑	-0.04 ↓	0.05 ↑	0.43 ↑	0.60 ↑	0.31 ↑	0.45 ↑	0.24 ↑

Not  
Crowded

Passenger journey	Indexes						
							
Arrival at the Airport	Check-in	Security Screening	Border/Passport Control	Shopping/Dining	Gate Areas	Throughout the Airport	Airport Atmosphere
3.84	3.96	3.97	4.10	3.24	3.76	3.74	3.90
-0.06 ↓	0.02 ↑	0.10 ↑	0.18 ↑	-0.09 ↓	0.04 ↑	-0.01 ↓	0.01 ↑

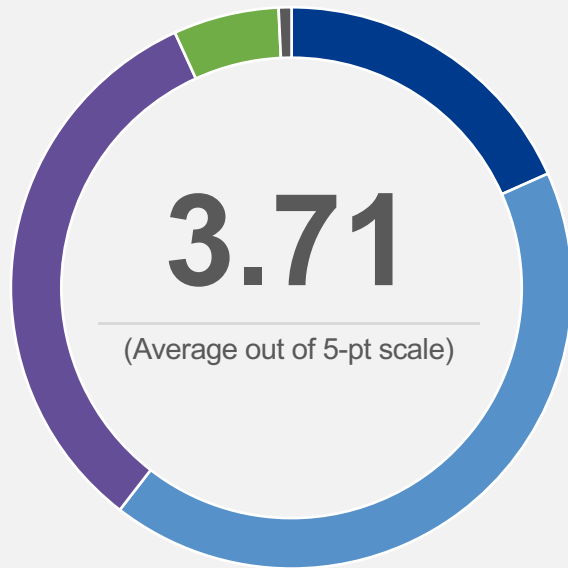


# Airport Performance



# Overall Satisfaction by Segments

## Overall Satisfaction



## Score Distribution

Excellent	Very Good	Good	Fair	Poor
18%	42%	33%	6%	1%

## Overall Satisfaction by:



### Main Reason for Travel

Business	3.72
Leisure	3.64
Personal	3.79



### Traffic Type

Domestic	3.50
International	3.77



### Connection

Direct Flight	3.69
Connecting PAX	3.70



### Group Composition

Alone	3.76
In Group	3.64



### Flight Status

On Time	3.72
Delayed	3.55



### Perception of Crowd\*

Not crowded (T2)	3.85
Crowded (B2)	3.44



# Passenger Emotions & their Impacts



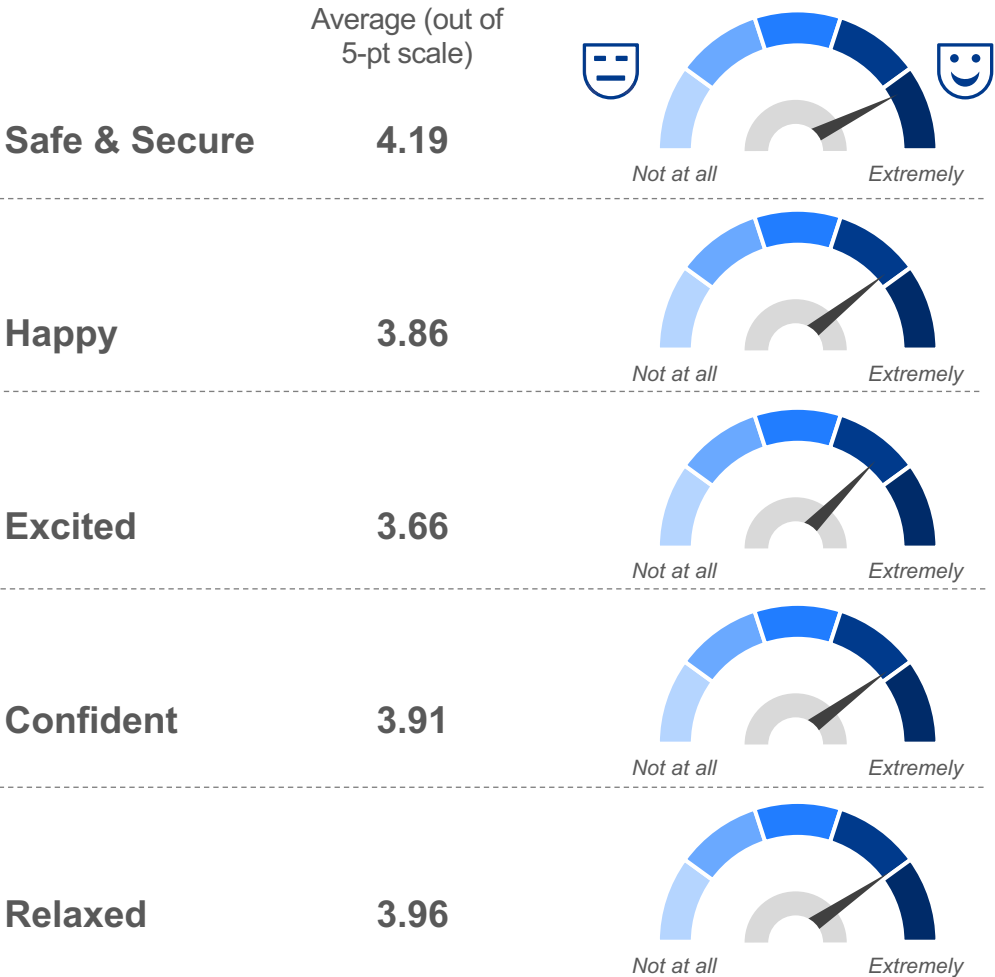
Overall  
Emotional  
Score Q1  
FY2324

3.92

(-0.01)

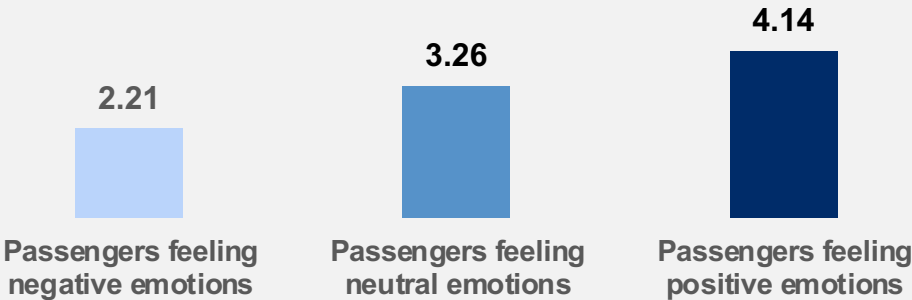
3.93

Overall  
Emotional  
Score Q4  
FY2223

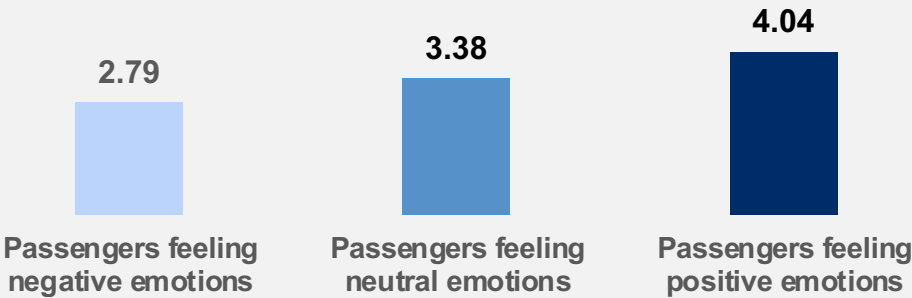


## Impacts of Emotions on Evaluation

### Overall Experience by Emotional State



### Overall Satisfaction by Emotional State





# Perception of Crowd by Segments



**Perception of Crowd**  
Average (out of 5-pt scale)



M T W T F S S

**Day of Week**



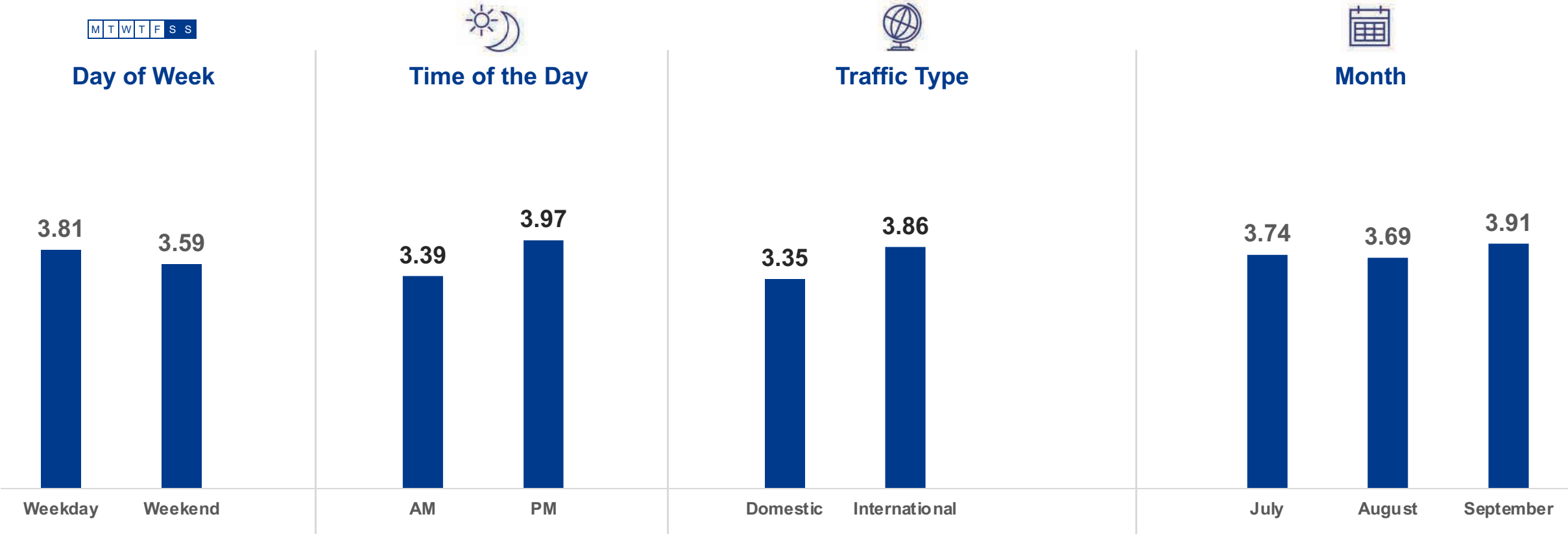
**Time of the Day**



**Traffic Type**

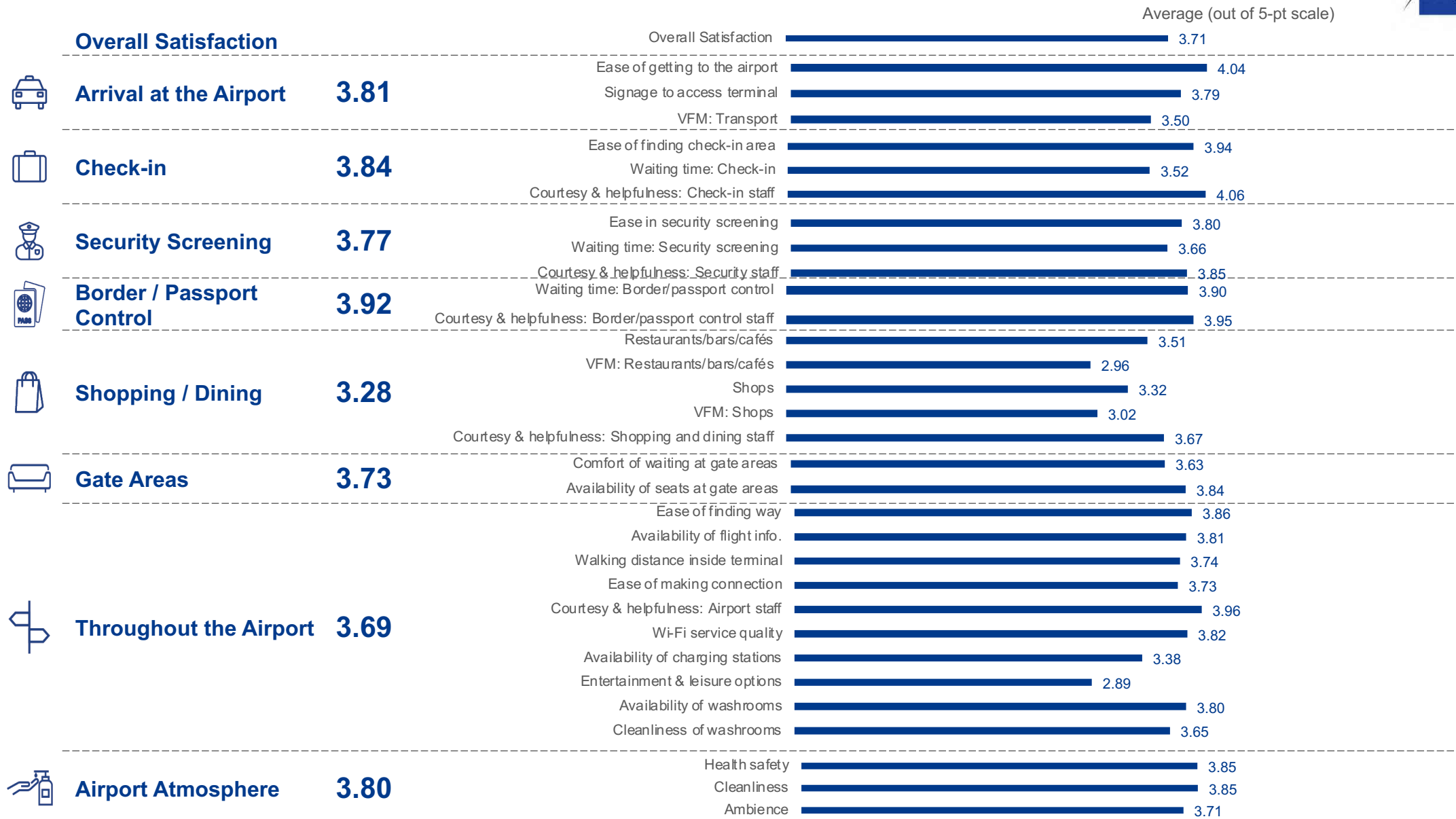


**Month**





# JKIA – Airport Performance FY2023/24





Average (out of 5-pt scale)

## Overall Satisfaction

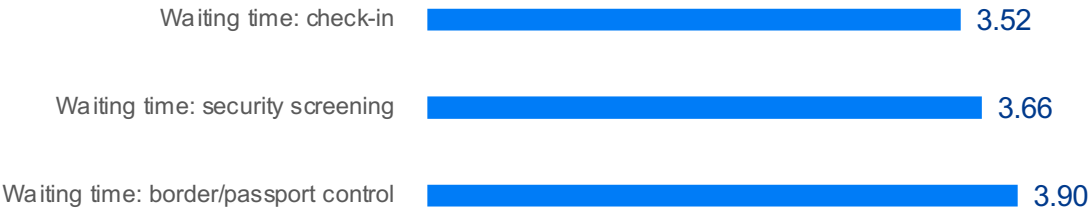
Overall Satisfaction  3.71



## Ease of Travelling Index 3.85



## Waiting Time Index 3.69

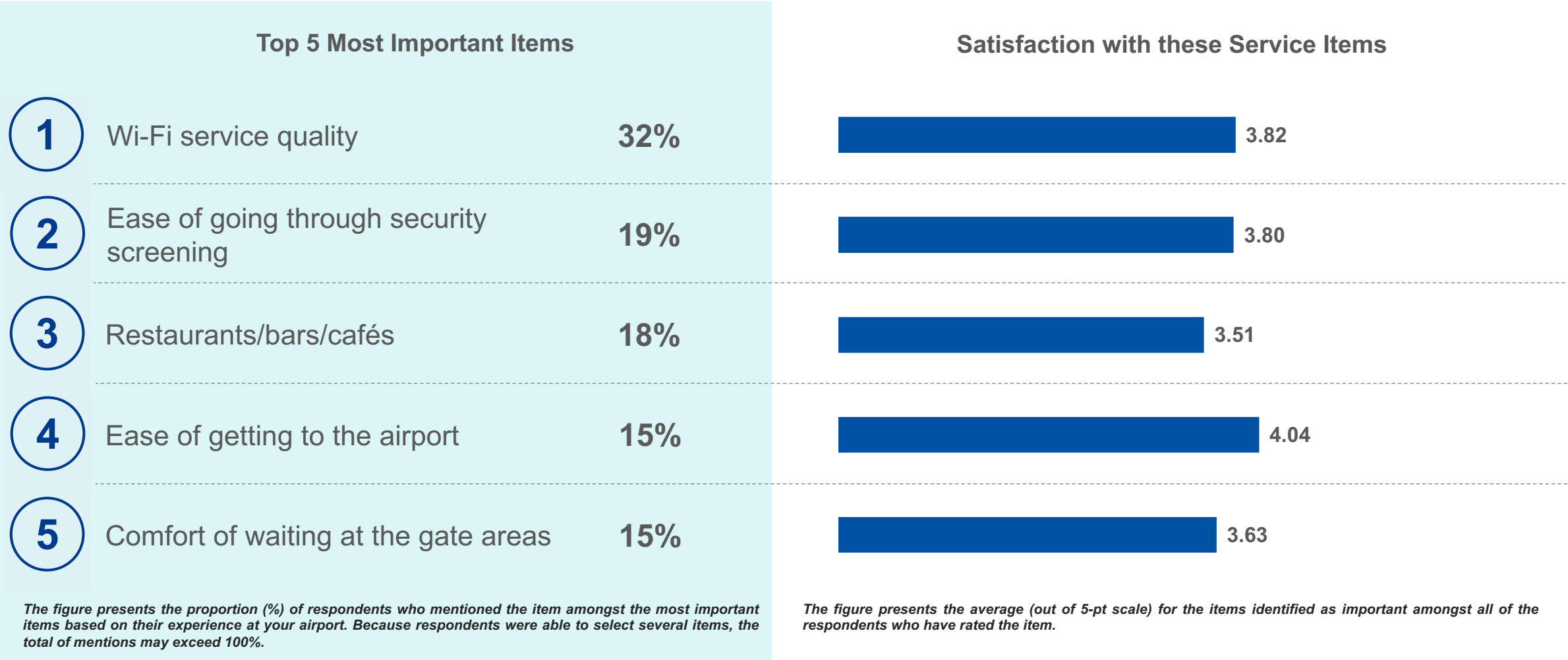


## Staff Index 3.88





# Most Important Service Quality Items

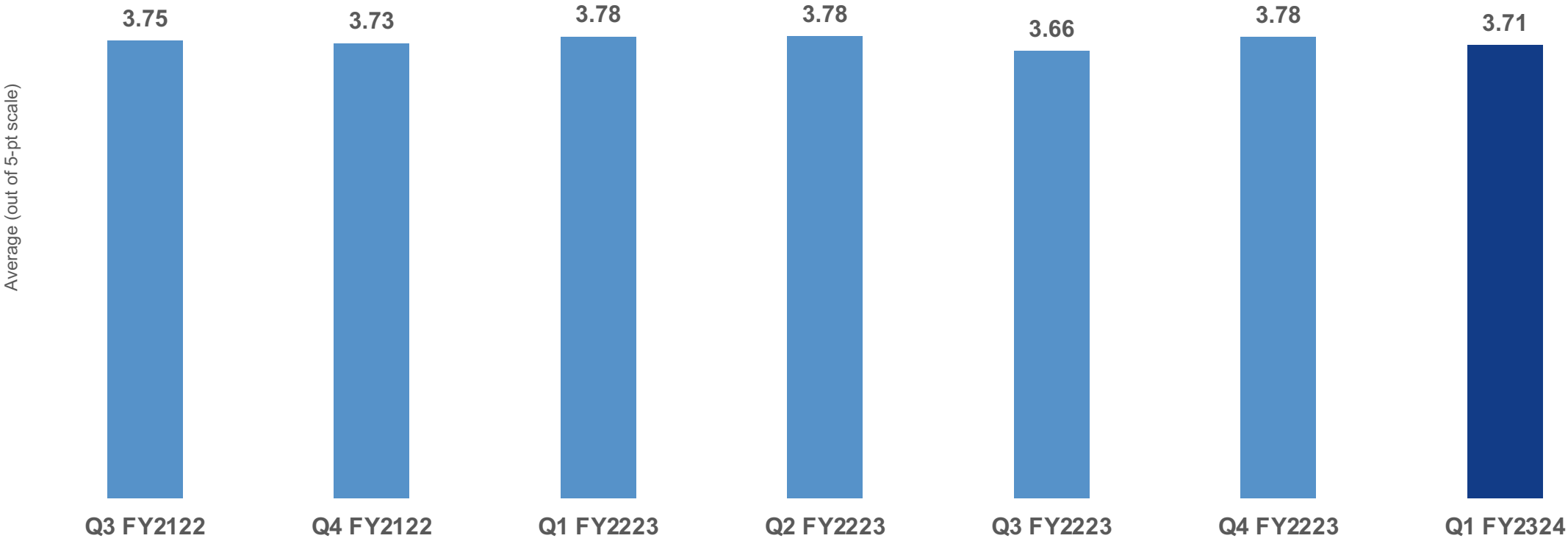




# Trend in Service Quality



# Overall Satisfaction Trend



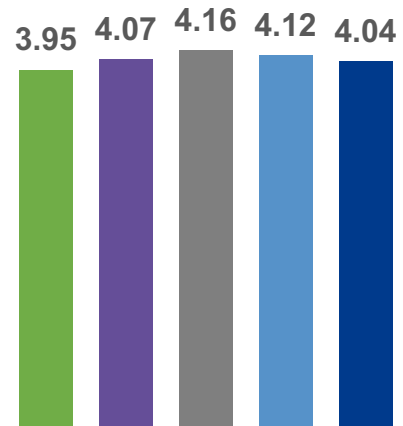




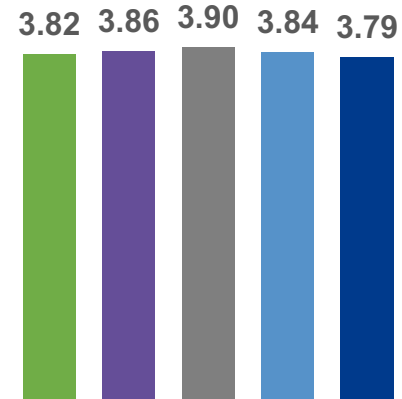
## Arrival at the Airport

Ease of getting to the airport

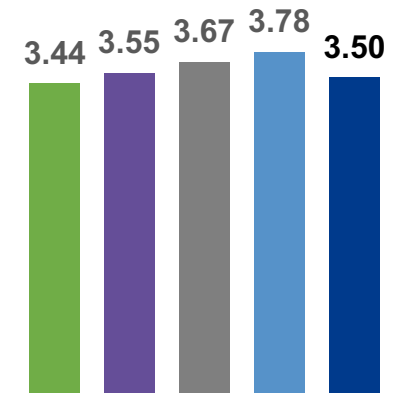
Average (out of 5-pt scale)



Signage to access terminal



Value for money of the selected mode of transport (including parking facilities if it applies)



● Q3 2022 ● Q4 2022 ● Q1 2023 ● Q2 2023 ● Q3 2023

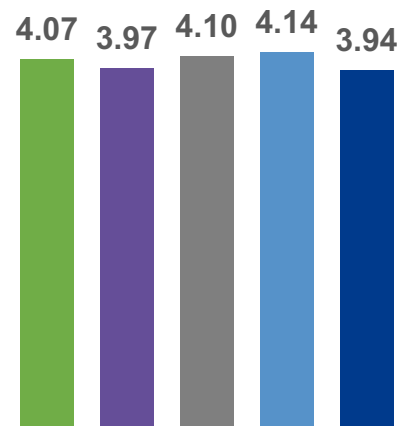




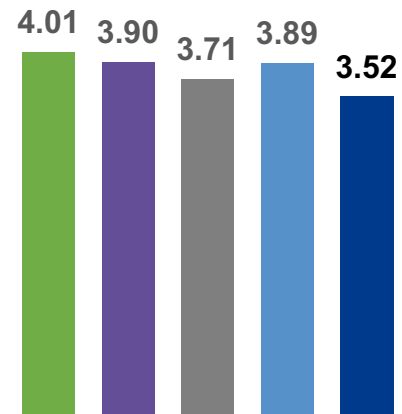
## Check-In

Ease of finding check-in area

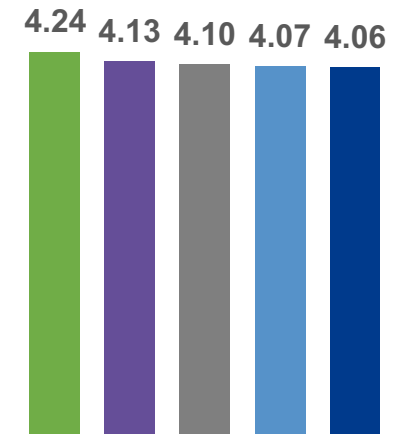
Average (out of 5-pt scale)



Waiting time at check-in, including baggage drop if applicable



Courtesy and helpfulness of staff in the check-in area



● Q1 FY2223 ● Q2 FY2223 ● Q3 FY2223 ● Q4 FY2223 ● Q1 FY2324



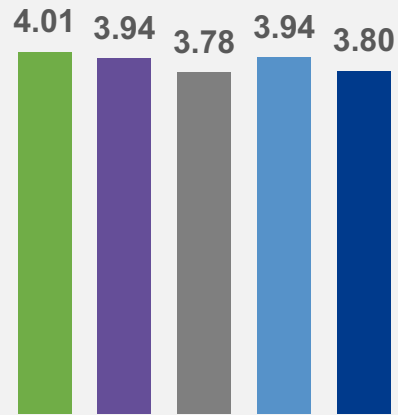


# Security Screening

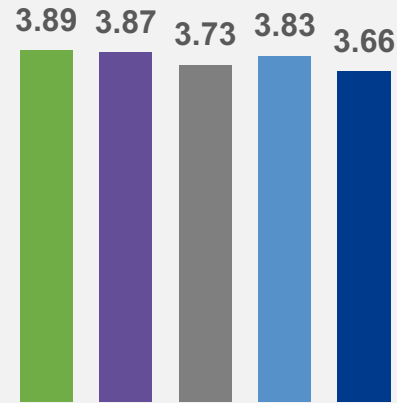


Average (out of 5-pt scale)

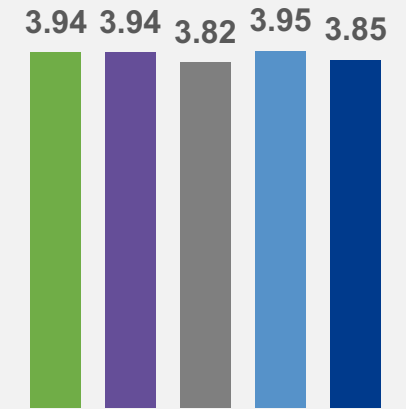
### Ease of going through security screening



### Waiting time at the security screening



### Courtesy and helpfulness of security screening staff



● Q1 FY2223 ● Q2 FY2223 ● Q3 FY2223 ● Q4 FY2223 ● Q1 FY2324



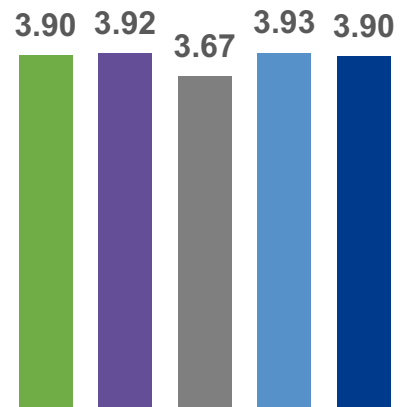


## Border/Passport Control

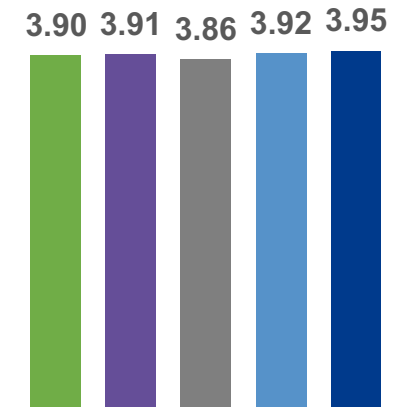


Waiting time at border/passport control

Average (out of 5-pt scale)



Courtesy and helpfulness of border/passport control staff

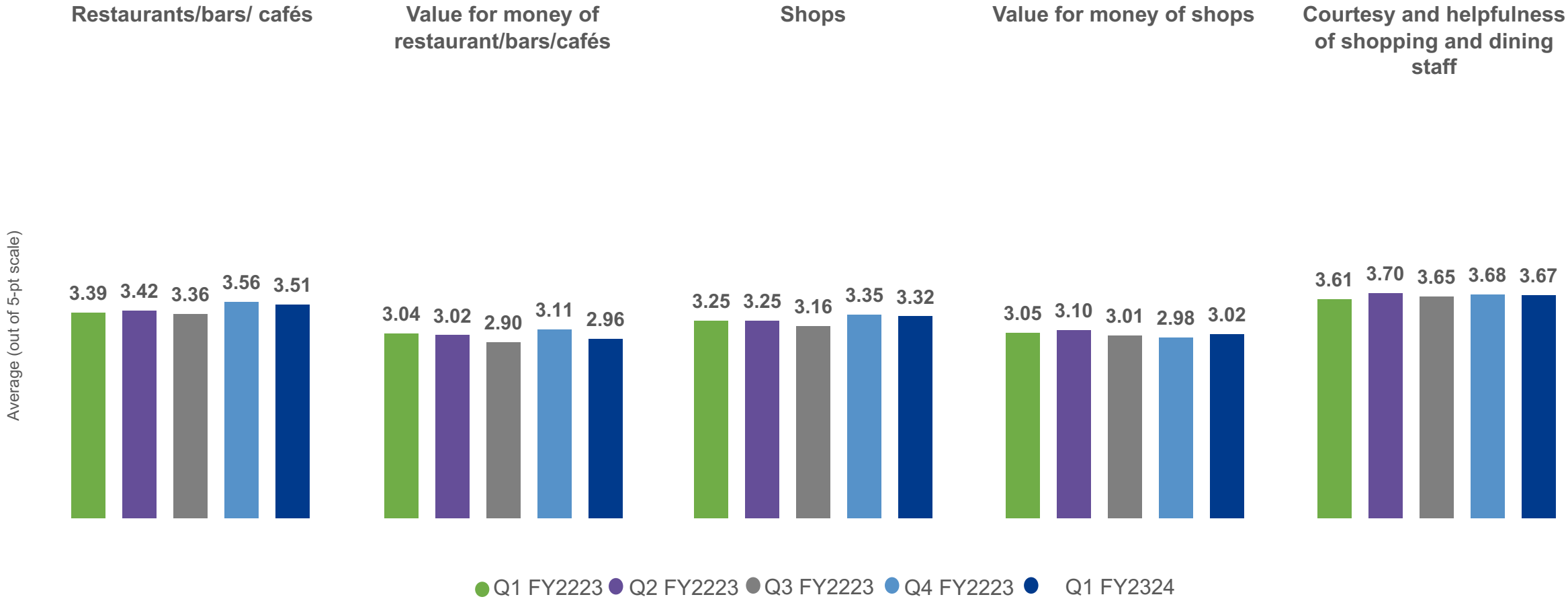


● Q1 FY2223 ● Q2 FY2223 ● Q3 FY2223 ● Q4 FY2223 ● Q1 FY2324





# Shopping/Dining





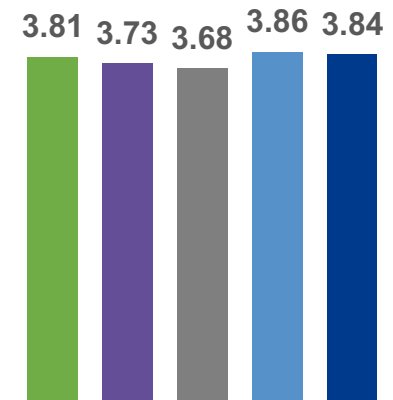
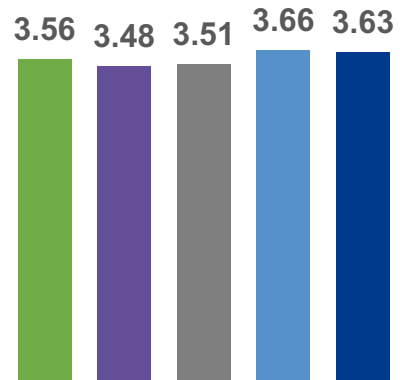


## Gate Areas

Comfort of waiting at gate areas

Availability of seats at gate areas

Average (out of 5-pt scale)

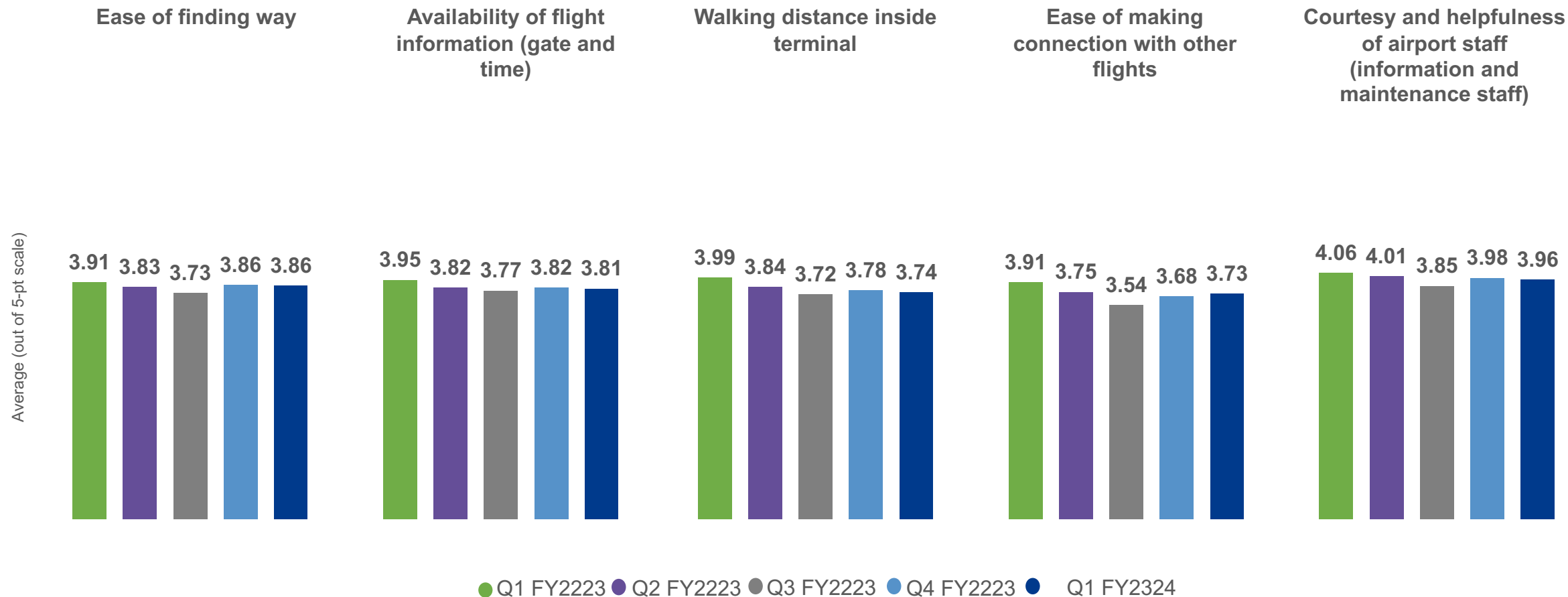


● Q1 FY2223 ● Q2 FY2223 ● Q3 FY2223 ● Q4 FY2223 ● Q1 FY2324





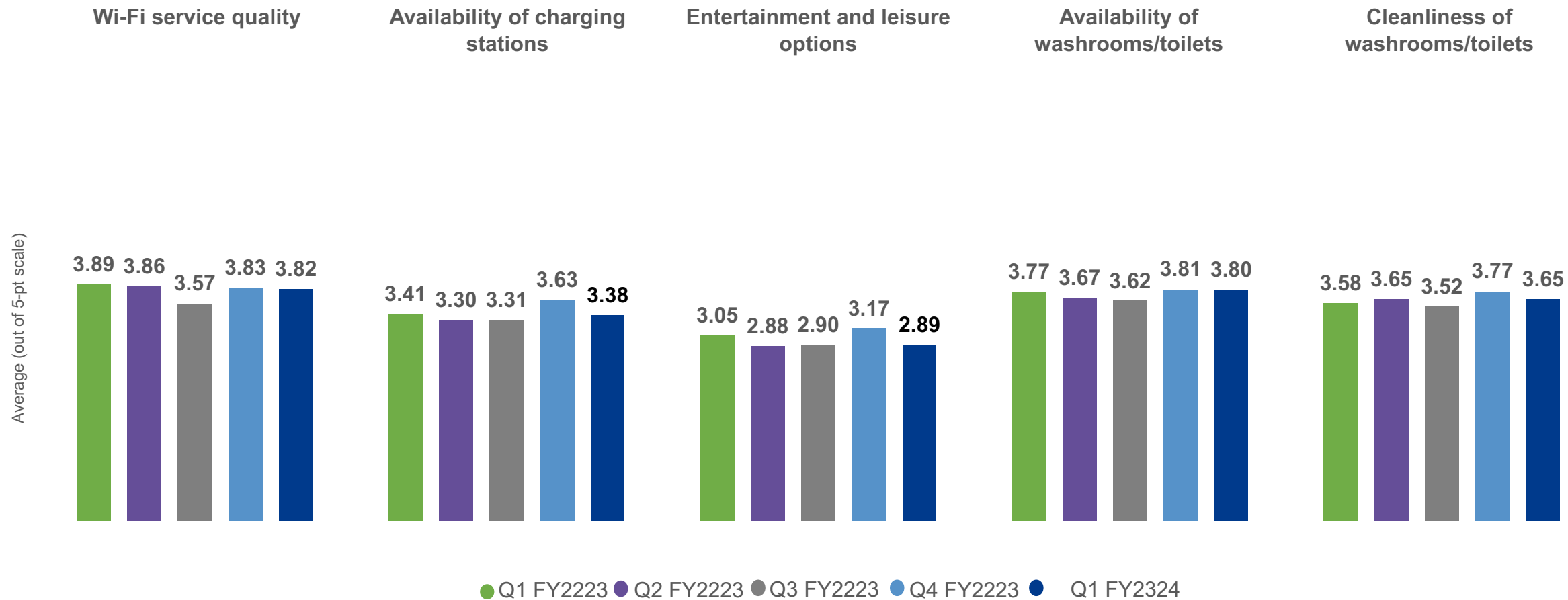
# Throughout the Airport (1/2)







## Throughout the Airport (2/2)



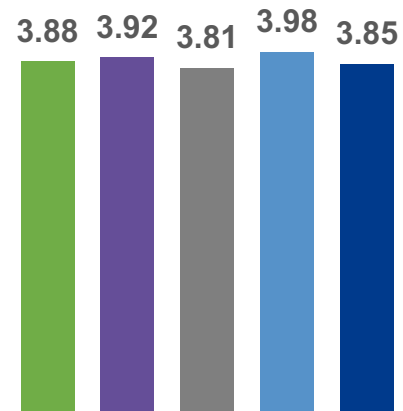




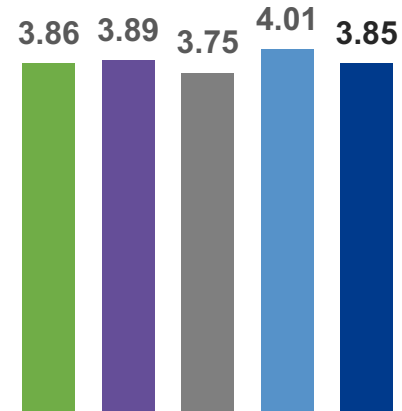
# Airport Atmosphere



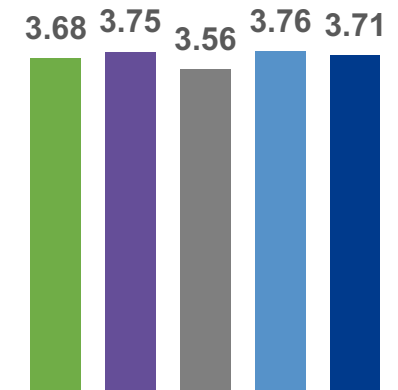
Health safety



Cleanliness



Ambience



● Q1 FY2223 ● Q2 FY2223 ● Q3 FY2223 ● Q4 FY2223 ● Q1 FY2324

Average (out of 5-pt scale)



# JKIA PRODUCT AUDIT 2020

---

## TABLE OF CONTENT

1) Introduction.....	Pg 2
2) Objectives.....	Pg 2
3) Audit Report Departure Process.....	Pg3 – 10
4) Appendix 1 (Departures).....	Pg 11-19
5) Audit report Arrival Process.....	Pg 20-22
6) Appendix 2 (Arrivals).....	Pg 23-28
7) Cargo.....	Pg 291
8) Appendix 3 (Cargo).....	Pg 30-38



9) Conclusion.....Pg 39

## INTRODUCTION

The KAA Product Audit entails assessing of facilities, services and processes to check for compliance to specified product development processes and to identify gaps that may pose a threat to the Authority’s brand image and overall customer experience through our Airports. This exercise also helps to evaluate whether our various products are up to international standards and provides an opportunity for development and exploration of new products.

In February 2022, we conducted a Product Audit of JKIA and developed a report which not only highlights the shortfalls at specific touchpoints of the Passenger’s journey, but also recommends targeted solutions that may be implemented immediately and over the course of time.

## Objectives

The objective of this exercise was two-fold:

- i. To go through the customer journey, investigate and examine the facilities and services of our airport and pick out the prevalent issues;
- ii. To identify and recommend New/ improvement opportunities for product enhancement



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
<b>DEPARTURES</b>						
I	Journey to Airport	Mombasa road	<ul style="list-style-type: none"> <li>- Traffic caused by obstructing <i>Matatus</i>, causing unnecessary strain on motorists trying to access the airport.</li> <li>- Many motorists who are not familiar with mombasa road get lost and unintentionally find themselves in the Airport.</li> <li>- The JKIA sign at Mombasa Road is at the middle of the road, awaiting destruction.</li> </ul>	<ul style="list-style-type: none"> <li>- Install/Reinforce signage from Cabanas indicating to and guiding motorists/passengers on Lane leading to airport. Signs should be properly lit for night visibility.</li> <li>- The JKIA sign at the entrance should be centralized to be seen clearly.</li> <li>- Relocate of the JKIA sign at Mombasa road to an off- road position that is more safe and visible.</li> </ul>	- External Signage Contractor	Marketing
			<ul style="list-style-type: none"> <li>- Congestion due to the on-going construction on Mombasa road</li> </ul>	<ul style="list-style-type: none"> <li>- Introduce a <i>Traffic Forecast</i> portal in our Communication platforms like the Website to warn Passengers/Motorists on</li> </ul>	- No Cost. Collaboration with Traffic Police, KENHA, and other relevant Stakeholders.	Communications



<b>S/NO</b>	<b>PASSENGER TOUCH POINT/ JOURNEY</b>	<b>LOCATION</b>	<b>ISSUE/PROBLEM</b>	<b>SOLUTION/ RECOMMENDATION</b>	<b>COST/BUDGET</b>	<b>DEPT.</b>
				impending traffic or incidences on their journey to the airport.		
2	Primary Screening Yard	Entry Security Check	<ul style="list-style-type: none"> <li>- Some letters on the JKIA cut-out sign do not light up, especially at night.</li> <li>- The adjacent screens are off</li> <li>- The traffic lights at the PSY have been off for a while</li> <li>- Traffic signs are rusted and faded</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitation of back to site by Ovidian Contractors.</li> </ul>	<ul style="list-style-type: none"> <li>- Contract</li> </ul>	Engineering
			<ul style="list-style-type: none"> <li>- Seats in the Screening Room are dilapidated.</li> <li>- The screen inside the passenger screening room has been off for a while</li> </ul>	<ul style="list-style-type: none"> <li>- Generally, cleanliness, orderliness and maintenance around the Screening area needs to be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>- No cost</li> </ul>	Customer Service/Engineering
3	Airport Entrance & Parking	Ndovu roundabout	<ul style="list-style-type: none"> <li>- Rusted, broken and old elephant sculptures at</li> </ul>	<ul style="list-style-type: none"> <li>- Immediate replacement of the sculptures.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance</li> </ul>	Engineering



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
		Toll Gate	<ul style="list-style-type: none"> <li>ndovu roundabout</li> <li>- Empty and tattered advertising bill boards.</li> <li>- The bus shelter at the access point of the JKIA Toll gate is in a reprehensible state.</li> <li>- The gate at the toll station is old and paint peeled off</li> <li>- Fence poles which are very old and fallen are lying on the ground at the gate.</li> </ul>	<ul style="list-style-type: none"> <li>- Refurbish or remove the bill boards.</li> <li>- The bus shelter should either be removed completely or replaced</li> <li>- Gate to be repainted.</li> <li>- Rebuild the fence poles.</li> </ul>		
			<ul style="list-style-type: none"> <li>- The grass is very dry and the airport has generally lost its greenary streak.</li> <li>- Trimmed flower wastes left lying around.</li> </ul>	<ul style="list-style-type: none"> <li>- Restoration and watering of grass.</li> <li>- Plantation and maintenance of the flowers and flowerbeds around the Airport to be done.</li> </ul>	- Contractor/Casuals	Environment
			- Blank advertising	- Engage the Advertising	- Advertising	Marketing



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			billboards	agencies to either de-flight the sites or upload generic messaging/Ads.	Agencies	
			<ul style="list-style-type: none"> <li>- Debris left scattered after borehole were dug.</li> </ul>	<ul style="list-style-type: none"> <li>- Proper clearance and disposal of waste after any work.</li> </ul>	<ul style="list-style-type: none"> <li>- Engineering/Environmental</li> </ul>	
		Drop- off zone	<ul style="list-style-type: none"> <li>- The tarmac road at the JKIA inbound lane is developing potholes as a result of wear and tear.</li> <li>- The light boxes along North Airport road are in dilapidated state.</li> </ul>	<ul style="list-style-type: none"> <li>- Adopt a pre-emptive maintenance program for the roads</li> <li>- Replacement.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance</li> </ul>	Engineering
		Central square	<ul style="list-style-type: none"> <li>- Motorists use the area as a parking point which should not be allowed</li> <li>- Signage “fire</li> </ul>	<ul style="list-style-type: none"> <li>- Exercise strict restriction.</li> <li>- Replacement of the signage.</li> </ul>	<ul style="list-style-type: none"> <li>- Advertising agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing</li> </ul>



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			assembly point” is very old and faded			
			<ul style="list-style-type: none"> <li>- The animal sculptures are rusted and old</li> <li>- The grass is dry</li> </ul>	<ul style="list-style-type: none"> <li>- Replacement of all animal sculptures.</li> <li>- Regular watering.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget required</li> <li>- Budget required</li> <li>- maintenance</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing</li> <li>- environmental</li> </ul>
		Parking Silo	<ul style="list-style-type: none"> <li>- Old and shabby overhead and other signs at Parking garage. The “ENTRY”, “EXIT” and the “P” signs.</li> </ul>	<ul style="list-style-type: none"> <li>- Fast-track process of new installations.</li> </ul>	<ul style="list-style-type: none"> <li>- Signage Contract</li> </ul>	Marketing
			<ul style="list-style-type: none"> <li>- Chipped out wall paint on the walls and poles of the parking garage.</li> </ul>	<ul style="list-style-type: none"> <li>- Repainting of the walls.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance</li> </ul>	Engineering
			<ul style="list-style-type: none"> <li>- Retail shops are disorganized and lack proper branding and</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a handbook; a subsidiary of Brand Manual for Stakeholders with precise details on</li> </ul>	<ul style="list-style-type: none"> <li>- Agency/Maintenance</li> </ul>	Marketing



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			advertising for their facilities.	how to position, advertise and brand their shops.		
		Terminal 2 Parking; Parking 9 & 10	<ul style="list-style-type: none"> <li>- All signs at these areas are in deplorable state.</li> <li>- The waiting bay at parking 10 is worn out and neglected.</li> </ul>	<ul style="list-style-type: none"> <li>- Fast-track process of new installations</li> <li>- Replacement of the waiting bay/shelter</li> </ul>	- Signage Contract	Marketing
			<ul style="list-style-type: none"> <li>- Debris not well disposed and litter bins dirty and rusty.</li> <li>- The road inside the parking is bumpy with potholes.</li> </ul>	<ul style="list-style-type: none"> <li>- Enforce regular disposal of debris or proper hoarding.</li> <li>- Good maintenance program of all the roads in the Airport.</li> </ul>	-No Cost	Engineering
			<ul style="list-style-type: none"> <li>- The grass is long, dry and unkempt with litter all over.</li> </ul>	<ul style="list-style-type: none"> <li>- General cleanliness and maintenance of the grass and adjacent surrounding.</li> </ul>	No cost	environment
			<ul style="list-style-type: none"> <li>- Litter bins are old, rusty and the litter is not emptied on a</li> </ul>	<ul style="list-style-type: none"> <li>- Purchase and install new trash bins around the airport. Maintenance and</li> </ul>	- Budgets required	Housekeeping



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			regular resulting in a foul smell.	cleanliness of the litter bins.		
4	Security Screening I	Terminals	<ul style="list-style-type: none"> <li>- The “trolley” sign is worn out and has some letters peeled off at TIA.</li> <li>- The trolleys are disorganised around the screening area.</li> <li>- There are no sanitizer dispensers at TID.</li> <li>- There too many posters at the TID entrance causing clutter.</li> </ul>	<ul style="list-style-type: none"> <li>- Installation and replacement of the sign.</li> <li>- Frequent Checks by Housekeeping/Customer Service teams.</li> <li>- New sanitizer dispenser to be installed.</li> <li>- Regulate advertising and chatters in the Terminals.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget needed.</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>marketing</li> <li>- marketing</li> </ul>
5	Check-in area and passport	seats	<ul style="list-style-type: none"> <li>- Seats at Terminal IA and TID are</li> </ul>	<ul style="list-style-type: none"> <li>- In the interim, the seats could be polished</li> </ul>	<ul style="list-style-type: none"> <li>- Cleaning contract</li> </ul>	Housekeeping



S/NO	PASSENGER TOUCH POINT/JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/RECOMMENDATION	COST/BUDGET	DEPT.
	control		old and faded			
		General ambience	<ul style="list-style-type: none"> <li>- The “check-in” sign at TID is too low.</li> <li>- The hanging art from the roof at TIA are dusty.</li> <li>- Dustbins are not regularly emptied both at TIA, T2 &amp; TID.</li> <li>- The spillage of Hand sanitizers is staining walls and pillars at TIA.</li> <li>- The poor method of fumigation being used leaves the floor wet and slippery and dirty at TIA. generally the floor is dirty at TIA,T2 &amp; TID.</li> <li>- Parts of the floor is</li> </ul>	<ul style="list-style-type: none"> <li>- The sign should be raised a bit high or replaced with a smaller one.</li> <li>- Regular cleaning.</li> <li>- Regular and supervised cleaning</li> <li>- Proper polish of the</li> </ul>	<ul style="list-style-type: none"> <li>- Budget required</li> <li>- Cleaning contract</li> </ul>	Marketing  Housekeeping



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			stained both at TIA & TID.	floor.		
			<ul style="list-style-type: none"> <li>- Some of the bulbs are off.</li> <li>- Broken power sockets and untucked cables at TIA.</li> <li>- The fire extinguisher booth at TIA waiting bay is broken, posing a risk.</li> <li>- Most of the fans at TID are not working properly making the room uncomfortably hot.</li> <li>- All Check-in counters at TIA are faded and paint peeling off</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance/replacement</li> <li>- Repainting of the counters</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance costs</li> <li>- Budget required</li> </ul>	Engineering



S/NO	PASSENGER TOUCH POINT/JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/RECOMMENDATION	COST/BUDGET	DEPT.
			<ul style="list-style-type: none"> <li>- The ceiling is old and stained in TIA.</li> <li>- The roof at TID is old and dull.</li> </ul>	<ul style="list-style-type: none"> <li>- The ceiling to be replaced.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget required.</li> </ul>	Engeering
			<ul style="list-style-type: none"> <li>- Notices for customers are being printed on regular paper and pasted on walls causing an unpleasant sight.</li> <li>- There are also a lot of “Policy Notices” mounted on walls around the terminals creating unnecessary clutter.</li> <li>- Some of the kiosk touchscreens are not working.</li> <li>- Most of the screen pockets are not lighting both in</li> </ul>	<ul style="list-style-type: none"> <li>- Provide proper templates for ad-hoc notices or utilize screens around the terminalns</li> <li>- Replacement or repair of the broken kiosk screens.</li> <li>- Replacement or repair of the screen pockets</li> </ul>	<ul style="list-style-type: none"> <li>- No cost</li> <li>- Budget needed</li> </ul>	Marketing/ICT  - engineering



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			TIA &TID.			
6	Immigration	Queue Management	- Management of queues quite well.	- N/A.	No Cost	Immigration
		Toilets	<ul style="list-style-type: none"> <li>- The cleanliness of the toilets not up to the standards in both TIA &amp; TID (dirty and have a foul smell).</li> <li>- Ceiling on some areas are completely broken and stained especially TIA.</li> <li>- Toilets in TID&amp; T2 are squeezed.</li> </ul>	- Increase manpower for the cleaning staff and thorough training; it appears the few cleaners are quite overwhelmed.	- Contractor	- Housekeeping
	Security Screening 2	Secondary Security screening area	- There is information overload for Passengers at these points as there are many notices and announcements at TIA	- Redirect critical information to less stressful areas for adequate intake by Passengers.	- No Cost	- Operations/Security
			- At TID & T2 there are very old and empty sign/	- Installation of new signages	- Budget required	Marketing



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			informative frames - The signs at the luggage screening point TID are old and faded.			
8	Waiting Lounges	TIA &TID lounges	- Some gate numbers at TIA are not internally lighting (gate 17, 18, 20B, 13, 15).  - Some bulbs are off making the lighting not sufficient.  - The ceiling is broken, old and stained in some areas at Tl.  - The kids playroom at TID is not being utilized instead, its being used to store some informative	- Maintenance and replacement.          - Cleaning and utilization of the playroom.	- Budgets required	- Engineering/Operations



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPT.
			signs. - Parts of the wall in TID is stained and had paint peeling off. - There are empty advertising sites on the walls of the lounges in TID. - There are misplaced covid19 signs at TIA.	- Repainting of the walls - Engage advertising agencies to put up ads or generic messages - Adopt the maintenance program.	Budget required - Advertising agencies	Engineering Marketing Marketing
.9	Overall Customer comfort	Retail Experience/Duty Free shops	- Retailers are using Too many paper posters on the wall to communicate to Passengers.	- Create and maintain awareness to Concessionaires on expected standards, ethics and etiquette around the airport.	- No cost	- Marketing
		Restaurants/Eateries	- Too many paper posters are used	- Create and maintain awareness with the advertisement	- No cost	- Marketing
		Entertainment	- No adequate entertainment for Passengers in the lounges.	- Develop unique and innovative entertainment and escapist options for the Airport.	- Long-term plan; may require budget	- Marketing



<b>S/NO</b>	<b>PASSENGER TOUCH POINT/ JOURNEY</b>	<b>LOCATION</b>	<b>ISSUE/PROBLEM</b>	<b>SOLUTION/ RECOMMENDATION</b>	<b>COST/BUDGET</b>	<b>DEPT.</b>
		Charging Stations	- Most of them are broken.	- Repair and replacements.	- Budget required	- Engineering
		Baby- Changing stations	<ul style="list-style-type: none"> <li>- Some baby changing booths at TIA &amp; TID are not branded</li> <li>- There are currently no baby-changing facilities at TID Arrivals</li> </ul>	<ul style="list-style-type: none"> <li>- Branding to be done on the booths for visibility</li> <li>- Avail a baby changing station at TID Arrivals</li> </ul>	- Budgets required	- Housekeeping/Marketing
		Wifi	<ul style="list-style-type: none"> <li>- Hotspots desks are old and not manned</li> <li>- The Wifi is weak.</li> </ul>	<ul style="list-style-type: none"> <li>- Replace or remove the desks</li> <li>- Improve Wifi connectivity.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget required in case of replacements.</li> <li>- Budget required in case of replacements.</li> </ul>	- ICT
10	Wayfinding	Terminals	- Massive improvement on directional signage, however some signs are already experiencing wear and tear.	- Facilitate maintenance component in signage contracts	- Budgets required	- Marketing



## APPENDICES I – DEPARTURE IMAGES

---



*Figure 1 Dead Screens*



*Figure 2 Dead Traffic lights*



*Figure 3 Dry Grass/Poor landscaping*



*Figure 4 Bus Shelter on Airport South Road*



*Figure 6 Crevices on road*



*Figure 5 Toll Gate*





*Figure 7 Empty Sites*



*Figure 8 Parking Garage*



*Figure 9 Dark spaces at Parking Garage*





Figure 10 Chemist at Parking Garage



Figure 11 Old sign at Parking 9/10



Figure 12 Debris around Parking 9/10 & Central Square; Safety hazard



Figure 13 A run down dustbin at Parking 9





Figure 14 Broken socket at T1A



Figure 15 Paper notice



Figure 16 Cluttered wall





*Figure 16 Stained pillar at T1A*



*Figure 18 Blown out bulbs at T1A*

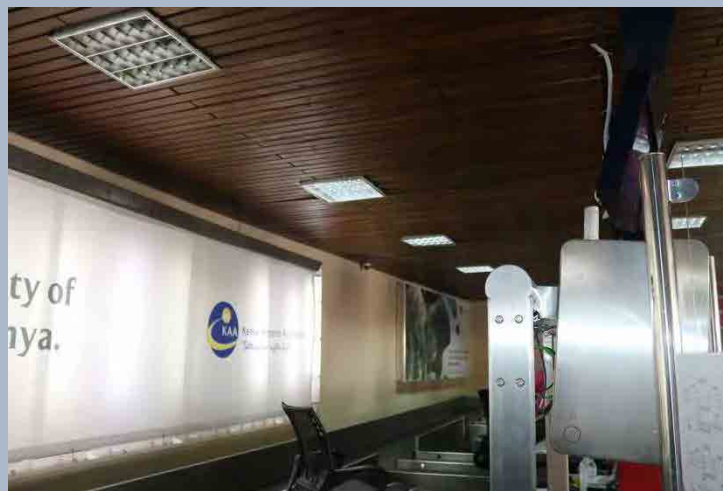




*Figure 19 Dustbin at T1A*

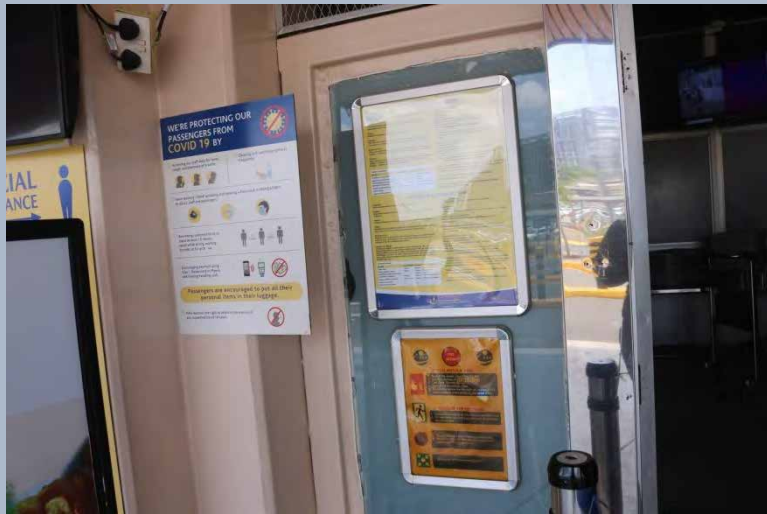


*Figure 20/21 Broken toilet & health hazard trash by Port Health at T1E*



*Figure 22 Insufficient Lighting, dark ceiling & non -existence of ACs at Terminal 1D*





*Figure 23/24 Cluttered walls and surfaces with Security information at T1D*





*Figure 25 Cleaning equipment left unattended at T2*



*Figure26 Broken counter by Port Health at T2*









Figure 29 Broken sign at Screening point



Figure 30 Stained floor; broken sockets



S/NO	PASSENGER TOUCH POINT/ JOURNEY	LOCATION	ISSUE/PROBLEM	SOLUTION/ RECOMMENDATION	COST/BUDGET	DEPARTMENT
<b>ARRIVALS</b>						
1	Touchdown	Apron	- Litter inside the trenches.	- Enforce 'no littering' messages	Budget needed	Housekeeping
		Buses	- Currently no Social Distancing/WHO guidelines messages inside some of the airside buses.	- Avail relevant signs/posters	- Signage Contract	Marketing
		Availability of ramps	- Ramp outside Terminal IE is quite steep; it may cause serious accidents.	- Repairs are necessary to make the ramp standard for use.	- Budget needed	- Engineering
2	Airport Terminals	Wi-Fi	- Wi-Fi signal is quite weak at arrival Terminals	- Strengthen Wi-Fi connection	- Wi-Fi Service Provider	- ICT
		Gates	- Whenever it rains there is leakage on the roof causing stains on the ceiling and staircase at TIA.	- Regular check and repair of the roof.	- Budget needed	- Marketing
		Transfer Desk	- Broken power sockets.	- Good maintenance of power sockets.  - Replacement and initiate	- No budget required.	- Engineering



		Custom control/Immigration	<ul style="list-style-type: none"> <li>- The flower pots along the path walk are old, some are broken and with paint peeled off.</li> </ul>	proper maintenance of the flowers and flower pots.		
		Baggage	<ul style="list-style-type: none"> <li>- Empty advertising site, portraying a bad image.</li> <li>- Most of the bulbs have blown out at TIA.</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporate advertising agencies.</li> <li>- Replacement and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>- Advertising agencies.</li> <li>- Maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing.</li> <li>- Engineering.</li> </ul>
			<ul style="list-style-type: none"> <li>- Some AC Units are not functioning TIA.</li> <li>- Parts of the roof are broken.</li> <li>- The wall paint on the lower base of the walls is peeled off.</li> <li>- When never it rains there's a leakage on the roof staining the ceiling.</li> <li>- The roof art work at the baggage area is not attractive/ eye-catching to the</li> </ul>	<ul style="list-style-type: none"> <li>- Replacement of the art work with an attractive one.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget required.</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing.</li> </ul>



			passengers (goes unnoticed)			
		Terminal IE ( International Arrivals)	<ul style="list-style-type: none"> <li>- The litter bins are not regularly emptied and cleaned(both inside and outside bins)</li> <li>- The customer service desks look worn out with paint chipping off.</li> <li>- Poor informative signs at terminal. Some informative signs are torn giving a bad look/image.</li> <li>- There are misplaced signs; those are un-mounted are carelessly left lying around the terminal.</li> <li>- The 'Government VIP sign is not</li> </ul>	<ul style="list-style-type: none"> <li>- Regular supervised cleaning.</li> <li>- Repainting the counters.</li> <li>- Replacement of the torn signs.</li> <li>- Proper storage or placement of the displaced signs</li> </ul>	<ul style="list-style-type: none"> <li>- Cleaning contract</li> <li>- Cost needed</li> <li>- Advertising agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Housekeeping</li> <li>- Marketing</li> <li>- Marketing</li> </ul>



			<p>internally lighting.</p> <ul style="list-style-type: none"> <li>- Old and unused customer service desks are abandoned at the baggage area giving a bad image</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporate advertising agencies to upload generic ads</li> <li>- Old furniture to be properly stored and out of sight for arriving passengers</li> </ul>		
		Terminal I E (outside)	<ul style="list-style-type: none"> <li>- The white wall is stained and has paint peeling</li> <li>- The TIE signage is lying down at the waiting bay.</li> <li>- The seats outside are old and in a deplorable state</li> </ul>	<ul style="list-style-type: none"> <li>- General maintenance and repairs are required i.e. for the wall and the seats.</li> <li>- Installed back or be removed from site.</li> </ul>	<ul style="list-style-type: none"> <li>- Budget required</li> <li>- No budget required</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing/ engineering</li> </ul>
		Terminal I D	<ul style="list-style-type: none"> <li>- Empty advertising sites in the terminal.</li> <li>- There are no baby changing booths.</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss a way forward with advertising agencies on ads upload.</li> <li>- Put up a baby changing booth.</li> </ul>	<ul style="list-style-type: none"> <li>- No budget</li> </ul>	<ul style="list-style-type: none"> <li>- marketing</li> </ul>



		Terminal 2	<ul style="list-style-type: none"> <li>- The AC's are not working.</li> <li>- Use of papers as informative signs.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure the AC's are working.</li> <li>-</li> </ul>		
3	Port health	<p>Check-up points/desks</p> <p>Transfer Desk</p>	<ul style="list-style-type: none"> <li>- A lot of un-standardized covid-19 messaging on walls and floors around Port health areas in all Terminals.</li> <li>- There is also use of regular paper on the wall as informative signs.</li> <li>- Broken power sockets.</li> <li>- The flower pots along the path walk are old, some are broken and with paint peeled off.</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate signs were provided and installed, especially at this touch point. If there is need for more, then the relevant office should be informed.</li> <li>- Good maintenance of power sockets.</li> <li>- Replacement and initiate proper maintenance of the flowers and flower pots.</li> </ul>	Signage Contract	Port Health/Marketing
4	Immigration	Queue	<ul style="list-style-type: none"> <li>- The immigration</li> </ul>	<ul style="list-style-type: none"> <li>- Keep up.</li> </ul>	No budget	Immigration/Operations



		Management	<p>and KAA customer service staff assigned are able to properly manage the queue.</p> <ul style="list-style-type: none"> <li>- Empty advertising site, portraying a bad image.</li> <li>- Most of the bulbs have blown out at TIA.</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporate advertising agencies.</li> <li>- Replacement and maintenance.</li> </ul>		
5	Customs & Kephis	Baggage collection experience	<ul style="list-style-type: none"> <li>- The baggage collection area at TIA is very dark; Most of the bulbs have blown out.</li> <li>- Part of the roof is damaged.</li> <li>- Some AC Units are not functioning TIA.</li> <li>- Parts of the roof are broken.</li> <li>- The wall paint on the lower base of the walls is peeled off.</li> <li>- When never it rains there's a leakage on the roof</li> </ul>	<ul style="list-style-type: none"> <li>- Initiate and elaborate Maintenance exercise.</li> <li>- Repair the roof.</li> <li>- Repainting of the wall around all terminals.</li> <li>- Repair the roof.</li> </ul>	Budget required	Engineering



			staining the ceiling. <ul style="list-style-type: none"> <li>- The roof art work at the baggage area is not attractive/ eye-catching to the passengers (goes unnoticed)</li> </ul>	<ul style="list-style-type: none"> <li>- Replacement of the art work with an attractive one.</li> </ul>		
			<ul style="list-style-type: none"> <li>- Use of paper as a signage at the belt</li> <li>- Customs have place too many signage that create clutter.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide a handbook on how to display and disseminate short-term notices to Passenger.</li> </ul>	<ul style="list-style-type: none"> <li>- Budgets may be required</li> </ul>	Marketing
6	Airport Exits	Meet & Greet experience	<ul style="list-style-type: none"> <li>- Overcrowding and disorganization at Meet &amp; Greet areas.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and define an elaborate Meet &amp; Greet methods, areas, standards and overall experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Budgets required</li> </ul>	Marketing
		Pick-up	<ul style="list-style-type: none"> <li>- Trolley Management is not seamless</li> </ul>	<ul style="list-style-type: none"> <li>- Enforce proper Trolley Management</li> </ul>	<ul style="list-style-type: none"> <li>- Contractor</li> </ul>	Housekeeping
		Public Buses	<ul style="list-style-type: none"> <li>- Buses are old and unpleasant</li> </ul>	<ul style="list-style-type: none"> <li>- Re-consideration of better Public Transport to and from airport.</li> </ul>	<ul style="list-style-type: none"> <li>- No budget</li> </ul>	Marketing
		Journey from the airport	<ul style="list-style-type: none"> <li>- Fallen fence and street light posts at KAPs office</li> </ul>	<ul style="list-style-type: none"> <li>- Removal and replacement of the fallen posts</li> </ul>		



			<ul style="list-style-type: none"> <li>- Blank billboards.</li> <li>- Unnecessary building blocks lying around KAPs office/ paying station.</li> <li>- Fallen billboard post near Ndovu round about.</li> <li>- Heavy traffic experienced at the Toll station.</li> </ul>	<ul style="list-style-type: none"> <li>- Engage advertising agencies to upload generic ads.</li> <li>- General cleanliness and neatness to be observed, removal of irrelevant materials lying around.</li> <li>- Engage KAPS to amp their campaigns of payment before Exit.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance</li> </ul>	
7	Wayfinding	Terminals	<ul style="list-style-type: none"> <li>- New signage required at Terminal 2.</li> <li>- New signs required at Parking 9 &amp; 10.</li> </ul>	<ul style="list-style-type: none"> <li>- Fast-track implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- Signage Contracts</li> </ul>	Marketing



## APPENDIX 2

---



*Figure 1 Overcrowding outside T2*



*Figure 2 Littered trench at Apron T2*



*Figure 3 Un –emptied litter bin outside T1E*





Figure 4 Faulty bulbs/Stained ceiling at T1A

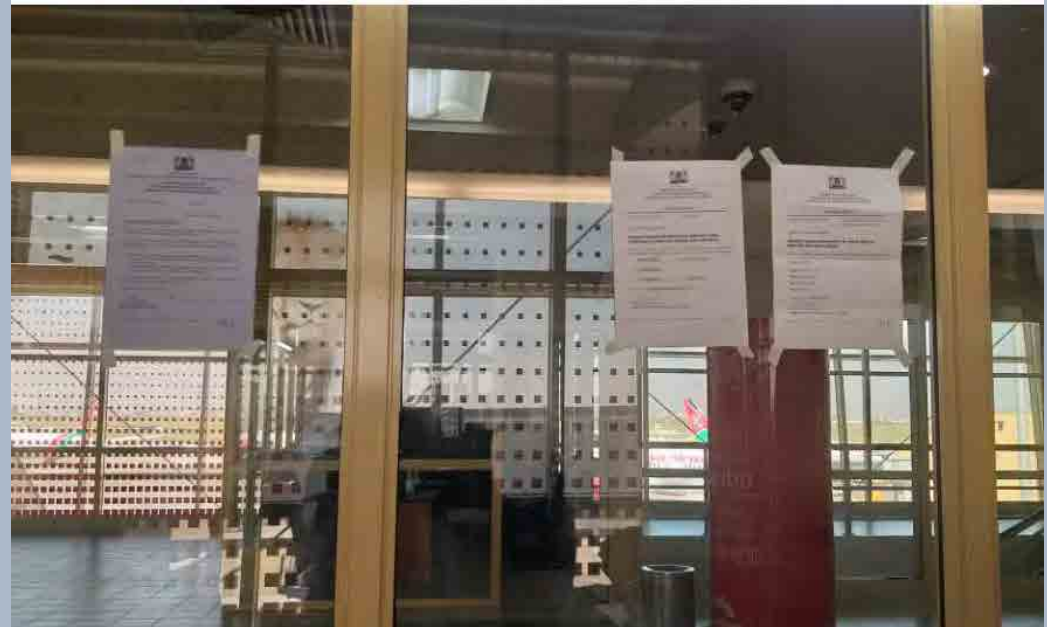


Figure 5 Health hazard waste by Port Health at T1E





*Figure 5 Old, dilapidated sign outside T2*



*Figure 6 Cluttered wall adjacent to Port health*





*Figure 7 Dirty & broken toilet at T1E*



*Figure 8 Empty Advertising site*





Figure 9 Unpleasant Flowerpot



Figure 10 Clutter at Security Screening point



Figure 11 "Dead" Carousel hall at T2





*Figure 12 Broken Ceiling*



*Figure 13 Old, rusty Dustbins at T2 Parking*





Figure 14/15 Broken signs and Bollards



## CARGO VILLAGE

S/NO	LOCATION	ISSUE/PROBLEM	RECOMMENDATIION	BUDGET	DEPT.
1	Toll Gate	- Empty advertising sites/boards	- Engage Advertising agencies to embark on an aggressive overhaul of sites at Cargo	- No budget	Marketing
		- Very old and faded signs; Very old and collapsing traffic signs	- Fast-track implementation of new signage installation	- Signage Contracts/Budgets required	Marketing
		- The screen installed at this point is not functional.	- Engage KAPs	- No cost	Marketing Cargo
		- The grass is very dry stones and litters scattered all over the area.	- Rehabilitate/Restore the overall landscape at Cargo area.	- Budgets required	Environment
		- A lot of traffic experienced as a result of motorists payment at this point.	- Engage KAPs to amp their campaigns of payment before exit, especially at Cargo.	- No cost	Marketing
		- At KAPS Payment cubicles there are litters, old boards, broken desks and seats, buckets, mops and a lot of trash.	- Engage KAPs.	- No cost	Housekeeping
2	Parking Areas	- Seamless Parking & Payment system at Cargo could be enhanced	- Enforce a Parking Management System at Cargo	- No Budgets required	KAPs/Marketing



3	Environment/ Surrounding/roads	<ul style="list-style-type: none"> <li>- Tarmac roads have a lot of potholes</li> </ul>	<ul style="list-style-type: none"> <li>- Cargo requires an intense maintenance program.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintenance Costs</li> </ul>	Engineering
		<ul style="list-style-type: none"> <li>- Uncovered manholes</li> <li>- Drainage terrace are open, dirty and reeking of stench</li> <li>- Poor waste disposal at the food courts which is unhygienic</li> <li>- Collapsing fences with dirt accumulated along the fences</li> <li>- Rubble scattered all over especially around food courts</li> </ul>			
		<ul style="list-style-type: none"> <li>- The flower beds are not well maintained, the grass is long and dry</li> </ul>	Rehabilitate/Restore the overall landscape at Cargo area	<ul style="list-style-type: none"> <li>- Environment contract/costs</li> </ul>	Environment
4	Cargo Buildings/Facilities	<ul style="list-style-type: none"> <li>- The paint on the walls have peeled off in some of the buildings</li> <li>- Roofs are rusty and faded</li> </ul>	<ul style="list-style-type: none"> <li>- Collaborate with Tenants to embark on a rehabilitation exercise</li> </ul>	<ul style="list-style-type: none"> <li>- Budgets required</li> </ul>	Cargo Management team/Stakeholders



## APPENDIX 3

---



*Figure 1 Dry grass/Poor Landscaping*



*Figure 2 KAPS Office*





*Figure 3 Old Faded sign/Dead Screens*



*Figure 4 Empty Advertising site*





*Figure 5 Old, faded sign*



*Figure 6 Rickety, grimy Bollards*





*Figure 7 Use of regular paper for notices*



*Figure 8 Rubble outside Food court*



*Figure 9 Outside food court*





*Figure 10 Holes, Potholes, Cracks*





Figure 11 Old signs



Figure 12 Stinking trench





*Figure 13 Poor Landscape*



*Figure 14 Rusty drums*





*Figure 15 Broken fences*



## **GENERAL OBSERVATIONS /CONCLUSION**

---

- There is need to adopt a pre-emptive approach when dealing with maintenance issues around the airport.
- We are running the risk of giving our Passengers an information overload as there are a lot random notices, Policy documents, Security information plastered all around the terminal buildings, which effectively create a lot of confusion and clutter. There is therefore an opportunity to use technology to disseminate important information.
- We need to deliberately start sharing and enforcing our standards and guidelines with all airport users.
- It appears there is a shortage of cleaners and it's starting to impact on the levels of cleanliness and hygiene in the terminals.
- Terminal 2 is underutilized; opportunities to maximize its usage can be explored.
- Our Meet & Greet Experience is not elaborate.
- Overall, our facilities require proper facelift, especially at Cargo.



# Brand Guidelines.

Setting our sights high.



Vision Statement:  
Travel Stress Free

Mission Statement:  
To provide consistent and delightful  
travel experience.

Head Office, Off Airport North Road

LANDLINE: 020 6822 111/ 020 6611 000/ 020 6612 000.  
MOBILE: +254722205061-8  
TOLL FREE: 0800 221415/ 0800 711254.

info@kaa.go.ke /talk2us@kaa.go.ke

Table of  
Contents.

INTRODUCTION.....	5	
i. The Importance of Brand Guidelines		
ii. The KAA Mandate		
1. BRAND IDENTITY.....	6	
LOGO DESIGN.....	6	
i. Rules for our logo.		iv. Office mugs
ii. Logo colour variation		v. Duffle bag
iii. Logo usage on Coloured backgrounds		vi. Carrier bag
iv. Logo positioning and size		vii. Umbrellas
v. Logo placement with other logos		viii. Key Chains
		ix. Reel Badges
		x. Polo Shirts
		xi. T shirts
		xii. Caps
		xiii. Desk clock
		xiv. Pen Holder
		xv. Podium
TYPOGRAPHY.....	10	
i. Primary font		
ii. Secondary font		
COLOUR PALETTE		
i. Rules for Colour and gradients [print and web]		
ii. Colour variations – light   standard   dark		
2. BUSINESS COMMUNICATION.....	17	
CORPORATE STATIONERY.....	17	
i. Letterhead		OUT OF HOME.....
ii. Business cards		i. Flags and banners
iii. Staff ID Cards & Visitors' Card		ii. Billboard
iv. Complimentary card		iii. Corporate Banners
v. Envelopes – DL, A3, A4, A5,		iv. Event banners
vi. Document Folder		v. Outdoor banners
vii. Staff Identification Card		vi. Display Board
viii. Name Tag		
ix. Invite Sample		CORPORATE FLEET BRANDING.....
x. Certificates		i. Van Branding
		ii. Pick-up Branding
		iii. Fire truck Branding
		iv. Saloon Car Branding
		v. Bus Branding
		vi. Inter-Terminal Shuttle Branding
3. INTEGRATED COMMUNICATIONS.....	31	
PHOTOGRAPHY & IMAGE STYLES.....	31	
i. Rules for photographs		
		4. CORPORATE SIGNAGE.....
		i. Intro
ADVERTISING APPLICATIONS.....	34	
i. Posters		
		5. CONCLUSION.....
BRANDED MERCHANDISE.....	36	
i. Scarves		
ii. Mouse Pads		
iii. Office Pens		





# Welcome to Our Company Brand Guidelines.

## Introduction.

This document provides a simple, yet robust set of Brand Guidelines that can be easily understood and communicated while leaving room for creative expression.

This manual will guide you through some of the basic identity elements (such as logo, typeface & colour) and will provide some general rules for applying these elements across a variety of media types.

This manual contains details of the rules and guidelines on various KAA standards applicable to all company operations and applications.

It is intended for use by all those with the responsibility of applying the KAA visual identity and it sets out the rules and guidelines clearly which must be followed in order to maintain consistency.

While we prefer a standardized brand identity there may be situations that require a customized solution.

For advise on applying the brand identity outside of the guidelines, please contact The Brand and Product development section of the Marketing and Business Development Department.

## Our Mandate

The Kenya Airports Authority (KAA), established in 1991 under KAA Act, Chapter 395 of the Laws of Kenya, provides facilitative infrastructure for aviation services between Kenya and the outside world. Its main functions are;

1. Administer, control and manage aerodromes.
2. Provide and maintain facilities necessary for efficient operations of aircrafts.
3. Provide rescue and firefighting equipment and services,
4. Construct, operate and maintain aerodromes and other related activities.
5. Construct or maintain aerodromes on an agency basis on the request of any Government Department.
6. Provide such other amenities or facilities for passengers and other persons making use of the services or facilities provided by the Authority as may appear to the Board necessary or desirable.
7. Approve the establishment of private airstrips and control of operations thereof.



# Logo Introduction

Rules for Our Logo

- 1. Never substitute colours anywhere in the logo. Even if these colours form part of the corporate identity colour palette.
- 2. Never stretch or distort the logo in any way. Even when fitting it into a small or tight area ensure that the proportions remain the same.
- 3. Never use only part of the logo.
- 4. Never fade or add effects onto the logo.
- 5. All these rules also apply to the Kenya Airports Authority holding device with logo and taglines.

Logo - Colour Variation

- 1. The Kenya Airports Authority Corporate Identity should always appear on a clear white, blue or Kenya Airports Authority Yellow background.
- 2. For full colour reproduction, you may use the process breakdown to match the respective Kenya Airports Authority Colours.
- 3. For black and white, use either Greyscale or Black and White colour variations.

Logo- Positioning and size

In order for the Kenya Airports Authority Corporate Identity to be legible and visible we recommend that:  
The Kenya Airports Authority logo should not be smaller than 2cm, due to legibility.  
However, the minimum size is not restricted when the need may arise.  
The Kenya Airports Authority logo should have unobstructed equal space around it. This is to create legibility and impact. Text, textures and images should not be close to the Kenya

Airports Authority logo. Placing the Kenya Airports Authority logo or reversing it out of images is not advised.  
At all times the Kenya Airports Authority logo must be reproduced from the Master Artwork. Refer to manual artworks and stick to instructions in this manual.

DO NOT recreate the Kenya Airports Authority logo.

Logo - Placement with Other Logos

When the Kenya Airports Authority logo is used with another logo as a unit on printed matter such as brochures or advertising, a clear area must be left around both logos to ensure that it is not crowded by other images or text.  
The clear space of about 1cm must be used to separate the logos and at all times, the Kenya Airports Authority logo used with another logo must be reproduced from the Master Artwork.

Refer to manual artworks and stick to instructions in this manual.

Correct use of the word Kenya Airports Authority:

- Kenya Airports Authority **(Correct)**
- The Kenya Airports Authority **(Incorrect)**
- Kenya Airport Authority **(Incorrect)**
- Kenya Airport Authorities **(Incorrect)**

Logotype.



The Logo Title.



Do and Don t



The Logo Title.



Dark and Light





# Logo usage

## Incorrect usage of KAA logo

The Kenya Airports Authority logo may not be used in any manner other than that prescribed in this manual. It is not permissible to add or subtract, alter or distort the Kenya Airports Authority namestyle or the Kenya Airports Authority symbol. Examples of unacceptable applications of the Kenya Airports Authority logo:



# Logo usage

## Co-branding

Examples of co-branding applications of the Kenya Airports Authority logo:







# Typography

To ensure clarity of all brand communications, the brand's typography and its use should be consistent.

KAA typography.

Aa

AaBbCcDdEeFfGgHhIi

JjKkLlMmNnOoPpQq

RrSsTtUuVvWwXxYyZz

0123456789+;%@\*

**Typography.**  
**Primary Typeface**

---

**Optima.**

The primary typeface for use in all Kenya Airports Authority advertising communications is Optima is an ideal typeface for text in publications featuring large amounts of copy.



Typography.  
Primary Typeface Weights

Regular. AaBbCcDdEeFfGgHhIiJjKkLlMmNnOo  
PpQqRrSsTtUuVvWwXxYyZz  
0123456789 (&!/,,:;-\_\*)

Italic. AaBbCcDdEeFfGgHhIiJjKkLlMmNnOo  
PpQqRrSsTtUuVvWwXxYyZz  
0123456789 (&!/,,:;-\_\*)

Bold. AaBbCcDdEeFfGgHhIiJjKkLlMmNnOo  
PpQqRrSsTtUuVvWwXxYyZz  
0123456789 (&!/,,:;-\_\*)

Regular.  
Vit moluptatem de dolorer feriate mporeptiorat magnati officab inihilla vollanditiae es andam quae sum as eiuriorum cusae optus aborem comnimp ossitii storepe rferenda velent utat accae sundania nus plaut omnia vendelic tet verciis et aut lam entis dolorio blaborerum nost maio eost.

Italic.  
Vit moluptatem de dolorer feriate mporeptiorat magnati officab inihilla vollanditiae es andam quae sum as eiuriorum cusae optus aborem comnimp ossitii storepe rferenda velent utat accae sundania nus plaut omnia vendelic tet verciis et aut lam entis dolorio blaborerum nost maio eost, totassum facepe natur? Udit veliciet exerumenim que non nesecum entotam ilit as nosae nullaccae pelitiis molupisit.

Bold.  
Vit moluptatem de dolorer feriate mporeptiorat magnati officab inihilla vollanditiae es andam quae sum as eiuriorum cusae optus aborem comnimp ossitii storepe rferenda velent utat accae sundania nus plaut omnia vendelic tet verciis et aut lam entis dolorio blaborerum nost maio eost, totassum facepe natur? Udit veliciet exerumenim que non nesecum entotam ilit as nosae nullaccae pelitiis molupisit.

KAA typography.

Aa

AaBbCcDdEeFfGgHhIi

JjKkLlMmNnOoPpQq

RrSsTtUuVvWwXxYyZz

0123456789+;%@\*

Typography.  
Secondary Typeface

Optima.  
The secondary typeface for use is Optima; use only versions of Optima family. The preferred version is Optima Bold. Optima Thin may be used in stationery applications in the address lines.



Typography.  
Secondary Typeface Weights

Regular. AaBbCcDdEeFfGgHhIijjK LlMmNnOo  
PpQqRrSsTtUuVvWwXxYyZz  
0123456789 (&!/,,:;-\_\*)

Italic. AaBbCcDdEeFfGgHhIijjK LlMmNnOo  
PpQqRrSsTtUuVvWwXxYyZz  
0123456789 (&!/,,:;-\_\*)

Bold. AaBbCcDdEeFfGgHhIijjK LlMmNnOo  
PpQqRrSsTtUuVvWwXxYyZz  
0123456789 (&!/,,:;-\_\*)

Regular.  
Vit moluptatem de dolorer feriate mporeptiorat magnati  
officab inihilla vollanditiae es andam quae sum as eiuriorum  
cusae optus aborem commimp ossitii storepe rferenda velent  
utat accae sundania nus plaut omnia vendelic tet verciis et  
aut lam entis dolorio blaborerum nost maio eost.

Italic.  
Vit moluptatem de dolorer feriate mporeptiorat magnati  
officab inihilla vollanditiae es andam quae sum as eiuriorum  
cusae optus aborem commimp ossitii storepe rferenda velent  
utat accae sundania nus plaut omnia vendelic tet verciis et aut  
lam entis dolorio blaborerum nost maio eost, totassum facepe  
natur? Udit veliciet exerumenim que non nesecum entotam  
ilit as nosae nullaccae pelitiis molupisit.

Bold.  
Vit moluptatem de dolorer feriate mporeptiorat magnati  
officab inihilla vollanditiae es andam quae sum as eiuriorum  
cusae optus aborem commimp ossitii storepe rferenda velent  
utat accae sundania nus plaut omnia vendelic tet verciis et  
aut lam entis dolorio blaborerum nost maio eost, totassum  
facepe natur? Udit veliciet exerumenim que non nesecum  
entotam ilit as nosae nullaccae pelitiis molupisit.

Colour  
palette

The Kenya Airports Authority corporate identity colour shown are spot colour. These may be broken down into the 4 colour process. The colour shown on this page and throughout this manual are not intended to match the PANTONE Colour Standards. For the PANTONE Colour Standards, refer to the current edition of the PANTONE Colour Publication.



# color palette.

## Color Palette. Primary Color System

**Rules for Colour and Gradients**  
Headlines, subheadlines and body copy that appear on a gradient background should be in the Kenya Airports Authority blue, to make the copy as legible as possible.



CMYK 100 / 69 / 0 / 11      RGB 21 / 95 / 170  
Pantone 287 CVU              HTML #155FAA



CMYK 0 / 30 / 94 / 0      RGB 255 / 215 / 123  
Pantone 1225 CVC           HTML #FFD77B



# BUSINESS COMMUNICATION

## Corporate Stationery

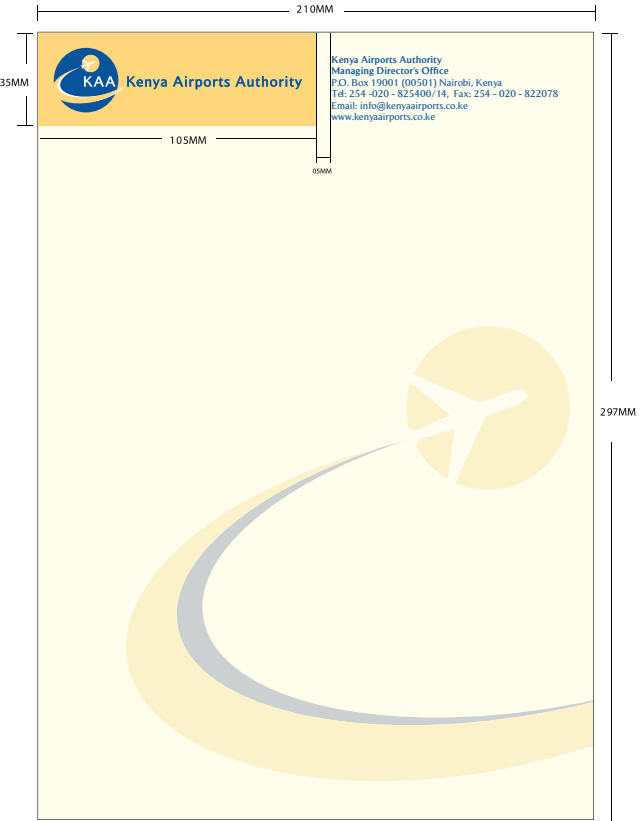
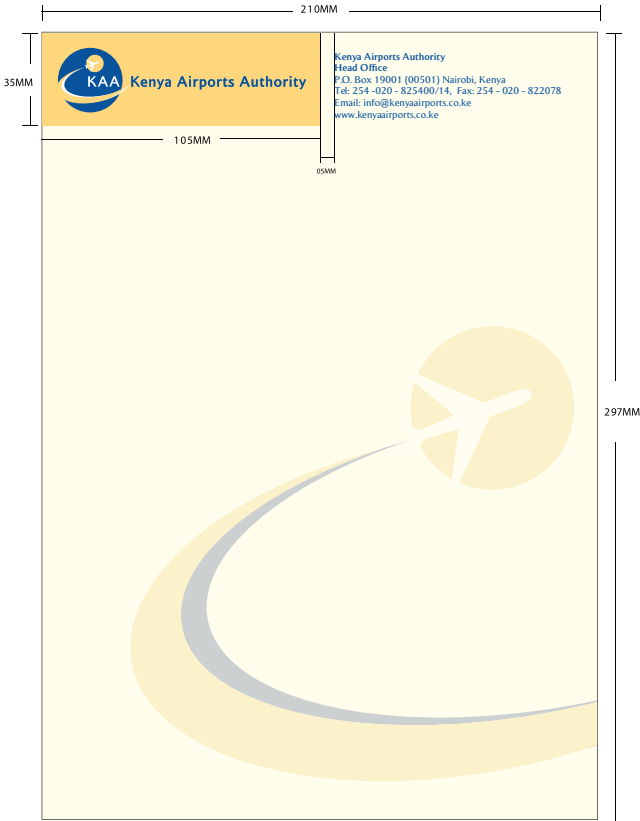
On our corporate stationery we generally position our logo top left while our contact information is positioned at the top right, aligned with our logo.



# corporate stationery.

## Letterhead dimensions

- Dimensions  
297 x 210 mm
- Colour  
Yellow/Cream
- KAA logo position  
105mm x 35mm aligned to the top left corner
- Location of type  
Aligned left
- Font  
Optima
- Printing Methods  
Offset lithograph
- This illustration is shown at 55% of the actual size.
- All measurements are shown in millimeters



# corporate stationery.

## Business card dimensions

- Dimensions  
90 x 55 mm
- Colour  
Yellow/Cream
- KAA logo position  
45mm x 15mm aligned to the top left corner
- Location of type  
Aligned left
- Type point size  
Name: 10 points  
Position: 8 points  
Address: 7 points
- Font  
Optima
- Printing Methods  
Offset lithograph
- This illustration is shown at 100% of the actual size.
- All measurements are shown in millimeters





# corporate stationery.

## Staff ID. Cards & Vistors' Cards dimensions

- Dimensions  
90 x 55 mm
- Colour  
Yellow/Cream
- KAA logo position  
45mm x 15mm aligned to the top left corner
- Location of type  
Aligned left
- Type point size  
Name: 10 points  
Position: 8 points  
Address: 7 points
- Font  
Optima
- Printing Methods  
Offset lithograph

This illustration is shown at 100% of the actual size.

All measurements are shown in millimeters



# corporate stationery.

## Complimentary Slip dimensions

- Dimensions  
210 x 100 mm
- Colour  
Yellow/Cream
- KAA logo position  
70mm x 23mm aligned to the top left corner
- Location of type  
Aligned left
- Type point size  
Address: 10 points
- Font  
Optima
- Printing Methods  
Offset lithograph

This illustration is shown at 78% of the actual size.

All measurements are shown in millimeters





# corporate stationery.

## Envelopes (DL) dimensions

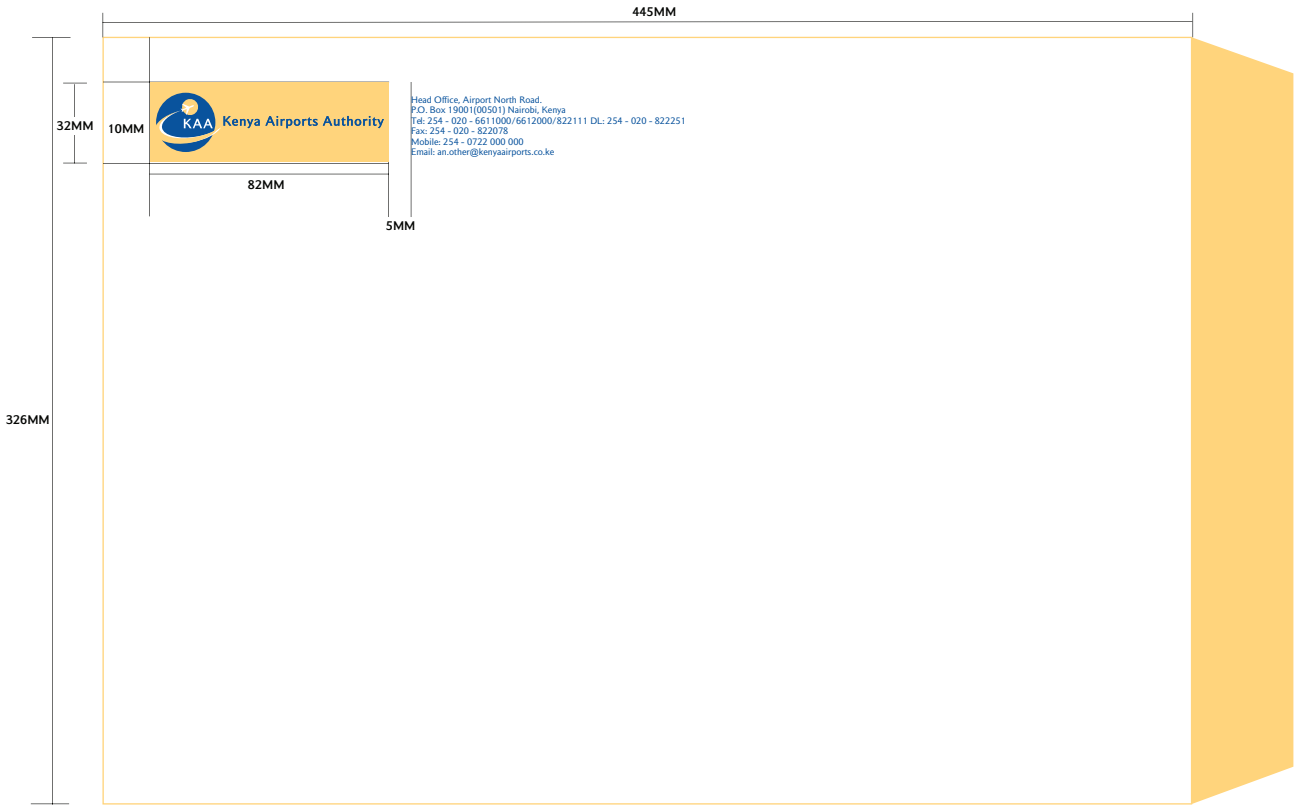
- Dimensions**  
210 x 110 mm
- Colour**  
Yellow/Cream
- KAA logo position**  
70mm x 23mm aligned to the top left corner
- Location of type**  
Aligned left
- Type point size**  
Address: 8 points
- Font**  
Optima
- Printing Methods**  
Offset lithograph
- This illustration is shown at 75% of the actual size.
- All measurements are shown in millimeters



# corporate stationery.

## Envelopes (A3) dimensions

- Dimensions**  
445 x 326 mm
- Colour**  
White
- KAA logo position**  
100mm x 23mm aligned to the top left corner
- Location of type**  
Aligned left
- Type point size**  
Address: 15 points
- Font**  
Optima
- Printing Methods**  
Offset lithograph
- This illustration is shown at 37% of the actual size.
- All measurements are shown in millimeters





# corporate stationery.

## Envelopes (A4). dimensions

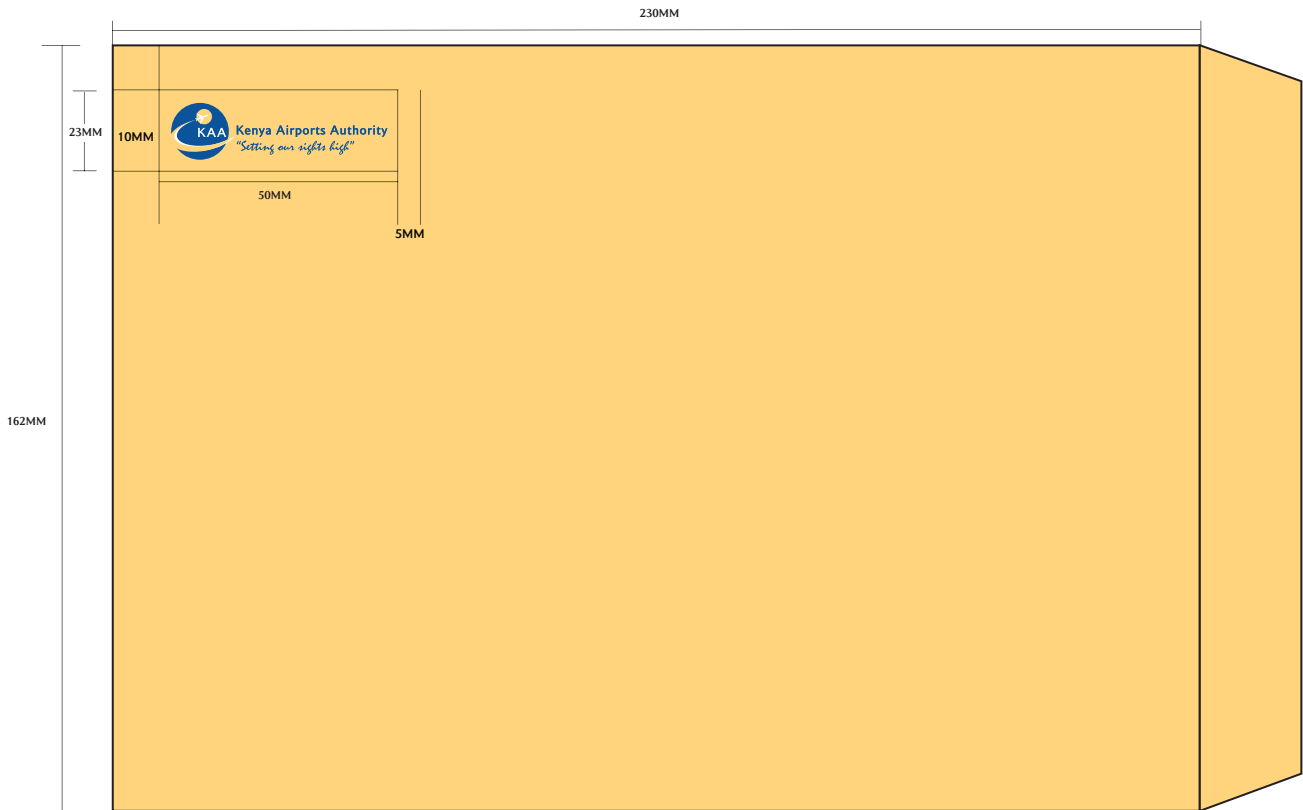
- Dimensions  
332 x 228 mm
- Colour  
White
- KAA logo position  
80mm x 23mm aligned to the top left corner
- Location of type  
Aligned left
- Type point size  
Address: 8 points
- Font  
Optima
- Printing Methods  
Offset lithograph
- This illustration is shown at 50% of the actual size.
- All measurements are shown in millimeters



# corporate stationery.

## Envelopes (A5). dimensions

- Dimensions  
230 x 162 mm
- Colour  
White
- KAA logo position  
50mm x 23mm aligned to the top left corner
- Location of type  
Aligned left
- Type point size  
Address: 7 points
- Font  
Optima
- Printing Methods  
Offset lithograph
- This illustration is shown at 50% of the actual size.
- All measurements are shown in millimeters





# corporate stationery.

## Folders. dimensions

- Dimensions**  
440 x 305 mm
- Colour**  
Blue with yellow pocket
- KAA logo position**  
115mm x 101mm aligned to the top left
- Type point size**  
Address: 4 points
- Font**  
Optima
- Printing Methods**  
Offset lithograph
- This illustration is shown at 50% of the actual size.
- All measurements are shown in millimeters



# corporate stationery.

## Staff Identification Card dimensions

- Dimensions**  
85 x 54 mm
- Colour**  
White with Blue back
- KAA logo position**  
20mm x 18mm aligned to the top left
- Type point size**  
Name: 10 points  
Title: 5.35 points  
Back info: 5 points
- Font**  
Optima
- Printing Methods**  
Offset lithograph
- This illustration is shown at 50% of the actual size.
- All measurements are shown in millimeters





# corporate stationery.

## Name Tag dimensions

Dimensions  
72 x 26 mm

This illustration is shown at 50% of the actual size.

All measurements are shown in millimeters



# corporate stationery.

## Invite





corporate  
stationery.

Certificates.



INTEGRATED  
COMMUNICATIONS  
Photography



# photography.

## People Photography

Corporate Images are responsible to transfer the values of KAA to our customers or our potential customers. It is a composite psychological impression that continually changes with the company’s circumstances, media coverage, performance, pronouncements, etc. KAA use various corporate advertising techniques to enhance their public image in order to improve their desirability as a supplier, employer, customer, or partner.

The photography should be used to support the brand and show Kenya Airport Authority in a dynamic way with an emphasis on perspective and movement. Focusing on airport infrastructure, people and the environment.

### EXAMPLES FOR KAA CORPORATE IMAGE SYSTEM

- Requirements:
- desaturate colours
- high contrast
- sharp images
- minimalistic look
- modern and businesslike



# photography.

## Airport Photography

### EXAMPLES FOR KAA CORPORATE IMAGE SYSTEM

- Requirements:
- desaturate colours
- high contrast
- sharp images
- minimalistic look
- modern and businesslike





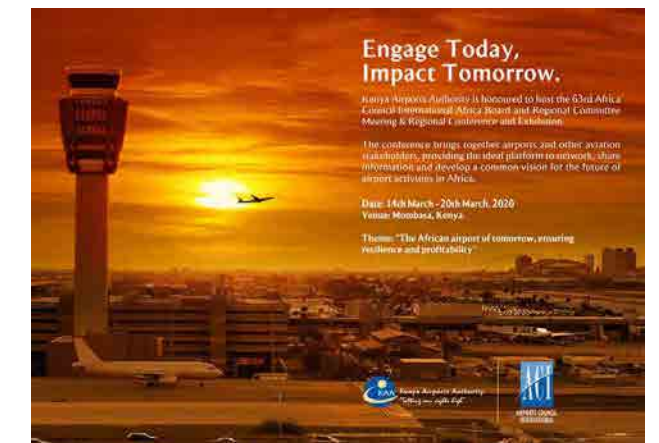
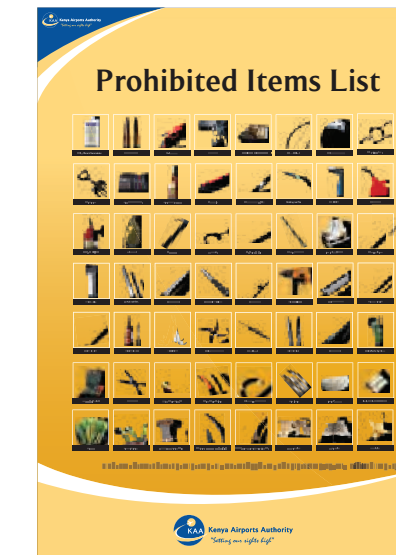
# Advertising applications

## advertising applications.

### Posters.

#### Policy dimensions

- The template dimensions should be 35cm by 45.6cm/46.5cm by 64cm respectively.
- Logo placement should be as seen on the images below.
- Colors to be used as seen below.
- All frames should be in gold.
- The typeface is categories into two i.e. Primary and secondary being Mylius and Myriad respectively.
- Font size is 12.





# Branded Merchandise

## Rules for Branded Merchandise

For all t-shirts, polo shirts, and shirts, the logo must never appear anywhere other than at the front of the garment and on the top left-hand side of the chest.

The logo must always appear upright and must never be altered.  
Please see logo guidelines for further information.

## branded merchandise.

**Caps** – Caps are Kenya Airports Authority yellow, blue or a mix of both. The Kenya Airports Authority logo appears on the front and in the centre only.

**T-shirts** – T-shirts are white, Kenya Airports Authority yellow or blue with a blue or yellow collar. The Kenya Airports Authority logo should always appear on the top left of the chest.

**Shirts** – Shirts can be Kenya Airports Authority blue or yellow with the Kenya Airports Authority logo always appearing on the top left of the chest.

**Polo shirts** – Polo shirts are white, Kenya Airport Authority yellow or blue with either a similar coloured collar or the Kenya Airports Authority yellow. The Kenya Airports Authority logo should always appear on the top left of the chest.





branded  
merchandise.

Mouse Pads

---



branded  
merchandise.

Office Pens

---





**branded  
merchandise.**

Office Mugs



**branded  
merchandise.**

Duffle bag



Back pack



Laptop Bag



**branded  
merchandise.**

Carrier bag

---



**branded  
merchandise.**

Umbrella

---





**branded  
merchandise.**

Keychains

---



**branded  
merchandise.**

Keychains

---





**branded  
merchandise.**

Reel Badges

---



**branded  
merchandise.**

Polo shirts

---





**branded  
merchandise.**

T-shirts

---



**branded  
merchandise.**

Caps

---





**branded  
merchandise.**

Desk clock

---



**branded  
merchandise.**

Pen holder

---





branded  
merchandise.

Podium





out of  
home.

Flags and banners



out of  
home.

Billboard





out of  
home.

corporate banners



out of  
home.

Event banners





out of  
home.

Outdoor banners



out of  
home.

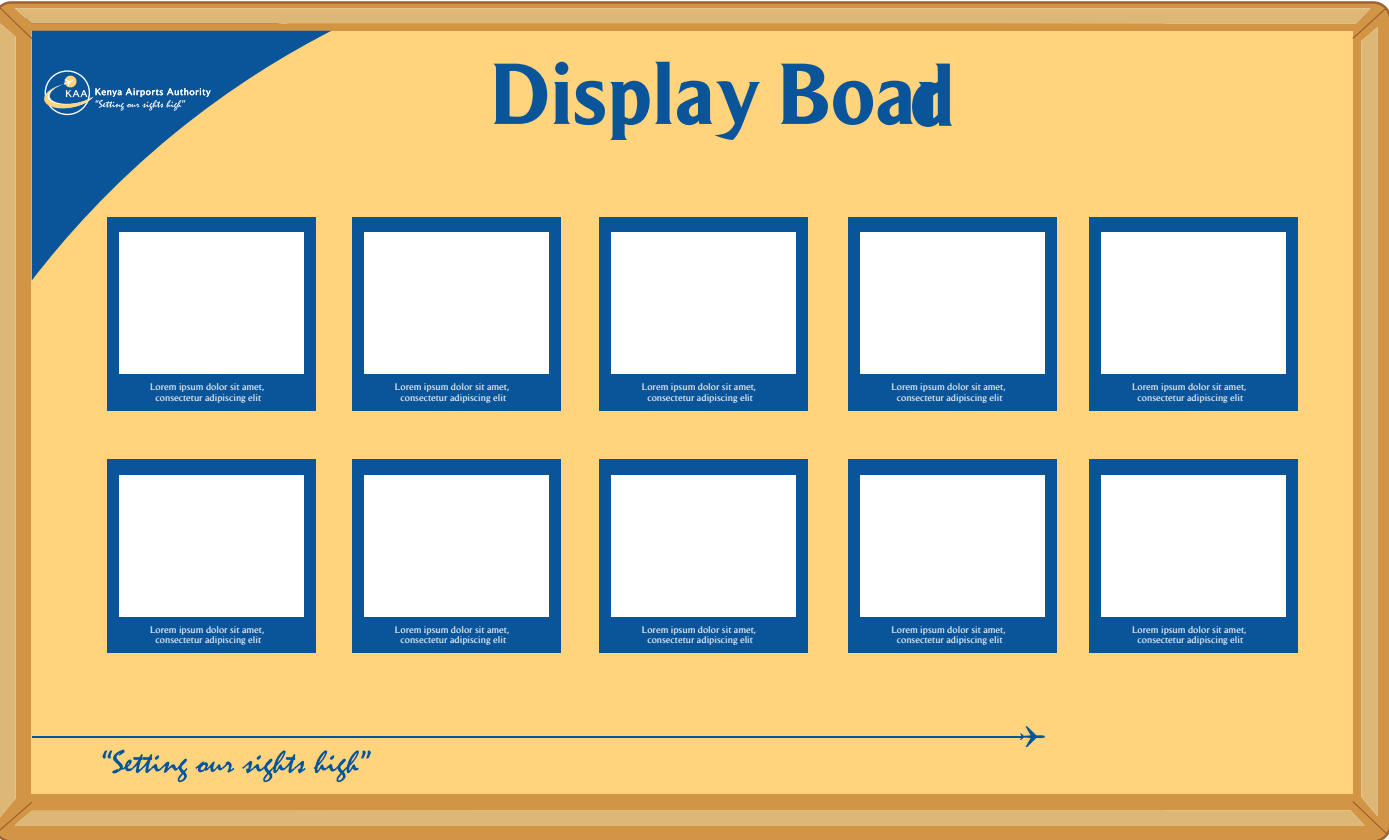
Outdoor banners





out of  
home.

Display Board (Not to scale)



# Corporate Fleet Branding

Our fleet is among the most visible aspects of the Kenya Airports Authority corporate identity. Therefore, the Kenya Airports Authority logo used in corporate fleet branding may not be used in any manner other than that prescribed in this manual.

Our primary vehicles are used to carry passengers and crew inside and outside the airport perimeter. While the secondary vehicles are used solely within the airport perimeter, do not carry passengers.



corporate fleet  
branding.

Van Branding



Pickup Branding

corporate fleet  
branding.

Fire Truck Branding





**corporate fleet  
branding.**

Saloon car Branding

---



**corporate fleet  
branding.**

Bus Branding

---





corporate fleet  
branding.

Inter-Terminal Shuttle Branding



# Corporate Signage

This section contains details on how to maintain the visual integrity and legibility of the Kenya Airports Authority logo on signage. Please refer to the Signage manual for application guidelines and best use of the Kenya Airports Authority symbols on signages.

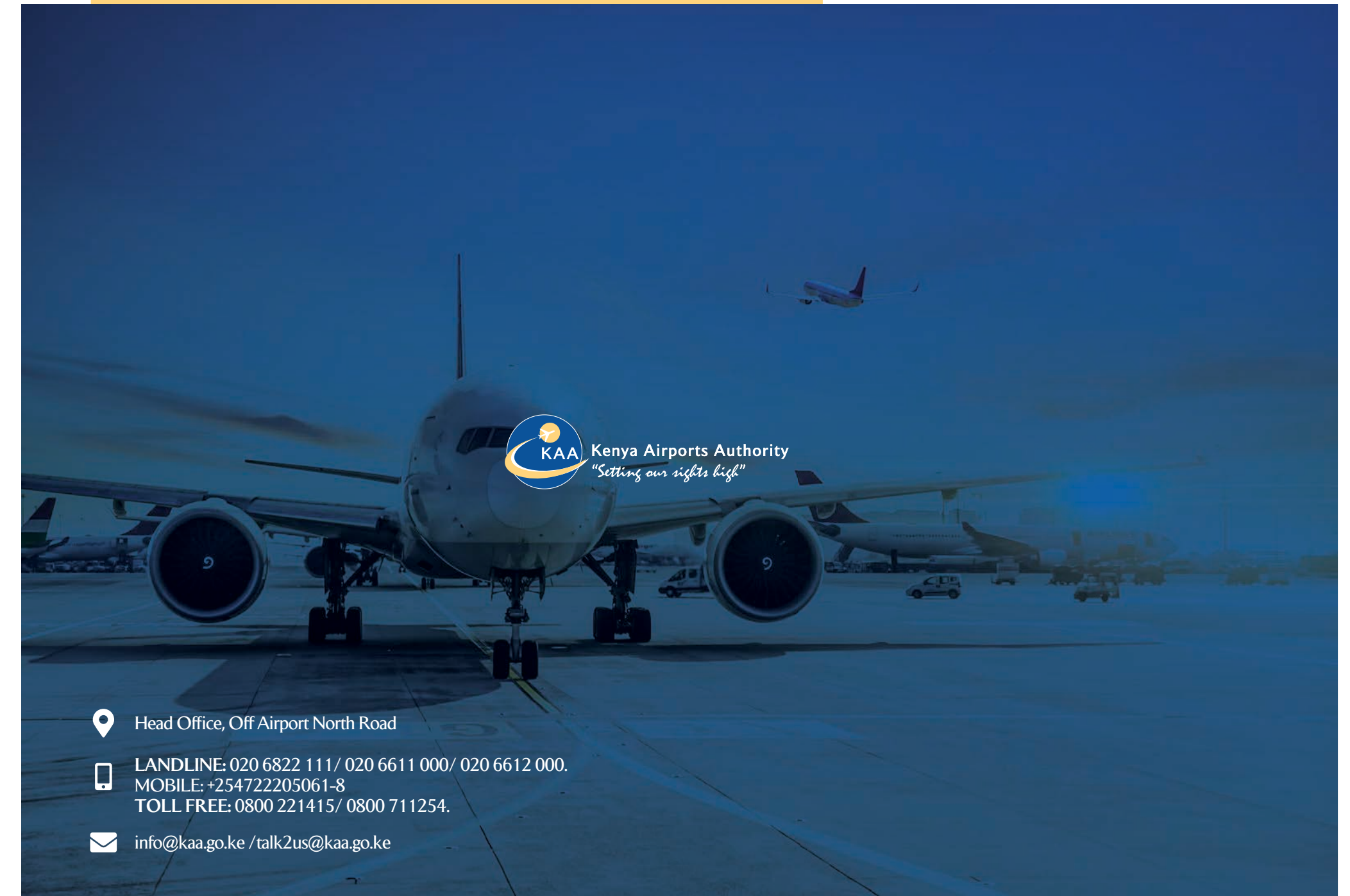


## Conclusion.

As seen in the Manual, the Corporate Identity for Kenya Airports Authority has an important part to play in establishing our corporate identity throughout our organization. All company employees involved in the usage of this manual in any way should ensure that the company's visual identity/ standard is strictly adhered to in all context thereby ensuring that our corporate identity is uniform throughout the organization.

Needless to say that each finished item should be of the highest finish and quality. Every effort has been made to ensure that this identity manual covers the application of the Kenya Airports Authority Corporate identity in the simplest form – for any clarification before commencing on the application of Kenya Airports Authority corporate identity please forward layouts to the Brand & Advertising Office, Marketing & Business Development Department.

Kenya Airports Authority  
Marketing and Business Development  
PO Box 19001 (00501) Nairobi, Kenya.  
Tel: +254 – 020 – 6611000/6612000/822111  
Fax: +254 – 020 – 822931  
email: [info@kenyaairports.co.ke](mailto:info@kenyaairports.co.ke)



Head Office, Off Airport North Road

LANDLINE: 020 6822 111/ 020 6611 000/ 020 6612 000.  
MOBILE: +254722205061-8  
TOLL FREE: 0800 221415/ 0800 711254.

[info@kaa.go.ke](mailto:info@kaa.go.ke) / [talk2us@kaa.go.ke](mailto:talk2us@kaa.go.ke)





# Kenya Airports Authority

## Retail Layout/ Fit-outs Standards Manual



## SUMMARY

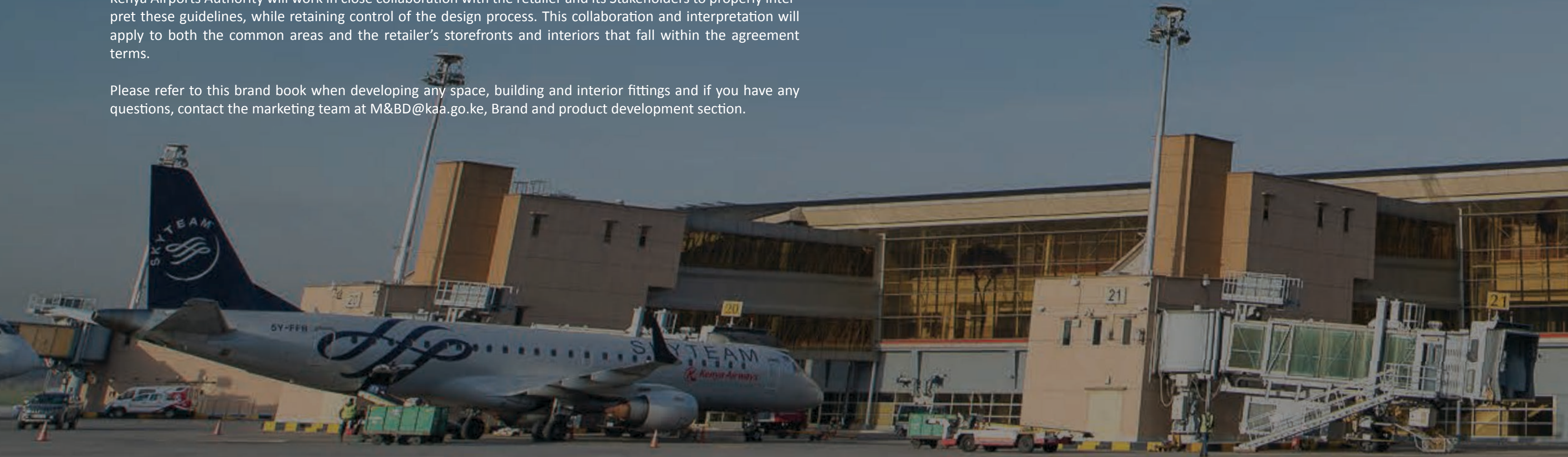
The Retail Design Standards Manual provides a framework for illustrated principles geared towards steering retailers into a unique and dynamic designs. The designs are consistent with the unified aesthetic and functional vision of the airport. This is in line with KAA's commitment to providing pleasant ambience to passengers. We developed the Manual through elaborate discussions with stakeholders, staff and benchmarks with top airports. The document outlines the elements which make the KAA retail brand while illustrating how the brand should be applied throughout the customer journey.

Specifically, the manual is generally intended to accomplish the following;

- Inform the Retailer of the Authority project management controls and guidelines
- Define Retailer design team responsibilities
- Identify critical milestones/coordination points to facilitate project success
- Provide a design and construction work plan
- Establish minimum design criteria

Kenya Airports Authority will work in close collaboration with the retailer and its Stakeholders to properly interpret these guidelines, while retaining control of the design process. This collaboration and interpretation will apply to both the common areas and the retailer's storefronts and interiors that fall within the agreement terms.

Please refer to this brand book when developing any space, building and interior fittings and if you have any questions, contact the marketing team at [M&BD@kaa.go.ke](mailto:M&BD@kaa.go.ke), Brand and product development section.





# TABLE OF CONTENTS

Summary.....	1
Table of contents.....	2
Introduction.....	3
DESIGN CRITERIA	
Retail outlet space general.....	4
General guidelines.....	4
Merchandise display.....	5
Flooring materials and transition.....	6
Ceiling.....	6
SPECIAL REQUIREMENTS FOR FOOD & BEVERAGE RETAIL OUTLETS	
General guidelines.....	7
Take-away counters & Display.....	7
Displays.....	7
Grab and go units.....	8
Menu boards.....	9
SIGNAGE	
General requirements.....	10
Sign materials and construction.....	10
Sign types and Sign mounting.....	11
Hours of operation signs.....	11
Signs mounting criteria.....	11
LIGHTING AND SOUND	
General lighting.....	12
Acoustics.....	12
Public address.....	12
APPENDIX	



# 1. INTRODUCTION

These Retail design principles provide visual analogies and examples of stated principles. It allows the retailers ability to incorporate its unique design and operating philosophy on the completed project. The recommendations and requirements herein are to steer retailers into the future with the highest quality retailers while maintaining a unique and special character.

KAA is committed to providing an attractive, pleasant ambiance for passengers, terminal users, and retailers at its airports via innovation and process involvement.

KAA encourages dynamic retail store and restaurant designs that are consistent with the unified aesthetic and functional visions of the airport, and also add physical expression of the Authority's goals for the retail program. In particular, the Authority expects retailer to create a sense of place through unique, inviting, and original designs that capture the spirit of the Kenya.

This Retail Design Criteria Manual will familiarize Retailers with the various special conditions of its airports and offer their design and construction teams guidelines for preparing and submitting designs for review and approval.

Dimensions and details of existing building conditions shown in the Retail Design Criteria Manual are intended for reference only. It is the responsibility of the Retailer to confirm existing conditions and to document any deviation in the existing condition with actual details for the Authority's review and approval.

Retailers should become familiar with these documents and be responsible for remaining current on revisions to these documents. The documents are considered to be dynamic in nature and may change from time to time.







## 2. GENERAL GUIDELINES FOR THE RETAIL OUTLETS

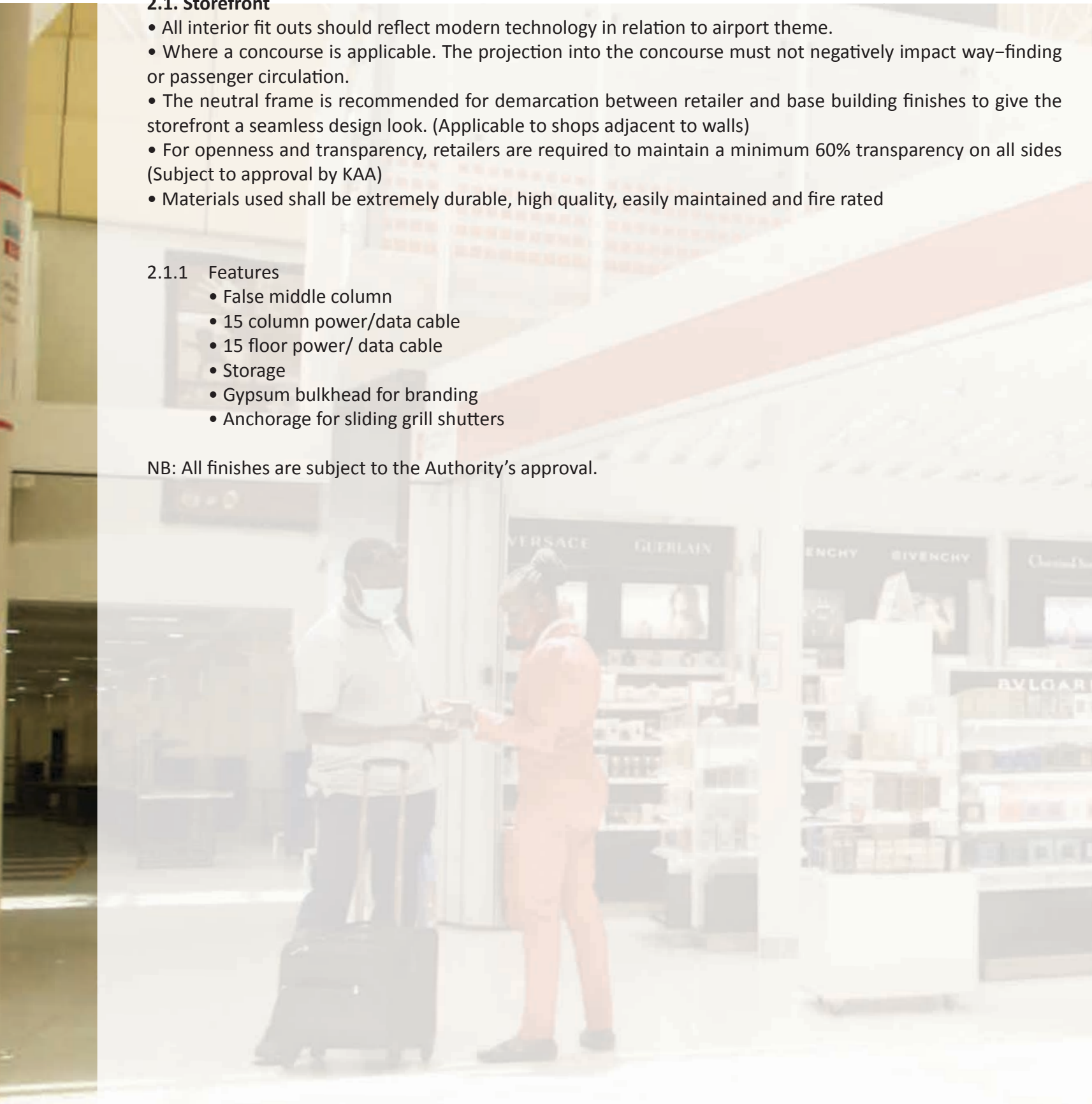
### 2.1. Storefront

- All interior fit outs should reflect modern technology in relation to airport theme.
- Where a concourse is applicable. The projection into the concourse must not negatively impact way-finding or passenger circulation.
- The neutral frame is recommended for demarcation between retailer and base building finishes to give the storefront a seamless design look. (Applicable to shops adjacent to walls)
- For openness and transparency, retailers are required to maintain a minimum 60% transparency on all sides (Subject to approval by KAA)
- Materials used shall be extremely durable, high quality, easily maintained and fire rated

#### 2.1.1 Features

- False middle column
- 15 column power/data cable
- 15 floor power/ data cable
- Storage
- Gypsum bulkhead for branding
- Anchorage for sliding grill shutters

NB: All finishes are subject to the Authority's approval.







## 2.2 Merchandise Displays

Merchandise display designs are critical in expressing the theme of the concessionaire as well as maintain the modern technology in relation to airport theme.

Material of display case must be: -

Clear acrylic

- Glass
- Stainless steel
- Wood
- Wire rack

- All displays visible to the public are restricted to durable, non-porous, easily cleanable materials, Light fixtures illuminating the case shall not cause glare into the public view.
- The fixture layout should allow for ease of access for passengers with baby strollers, luggage carts, hand-held luggage, bag carts, and baby strollers, as well as persons with reduced mobility (PRM)
- All take-away counters must have a section that meets PWD accessibility requirements at the point of sale
- All pieces be arranged in accordance to height.
- Displays providing direct service must be set back (Subject to approval by KAA) from the lease line to provide adequate circulation and queue space.
- Shelving units can only be installed to a height of choosing shelving units with a maximum depth of 600mm .
- All displays must have proper reinforced backing.
- All goods shall be placed only on the inner perimeter of the shop and not on the exterior/ hooked to columns
- Display shelves should be lockable for security purposes to maintain the open plan design throughout the terminal.
- Retailers may choose to apply letters or logos on the inside surface of the display case glass. Letters and/or logos shall be sized appropriately to maintain clear views. (Subject to approval by KAA)

### 2.2.1 Features

- False middle column
- 4 column power/data cable
- 4 floor power/ data cable
- Gypsum bulkhead for branding
- Anchorage for sliding





### 2.3 Flooring Materials and Transition

KAA has provided a design floor for the terminal for all retailers;

- The floor finish is Marmoleum, porcelain or ceramic tiles (subject to approval) and should the retailer desire to change the floor finish within their perimeter it must be approved, be of 2.5mm thickness and be of similar ground level to the existing surrounding finish.
- If damage has occurred during construction, the retailer is required to repair and replace adjacent Airport flooring within the entry zone at the front of the storefront enclosure to provide a continuous floor material, to the extent of the damage.
- If the retailer's space requires floor penetrations, the retailer should consult the authority's representative.
- The retailer is to control water from drilling or cutting operations. Surfaces below such operations must be protected. The retailer is responsible for the cost of any damages sustained during such procedures.
- Retailers are not permitted to construct mezzanines or raised platforms in their spaces without the written approval of the Authority.
- If an expansion joint occurs within the retailer space, it shall be the retailer's responsibility to maintain the integrity of this joint. The retailer must install the finish material to the joint in a professional manner that is consistent with the architectural approach throughout the Airport Terminal.

### 2.4 Ceilings, Interior Walls and Doors

- All interior fit outs should reflect modern technology in relation to airport theme.
- Branding of the shop will be done on the gypsum bulk head
- All suspended gypsum ceiling to remain intact as per the design
- Only the ceiling section with the 600x600mm perforated aluminum ceiling can be changed .
- Ceiling materials used shall be extremely durable, high quality, , easily maintained and fire rated
- All damage to existing ceilings will be repaired by the retailer at the retailer's expense. All repaired ceilings must match the existing construction exactly.
- Ceilings in food and beverage spaces are to comply with all governing Health Department requirements.
- For base building columns adjacent or within retailer space, the retailer shall be left as it is.
- All finishes on interior walls and doors are subject to the Authority's approval.





### 3. SPECIAL REQUIREMENTS FOR FOOD AND BEVERAGE RETAIL OUTLETS



#### Features

- False middle column
- 4 column power/data cable
- 4 floor power/ data cable
- Storage
- 4 wall power/data cable
- Gypsum bulkhead for branding
- Anchorage for sliding grill shutters

#### 3.1 General Design Guidelines

- Food and beverage retailers are required to meet all Health Department requirements.
- Food and beverage retailers are required to use nonporous, cleanable materials for ceilings above the preparation and serving areas.
- If the food retailer preparation area is an integral part of the visible service area, it must meet all storefront criteria for finishes and lighting.
- If the food retailer preparation area is not intended to be part of the visible service area, a separation wall is required, and all doors must have automatic closers. Any food pass-through openings are to be minimal in size and are subject to the Authority's approval.
- Any clutter or unsightly equipment such as boxes, shelves, sinks, etc. are to be fully concealed from public view.
- Major cooking not allowed and the kitchen must have extract system for smoke and fumes.
- Gas is not allowed within the terminal and most of the airside use electricity for their cooking equipment.
- All Airsides use a combination of voltage panels (Subject to approval by KAA) to feed all cooking loads. All the furniture shall be as per the approval of the authority's representative.

#### 3.2 Take-Away Counters

- Particular attention shall be given to the visual organization of the product display areas. Equipment layout, graphics and materials shall be submitted to the Authority for approval.
- All counters and back walls visible to the public are to be restricted to durable, non-porous, easily cleanable materials
- Approved countertop and counter-front materials include -:
  - Clear acrylic,
  - Glass,
  - Stainless steel Wood
  - Wire rack
- Customer queuing must occur within the Retailer lease line or well outside of primary passenger circulation areas.
- Queuing plans shall be included in Retailer's design submittal to the Airport for review and approval;
- All counters must conform to the Kenya Persons with Disabilities Act requirements and all applicable laws.
- Trash receptacles for customer use must be concealed in furniture or built into the countertop millwork.
- Napkins, condiments, utensils, straws, and trays must be set back from the front of the counter and dispensed from permanent holders recessed into the front countertop or adjacent area.

#### 3.3 Display

- Specific requirements for display of food and beverages include the following: Approved countertop and counter-front materials include;
  - Clear acrylic,
  - Glass,
  - Stainless steel
  - Wood and
  - Wire rack
- All display cases must be lighted and vented. Light sources must not be visible. The sides and back of the inside of the case may be mirrored.
- No displays or signs are permitted in the public concourse beyond the identity control zone





### 3. SPECIAL REQUIREMENTS FOR FOOD AND BEVERAGE RETAIL OUTLETS

#### 3.4 Grab & Go Units

- All interior fit outs should reflect modern technology in relation to airport theme.
- Branding of the shop will be done on the gypsum bulk head
- Display case must not exceed 50 cm in height from counter top.
- Shelving units can only be installed on the inner side of the shop where need be to suit storage products involved and shall not hang from the ceiling area nor be placed on the existing columns.
- Shelving units should start at 200mm off the ground level and end 200mm off the counter level.
- Shelving units have a maximum depth of 600mm and serving points be free of obstructions to avoid accidents.
- All goods shall be placed only on the inner perimeter of the shop and not on the exterior / hooked to columns.
- Customer queuing must occur within the retailer's lease line or well outside of primary passenger circulation areas.
- Queuing plans shall be included in retailer's design submittal to the KAA for review and approval.
- All counters must conform to the Kenya Persons with Disabilities Act requirements and all applicable laws.
- All walls and surfaces visible to the public are restricted to durable, non-porous, easily cleanable materials.
- Materials are limited to the following;
  - Clear acrylic,
  - Glass,
  - Stainless steel Wood
  - Wire rack
- If provided, trash receptacles for customer use must be concealed or built into countertop millwork or enclosed in furniture that blends with the design of the space and meets the design requirements for counters.

#### Features

- False middle column
- 4 column power/data cable
- 4 floor power/ data cable
- Storage
- 4 wall power/data cable
- Gypsum bulkhead for branding
- Anchorage for sliding grill shutters







### 3.5 Menu Boards

Menu boards shall be professionally designed and produced to be an integral part of the restaurant/ grab and go units' general design concept. The menu board layout, letter style and quality of color illustration or photography, plus fabrication technique shall be submitted to Airport for review and approval prior to fabrication.

- Menu boards must be permanent in nature and shall be mounted behind the primary service counter, to an available wall surface, most likely on the wall behind the cash wrap.
- Customized menu boards with an artisan quality and illumination by surface light fixtures are most desired. Internally illuminated menu boards are not acceptable.
- Construction may be of smooth finished or painted wood, metal, glass or resin panel.
- Individual, dimensional words attached directly to an opaque wall or surface most likely on the opaque kitchen / refrigerator / storage enclosure or canopy is acceptable.
- The surface of the menu board must be of a non-glare material to ensure comfortable visibility and maximum legibility.
- The placement of the menu boards, their height above the floor, and the size of the text used in listing the menu items and prices shall be designed so as to be legible prior to the "order here" point in the queue.
- Photographs of food or beverage are not encouraged but are acceptable on the menu board provided they are designed as an integral part of the menu board. Photographs shall be professionally produced and must accurately represent the products being sold.
- Additional signage on the menu board is limited to one designated retailer's trade name or logo.
- Nationally and/or internationally recognized branded logos of menu items being offered are acceptable as additional signage subject to Airport approval.
- Movable, portable, temporary, and hand-written signs are not acceptable.







## 4. SIGNAGE

Signage is a major visual element to be provided by the Retailer. Imaginative, progressive, and creative signage is essential to the success of the concessionaire's store. Signage shall be designed, fabricated, installed and maintained by Retailer at Retailer's sole expense. Retailer signage must not interfere with the Airport Wayfinding Signage.

All retailer sign designs, locations, and placement are subject to approval by the Authority, which may be withheld at the Authority's sole discretion.

Retailers are required to coordinate mandatory and supplemental signage into a complementary design.

### 4.1. General Requirements

Regardless of location, all retailer's signage will be subject to the Authority's review and approval.

The signage should be visible and no retailer signage shall interfere with passenger way finding, or block air diffusers, lighting, speakers, or cameras and passenger movement areas.. Retailers must coordinate their signage to avoid potential conflicts.

- Brand names, product names, or phrases may not appear on the storefront or store enclosure unless approved by the Authority.
- Decals or other signage indicating product lines or credit card acceptability is not permitted on the storefront.
- Temporary signs, banners, sales notices, etc., are not permitted on the storefront.
- All attachment devices, wiring, clips, transformers, lamps, tubes, and other mechanisms required for signs must be concealed.
- Electrical service to retailer's signs is to be supplied from the retailer's electrical panel.
- Conduit, transformers, and other related equipment should be completely concealed from view.
- The location of all openings for conduits and sleeves in sign panels should be indicated by the retailer's sign contractor on signage shop drawings submitted to the Authority for review and approval. The sign contractor shall install the product(s) in accordance with the approved drawings.
- Any damage to any other work caused by the retailer's sign contractor will be repaired at the retailer's expense.
- The retailer will be fully responsible for the workmanship and installation of retailer's sign and coordination of the sign contractor and their sub-contractors.
- No sign fabricator labels or other identification will be permitted on the exposed surface of the signs, except those required by local codes and ordinance. If required by local ordinance, such labels or other identification should be in an inconspicuous location.

### 4.2. Sign Materials and Construction

Retailer signs should be visually distinctive from wayfinding signage.

should reinforce the character and quality of the store design.

Size, character, typography, composition, illumination, and height are important factors that make every storefront sign unique.

The following sign types are appropriate, and their use is permitted with the Authority's approval:

- Dimensional, non-illuminated wood, metal, plastic, glass, or other material with a permanent appearance.
- Dimensional, illuminated, halo, or back-lit individually mounted letters.

- Dimensional letters of not less than 1" or more than 3" in depth, which must project from the storefront with 1" spacers
- Etched, beveled, sandblasted, or stained glass.
- Internally illuminated channel letters with opaque metal sides and plastic face. Internally illuminated letters must not be less than 1" nor more than 4" in depth. Raceways are not allowed.
- Moving, rotating, or animated signs in the Identity Control Zone with the Authority's approval. Such signs must not interfere with the way-finding signage and terminal operations.

The following sign types, sign components, and devices will not be permitted;

- Boxed or cabinet type, Formed plastic, Cloth, paper, cardboard, or similar stickers or decals, Noise making, Odor producing, Flashing, Exposed labels of manufacturers, underwriters, etc., Veneer or plywood products, Pre-molded plastic letters with reflective coatings, Hand lettered non-professional signs, Free-standing pedestal/stanchion signs

The following sign materials are appropriate, and their use is permitted with the Authority's approval;

- Wood, Metal, Plastic, Glass (etched, beveled, sandblasted, or stained), Other material with a permanent appearance that fits within the prescribed mounting system

### Illuminated Signs:

Where illuminated signs are required or considered, the following restrictions apply:

- All illuminated signs must be turned on during the terminal's retail operating hours. The use of an automatic timing mechanism for signage, Identity Control Zone lighting, and cabinet window lighting is mandatory.
- The Authority must approve any use of neon.
- Signs must be constructed so lamps or other illumination components are easy to replace. Ballasts should be accessible from within the retailers space and must be concealed.
- Video equipment used for illustrating products or for promotions may be restricted if located within the Identity Control Zone. All video equipment is subject to the Authority's approval.

### Non-Illuminated Signs:

Non-illuminated signs are viewed as decorative as well as informative and are subject to the Authority's approval. Note the following:

- Letters or logos applied or painted directly on the inside face of glass storefronts are not generally not permitted unless they are used as a safety band.
- Height for safety band name or logo should not exceed 4" unless required by code.
- Hand lettered, non-professional signs and newspaper advertisements are not permitted in the Identity Control Zone.
- Additional signs or promotional for brand names (e.g., soft drinks) are not permitted without the Authority's approval. All graphics must have a non-glare, matte finish. The type must be large enough and its style simple enough to make the text clearly legible.





#### 4.4. Sign Types and Mounting

Each retailer is required to design, fabricate, install, and maintain its own signage.

The following are the primary signage categories for retailers:

- Storefront signs
- Seating area signs
- Kiosk signs

#### 4.4 Hours of Operation signs

All Concessionaires are required to furnish and install one sign indicating the store's hours of operations that adheres to the following criteria.

- This item shall serve to unify all concessionaire locations regardless of Airside and provide a consistent branding message for the airport.
- Hours of operations signs are to be (Subject to approval by KAA).
- Font size for the store name or store logo and the hours and days of operation must be legible from 3 feet away from the mounted sign.
- The board should be double sided to enable flipping on either side
- The hours of operation signs are to be used if and when applicable

#### 4.5 Sign Mounting Criteria

The permissible area for retailer's signage varies by building location and design conditions.

Screw-on mounting for surfaces where pressure-sensitive installation is not applicable. Refer to the following figures for possible retailer sign sizes and locations.







## 5. LIGHTING AND SOUND

### 5.1. General Lighting

General lighting is provided by the authority unless on instances of temporary light use. The retailer's space has six twin sockets and four data points. All power within the tenet space will be metered.

#### Retailer Lighting Standards

Lighting within the retailer's space will be provided by the retailer, including but not limited to:

- General illumination lighting including dimmable systems.
- Task, decorative, display, and advertising lighting, which will be the sole responsibility of the retailer.
- All circuits required from the retailer's sub-panel.

Fixture types and lamps shall be selected on the basis of fixture efficiency and economic adaptation to the particular lighting task. All light fixtures shall be efficiency and commercial grade. Subject to approval by the Authority.

Lighting of offices shall be recessed lensed troffers or volumetric (fluorescent or LED) luminaries.

Standard lighting sources by order of preference include the following:

- Light Emitting Diodes (LED)

Lighting density allowances are ( Subject to approval by KAA) 400 Lux AND below

### 5.2. Acoustics and Public Address

The terminal Public address system takes precedence at all times and should always be audible in all areas in the terminal.

#### 5.2.1. Acoustics

Retailers are required to minimize the transmission of sound from its space to the concourse and adjacent retailers. The retailer must provide the following as a minimum:

- Minimum partition for critical noise adjacencies such as beverage retailers, food preparation, cleaning areas, and dish washing adjacent to sensitive retailer shall be ( Subject to approval by KAA) with consideration for plumbing noise vibration isolation. Higher values may be required based on space planning.

Music and background paging systems are permitted with the Authority's approval. The volume of sound must be controlled to limit the levels to the retailer space and not intrude into adjacent spaces or public circulation.

The Terminal Background Paging System and Emergency Messaging System must be clearly heard without interference from retailer sound systems. Music in retailer spaces must be "cut-off" during life safety announcements.

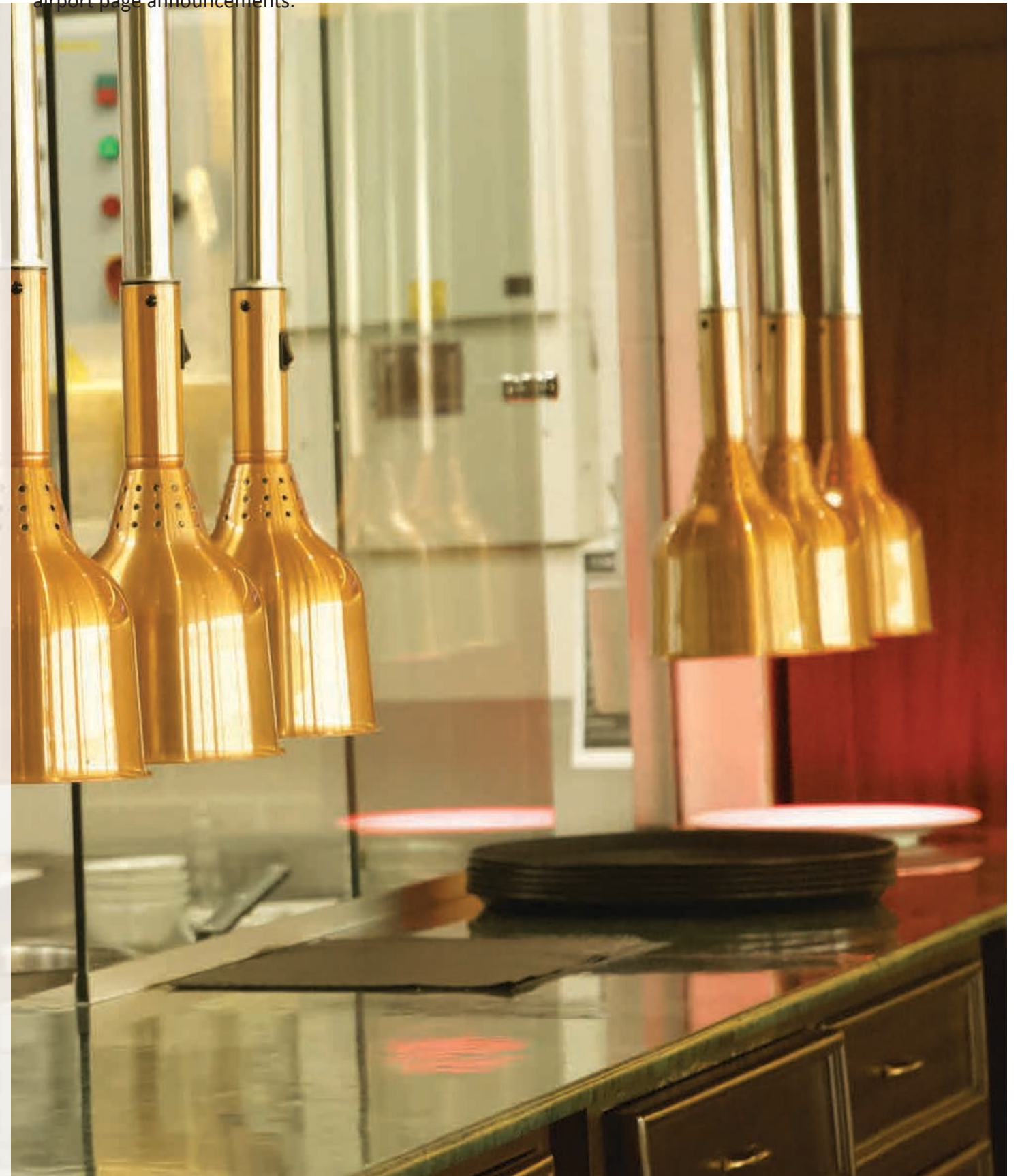
#### 5.2.2. Public Address System

Retailers may have speakers for a background music system inside their spaces under the following conditions:

- No music should be contained inside the retailer's space, except the airline lounges.
- Sound pressure levels outside of the retailer's space due to music shall be ( Subject to approval by KAA) .
- Small kiosk or grab & go are not allowed any type of music.
- TVs allowed with minimum restrictions but sound must be controlled

Please contact the Authority if the retailer desires to have a background music system with cut-off during

airport page announcements.









# 6. APPENDIX

You will note here examples of retail venues from other airport facilities with small textures or bold colors, which work where there are expansive ceiling heights and perhaps relate back to sand on the bay.

Each relate to Quintessential Tampa.



Image 6.1 : Toronto T1: Speciality food, closure and openness coexist



Image 6.2: Restaurant Sitting Area



Image 6.3: Zurich: Food Bar



Image 6.4: Gatwick: Bold color & Clean lines for inline stores



Image 6.6: Zurich: Airside bar with open views, inviting, and beautiful



Image 6.7: JFK: Steak house



Image 6.8: Branded Coffee House



Image 6.9: JFK: Restaurant



Image 6.10: Heathrow T5: Lifestyle store with maximum circulation



Image 6.11: Restaurant and Bar with detail and texture



Image 6.12: Helsinki: Open and light venues or the center zones



Image 6.13 Zurich: Food venue and green insertion to build on the terrazzo.



**KAA**  
**WAYFINDING &**  
**SIGNAGE MANUAL**



KAA Wayfinding and Signage Manual

© 2018 Kenya Airports Authority

All rights reserved. No portion of this publication may be reproduced in any form without permission from the publisher

Developed by Aiwex Technologies





# **KAA WAYFINDING & SIGNAGE MANUAL**





# Introduction

Guiding users to and through an airport is a particularly complex activity, especially around some of the large international airports, some of which might be thought of as mini-cities. It is very important for passengers to clearly understand how to get around from entry into the airport to their departure. Clear signage makes this easier

The Wayfinding Signage Manual will:

- Improve signage standards within the Airports.
- Give airport users the information they need, when they need it.
- Improve visual consistency through standardised fonts, standardised use of colour and standardised signage sizes depending on where they are placed.
- Result in a comfortable and user-friendly environment in which passengers and other users of the Airport facilities shall navigate with ease without having to ask for help or feeling lost.





---

# Wayfinding and Signage

- The standards will assist the authority in delivering information to passengers and stakeholders within the Airport.
- It includes information and advice on signage practices as well as guidance on designing the actual signs and is intended to provide a reference and instruction on the important aspects of signage as well as sources for more detailed and specific information.
- This is a detailed corporate signage manual that includes but not limited to:
  1. Colours
  2. Signage types
  3. Text and translations
  4. Fonts
  5. Symbols/arrows
  6. Sizes
  7. Description of each sign location, to follow the passenger points of contact



---

# Wayfinding sign placement

The effectiveness of a wayfinding program depends on the communication of information to the viewer in the proper sequence and at the proper locations.

Continuity—A successful wayfinding system provides information with sufficient frequency to guide and reassure the user.

Connectivity—Successful wayfinding design requires an understanding of the physical space, users, and destinations to determine the best way to move people safely and efficiently, and to use signage to deliver routing information to the viewer.

Consistency — in appearance, messaging and placement throughout the airport facilities helps the viewer quickly recognize, understand and use the information provided.

Sign placement is also an important factor in the visibility, legibility and readability of information on the sign.

General guidelines for sign placement:

1. Locate signs at or near decision points with consideration for the viewer's path of travel.
2. Place signs perpendicular to path of travel.
3. Place signs for maximum visibility within comfortable field of vision and viewing angle.
4. Place signs at consistent heights and on uniform mounting surfaces whenever possible.
5. Locate signs with sufficient frequency to ensure viewers do not feel abandoned.

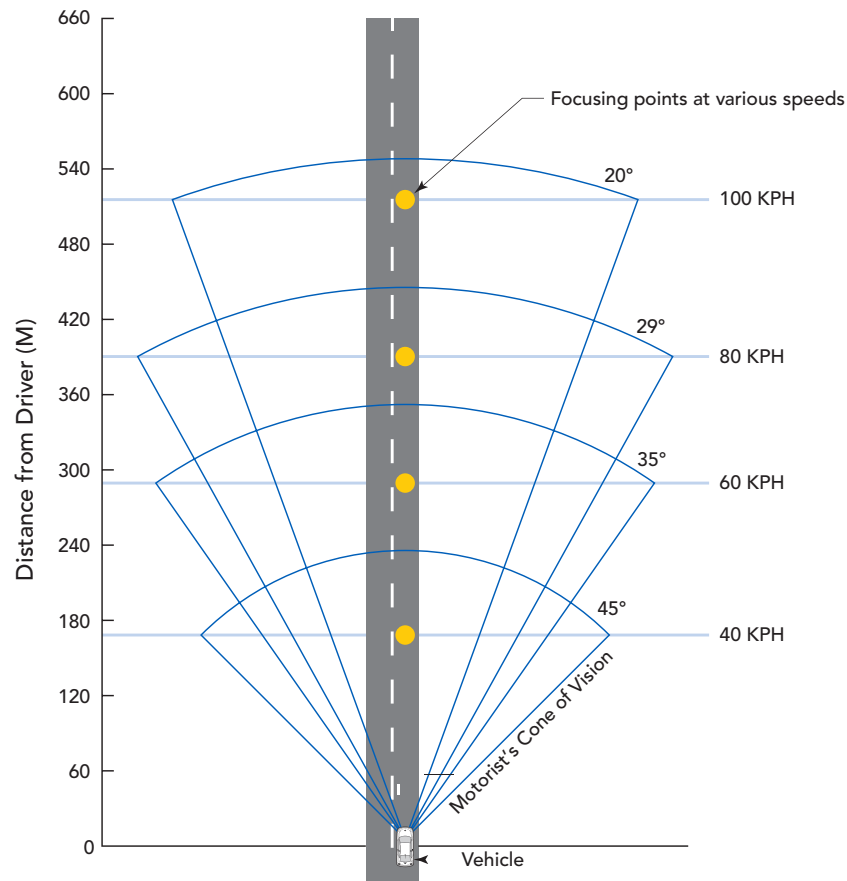
Roadway signage placement:

1. Locate signs in advance of decision points in order to allow motorists time to process directional and lane assignment information and react without endangering themselves or other motorists.
2. Size text and graphics appropriately for the intended viewing distance.
3. Locate signs within the driver's normal cone of vision.
4. Locate signs so they are not obscured by vegetation or other structures.
5. Avoid locating signs so as to interrupt necessary pedestrian pathways.





# Vehicular Viewing Legibility



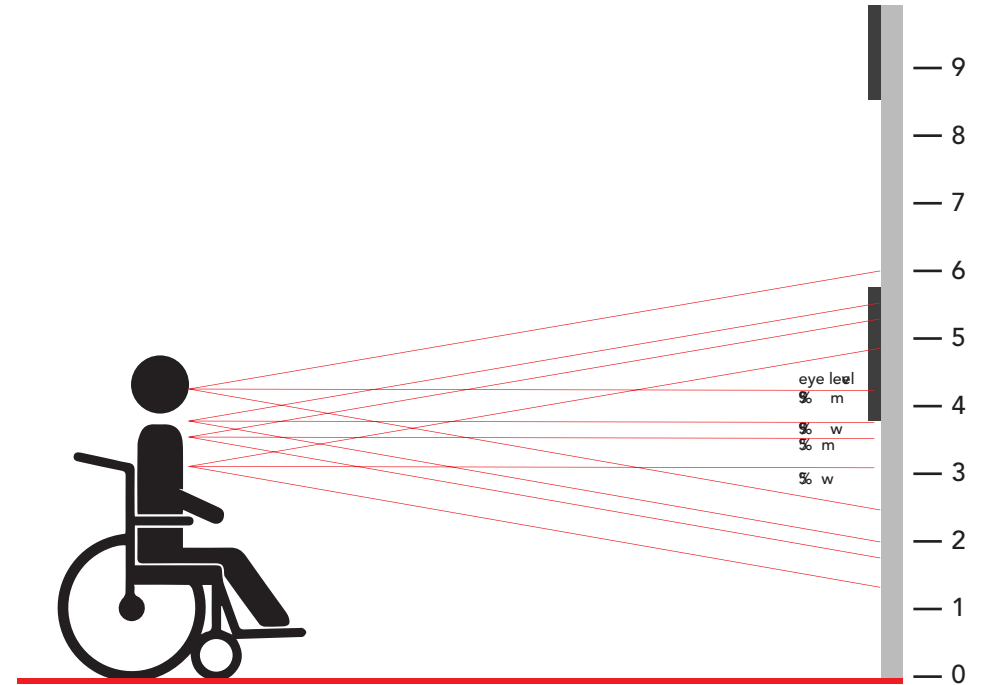
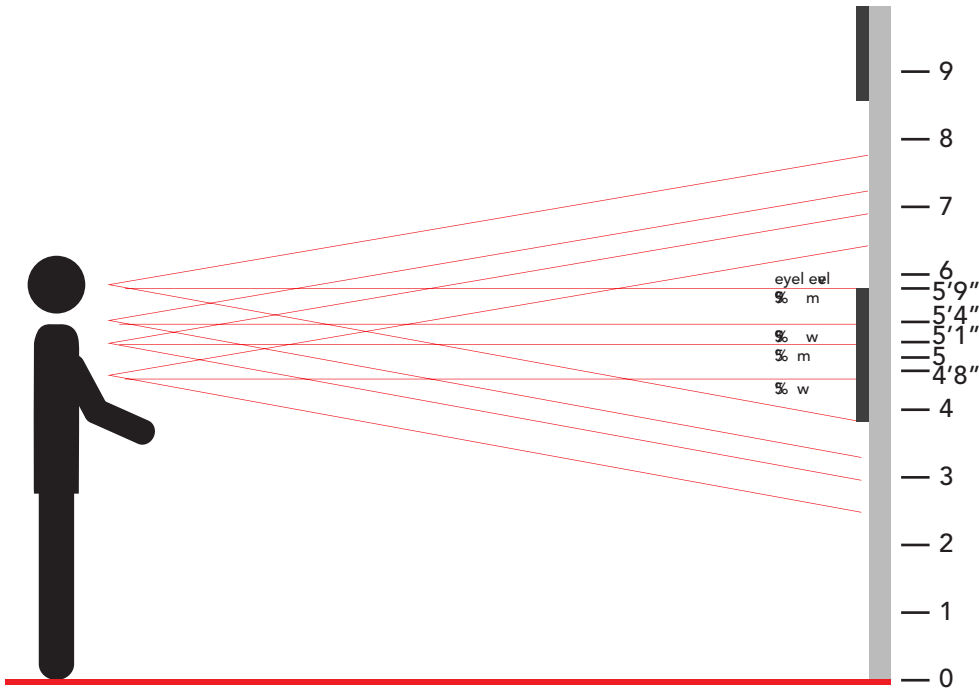
Number of Lanes	Reaction Time (seconds)	Speed (KPH)	Distance traveled during reaction (M)	Recommended Copy Height (mm)	Total Area of Sign (square feet)	
2	8	25	53	100	Airports, Commercial, Industrial	Others
		50	107	177	8	6
		70	160	254	25	18
		90	214	355	50	36
4	10	25	67	100	100	70
		70	12	228	8	6
		70	200	330	40	28
		90	268	430	90	64
6	11	25	73	127	150	106
		50	147	228	13	10
		70	221	355	140	28
		90	295	482	100	70
Highway	12	90	321	533	190	134
					230	162

## Vehicular Viewing Distance and Angle



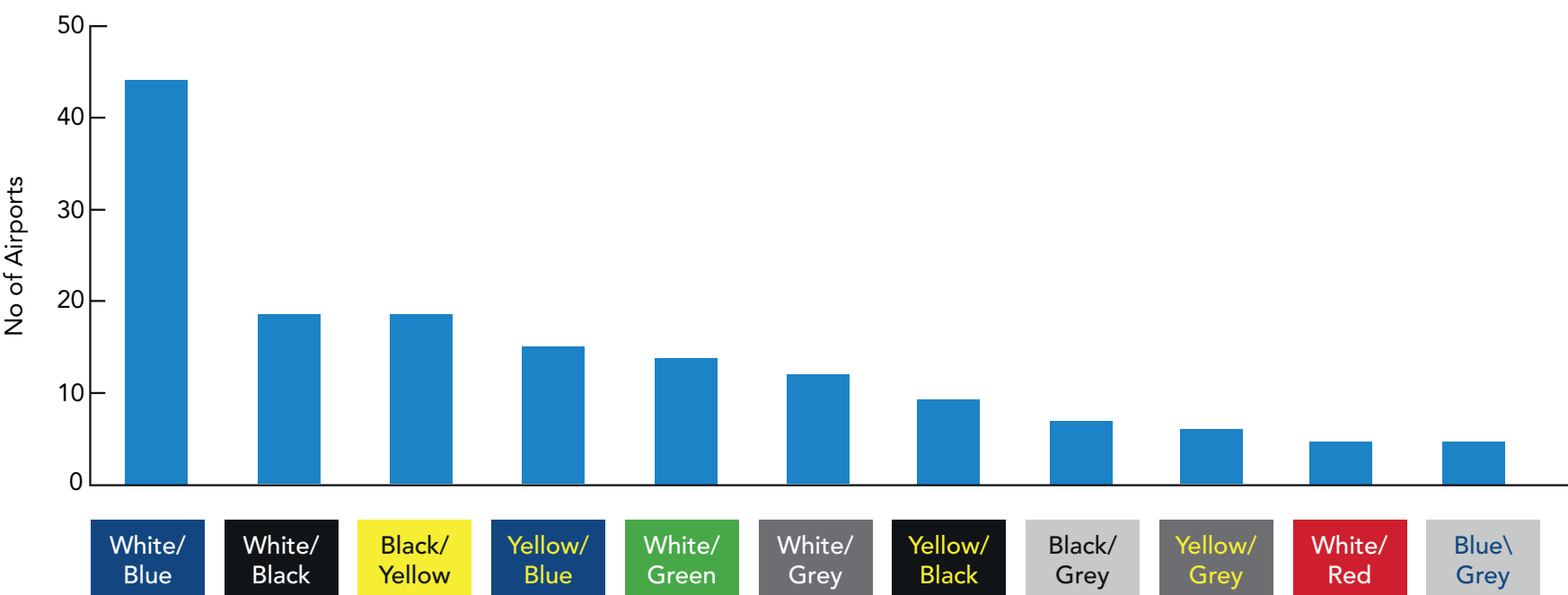
# Pedestrian signage placement

- Establish consistent viewing zones and mounting heights for way finding.
- Locate interior signage in accordance with ADA and ADAAG standards.





# International Examples: Airport Colour Schemes



## Wayfinding Signage Colours



PANTONE 1225C



PANTONE 287C

## Regulatory Colours



PANTONE 7620C



PANTONE BLACK 6C



PANTONE 7732C





# Signage Considerations

1. All primary signs should be on Pantone 287C with primary text in white and Pantone 1225C for secondary text (translations).
2. All secondary signs should be on Pantone 1225C with primary text in Pantone 287C and black text for secondary text (translations).
3. All arrows and icons on primary signs should be in opaque white
4. On secondary signage all arrows and icons need to be in Pantone 287C





## Considerations/ Do's And Dont's



Sightline



Sightline



---

# Language

Consistency in nomenclature is essential to effective communication in a Signage program.

- We will use commonly understood standard terms
- We will use the same terms consistently for destinations and services.
- Use English and Swahili for signs (associate with symbols where appropriate to reinforce comprehension).

---

## Overview

An effective wayfinding program consists of signage that is consistent in appearance and application, allowing the viewer to become familiar with the system and use it efficiently.

**Purpose:** The purpose of this section is to establish uniform standards for typography, symbols, arrows, iconography, colours, and graphic layouts for all signs in the airport wayfinding program.

**Graphic Standards Guidelines:** The following pages contain specific guidelines for sign formats and layout, typeface families, arrows, symbols, and colour standards . These guidelines are reflected in the designs for the new sign families. In addition, these guidelines should be followed for the design of any additional sign types required at all KAA airports in the future .





---

# Typography

CORISANDE BOLD

**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**abcdefghijklmnopqrstuvwxyz**  
**1234567890**

All primary text is done in Corisande Bold font.

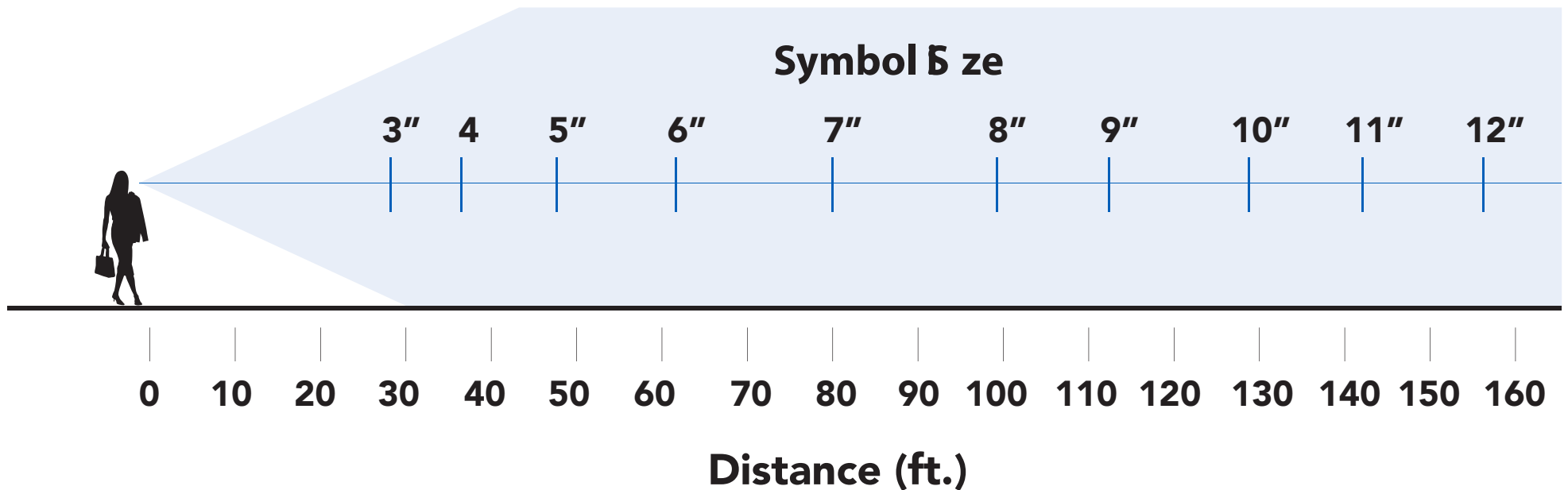
Secondary text is 50% smaller than the primary text in Corisande Bold.





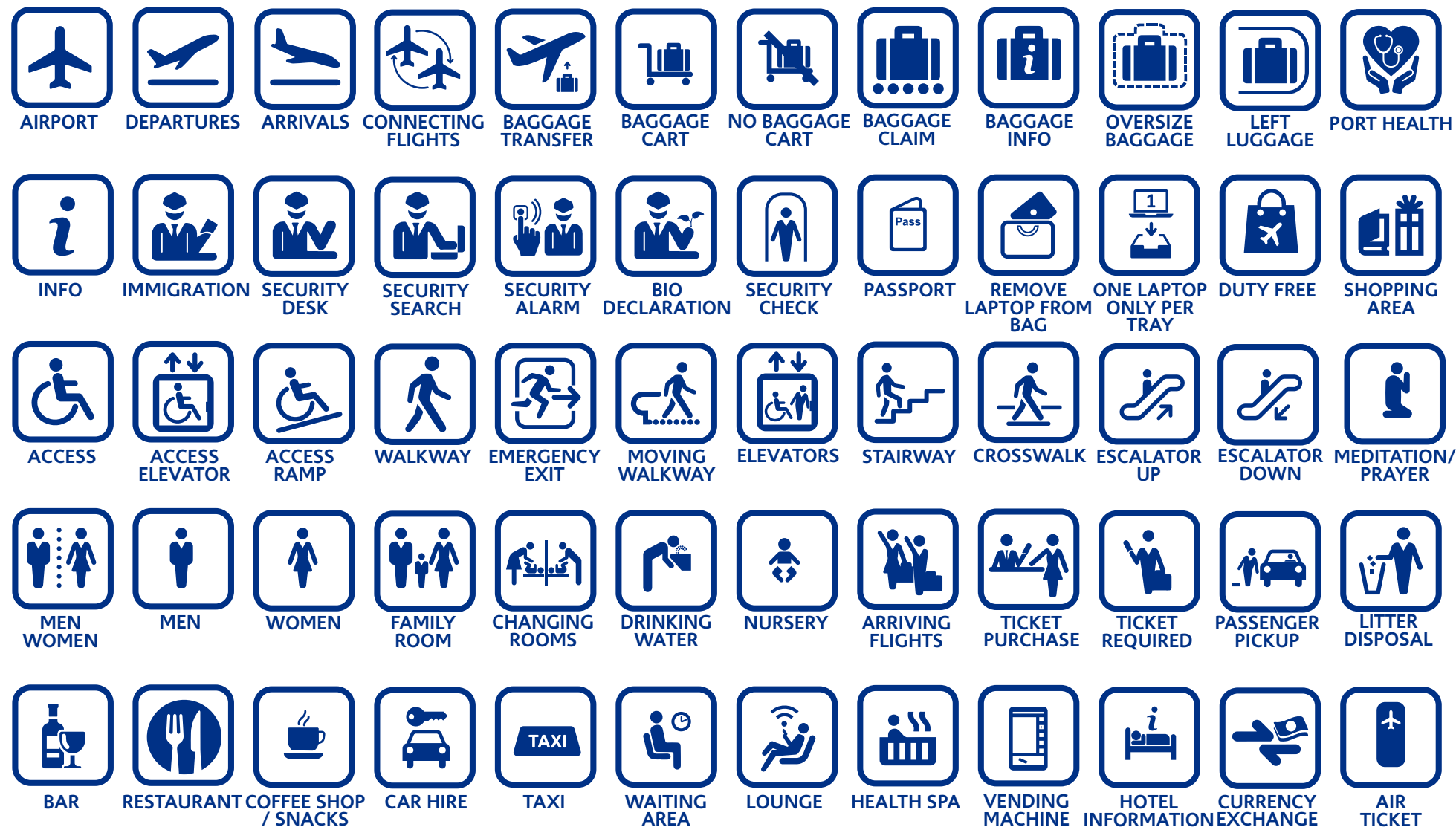
# Symbol Sizing

The size of the symbols used are usually so related with the distance that the person viewing the signage is standing. The further the sign the larger it should be for legibility purposes.



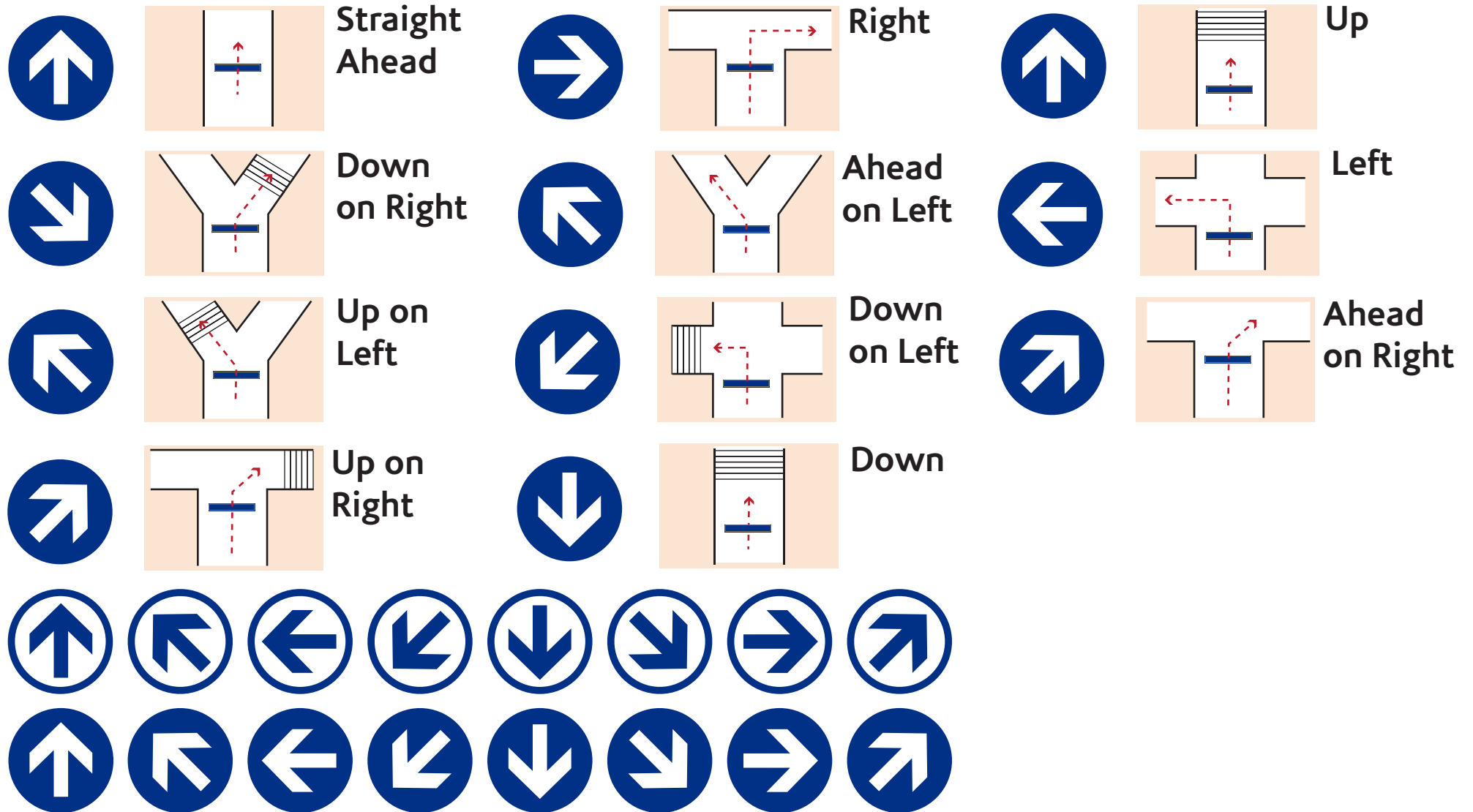


# Signs / Symbols



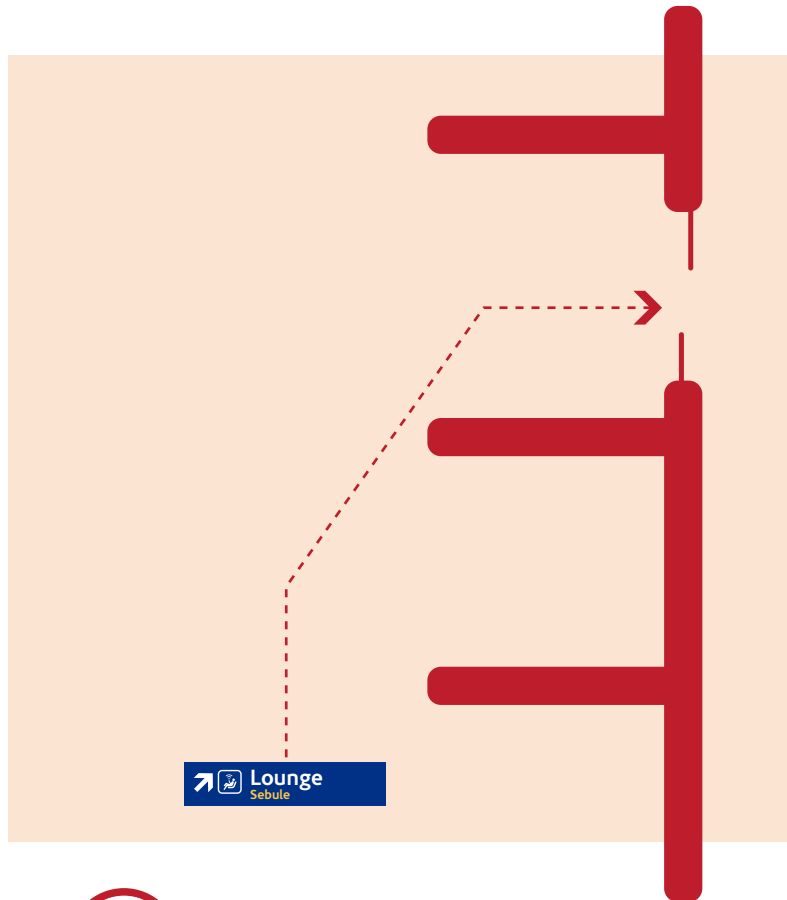


# Directional Arrows and Their Meanings

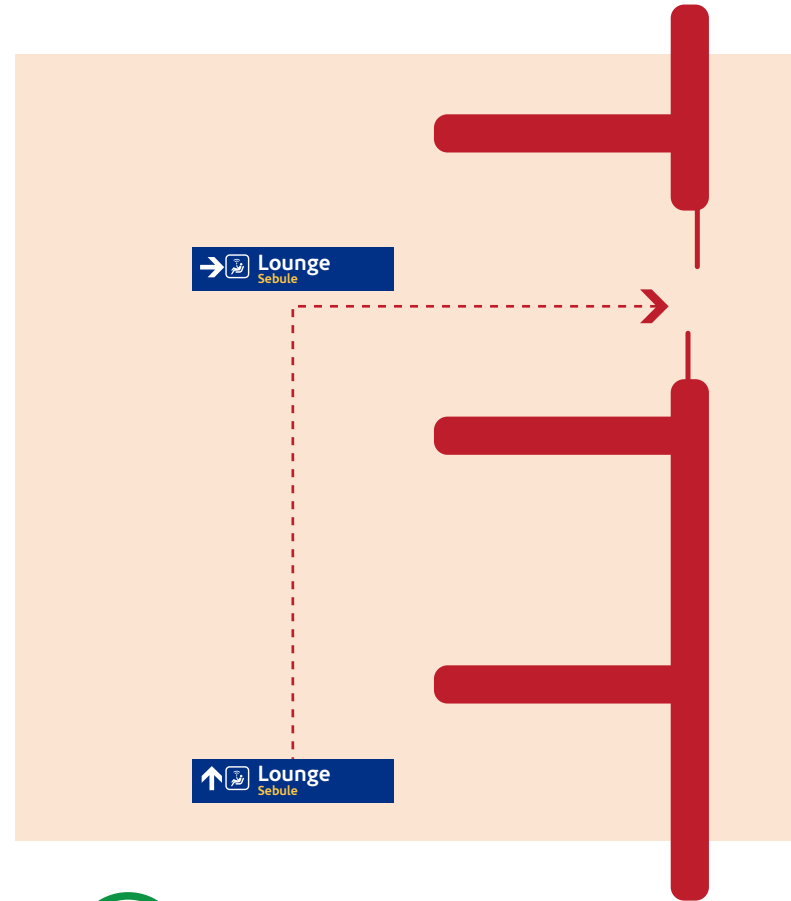




# Arrow Usage



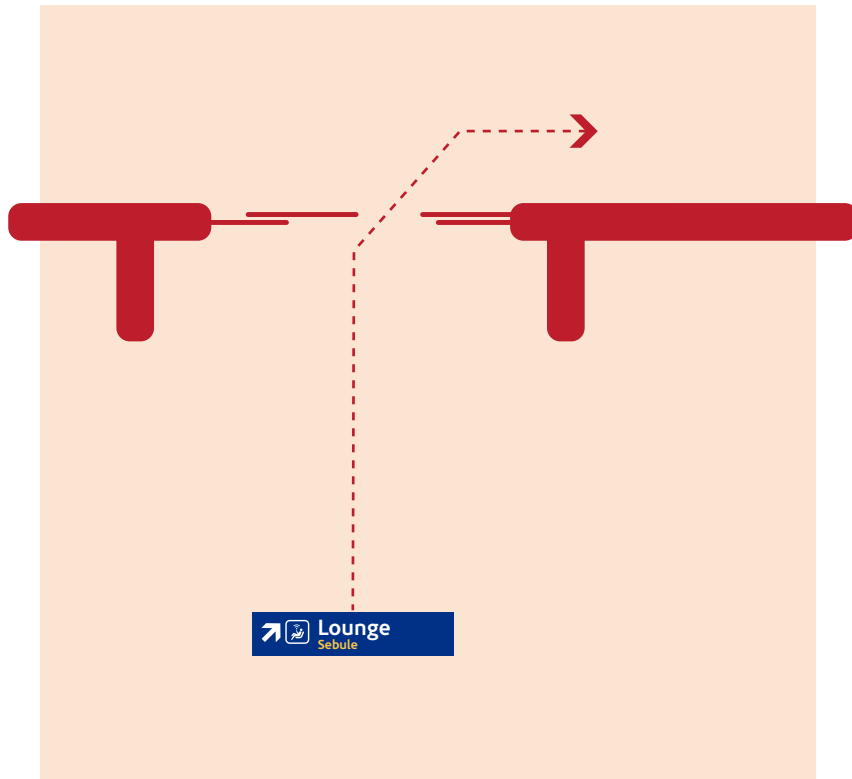
✗ Line of View



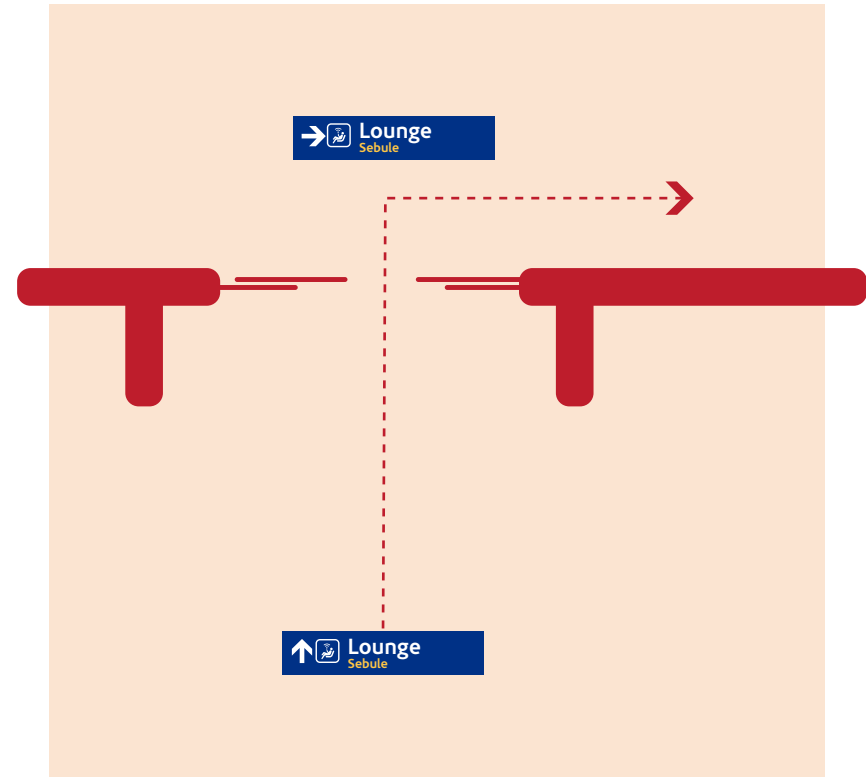
✓ Line of View



# Pathway



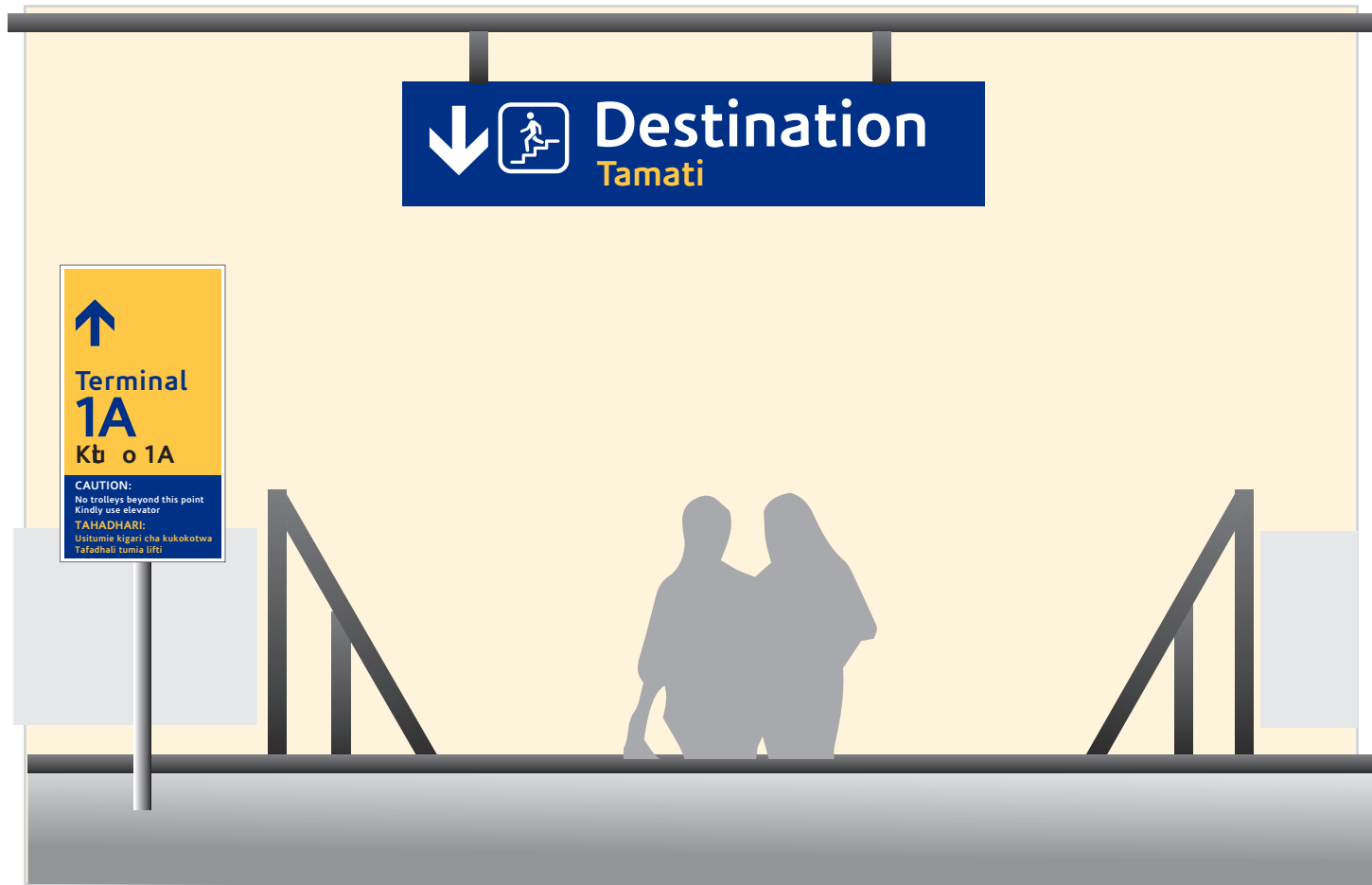
❌ Line of View



✅ Line of View



# Pathway



An arrow pointing down indicates 'straight ahead' when it is located near stairway/ramp/escalator that indicates a downward vertical path.

The arrow should always precede the icon followed by the primary text.

This order also applies in vertical arrangements of these elements.



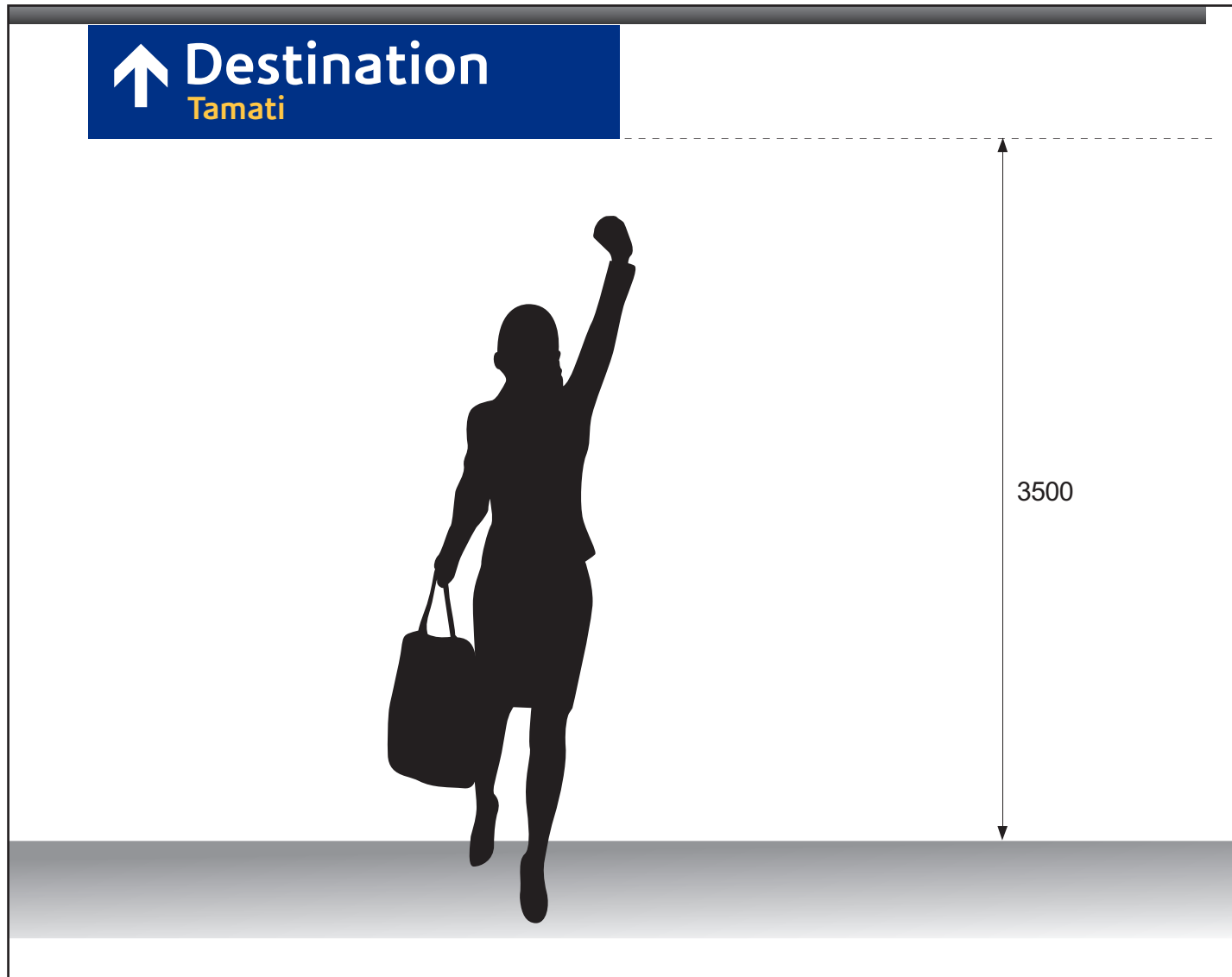
# Pathway



In certain circumstances, an arrow pointing down indicates 'straight ahead' when it is located near an upwards vertical path nearby for example a stairway, ramp or escalator



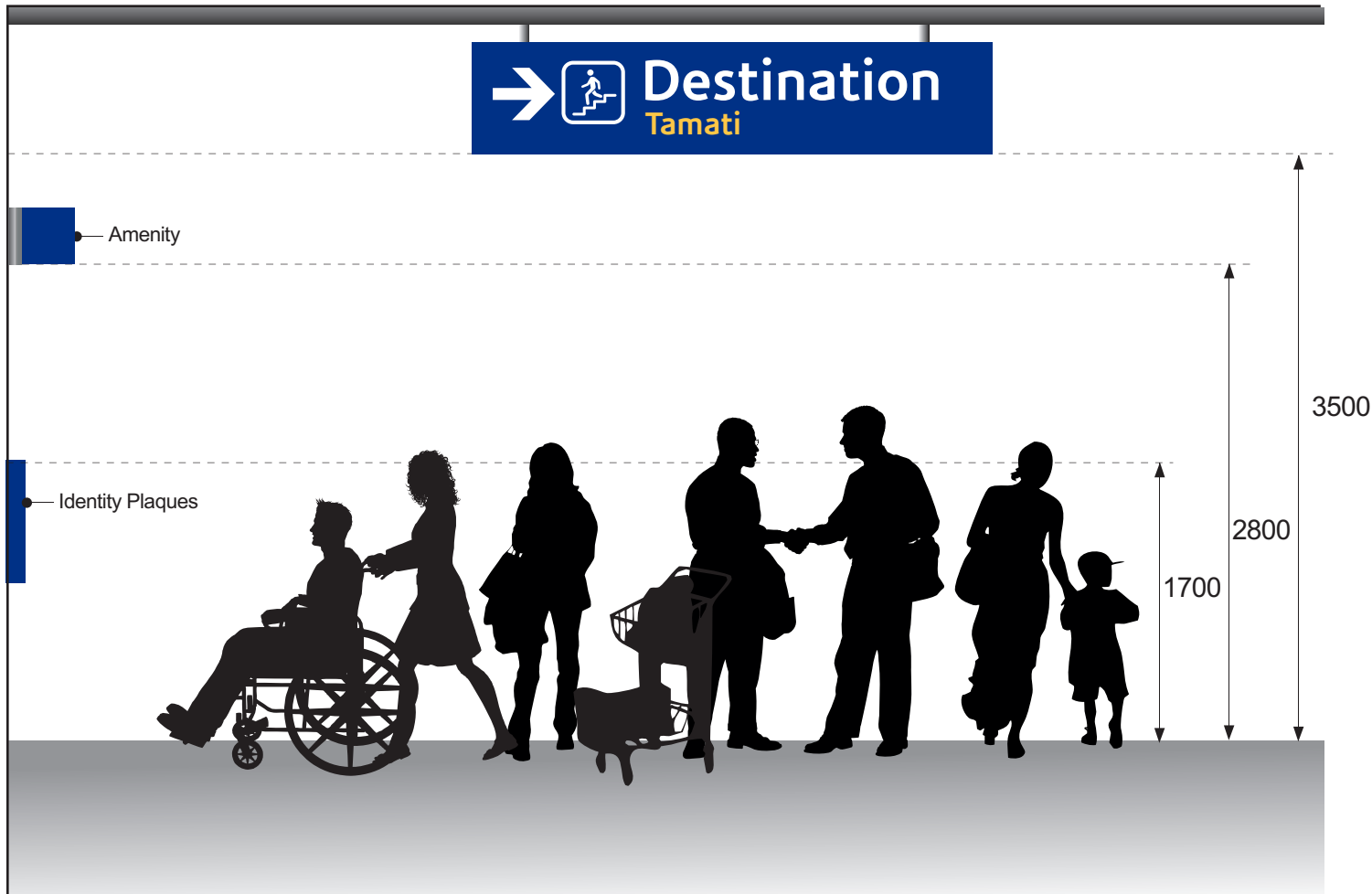
# Pathway



An arrow pointing up indicates 'straight ahead'.



# Space Considerations



All overhead signs are required to have a standard clearance of 2800mm. These signs if grouped together should be organised by size.



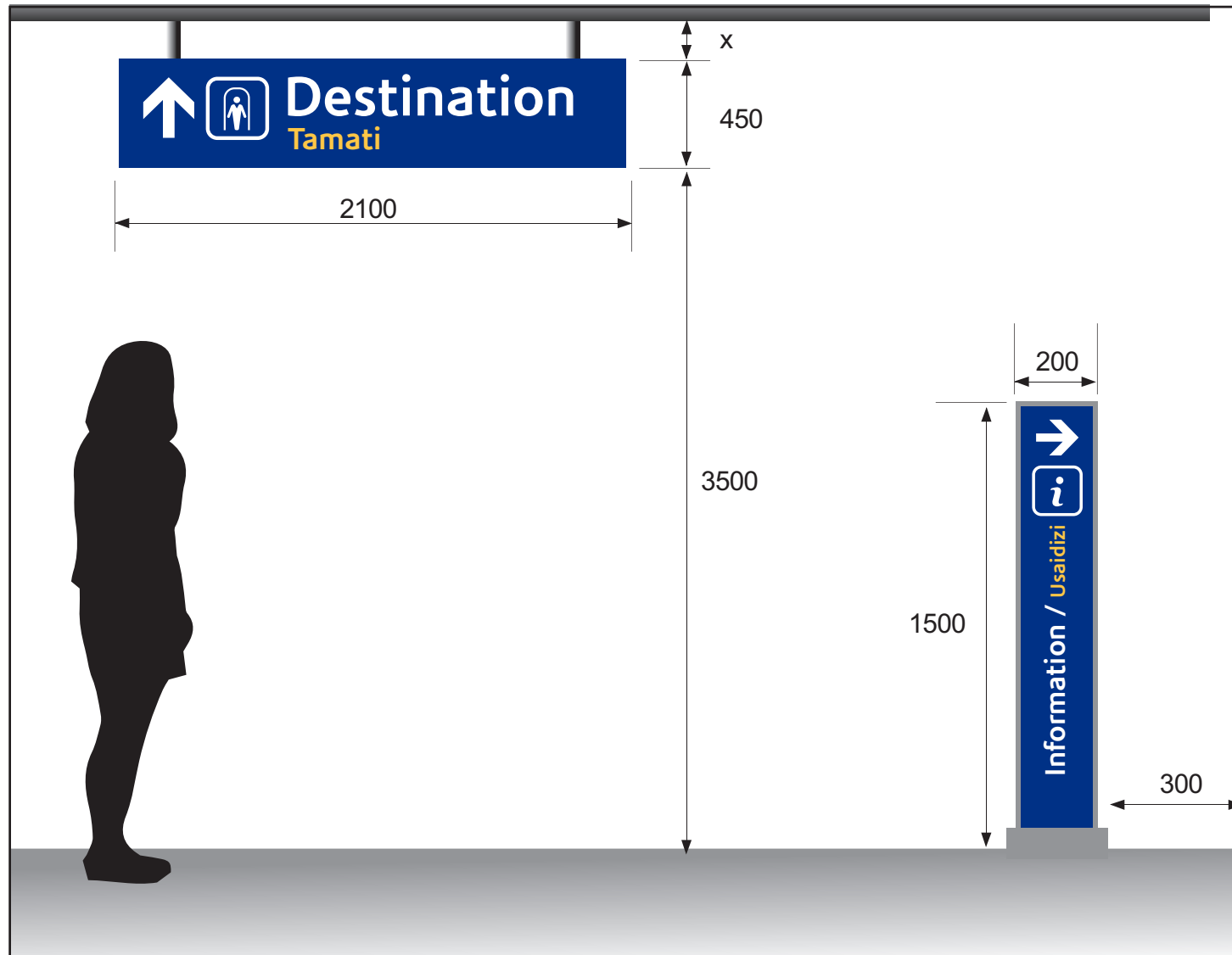
# Installation examples



Signs placed next to each other should be similar in height and width where possible.



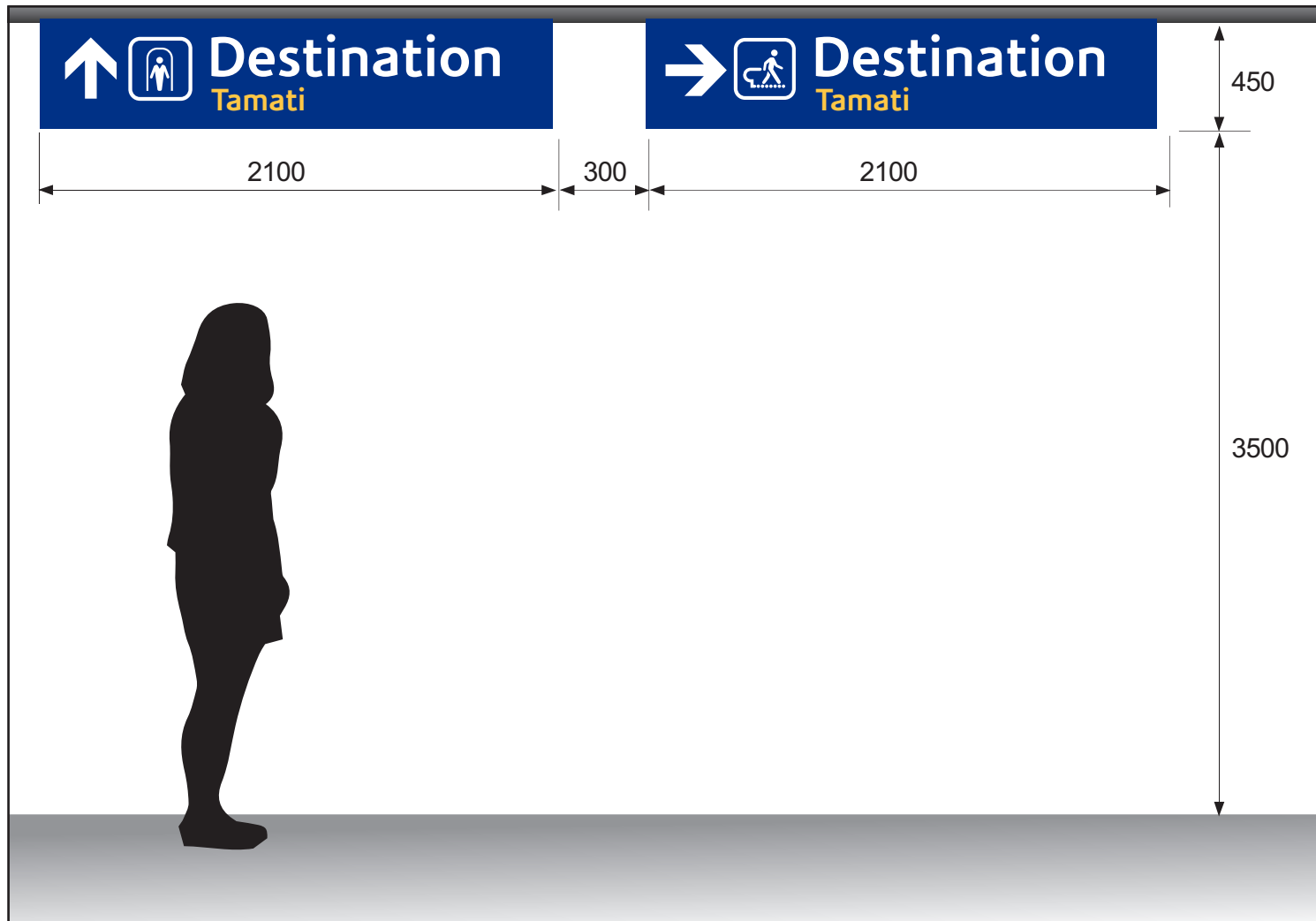
# Installation examples



Free standing or floor mounted signs should not serve as obstacles to movement but should also be placed 300mm from the wall.



# Installation examples



When multiple signs are required to properly define a path a minimum space of 300mm should be accommodated to ensure clarity of view.

**Note:** Multiple signs should not be placed too close to each other and stacks of more than 2 signs are less preferred.



---

# Specification overview

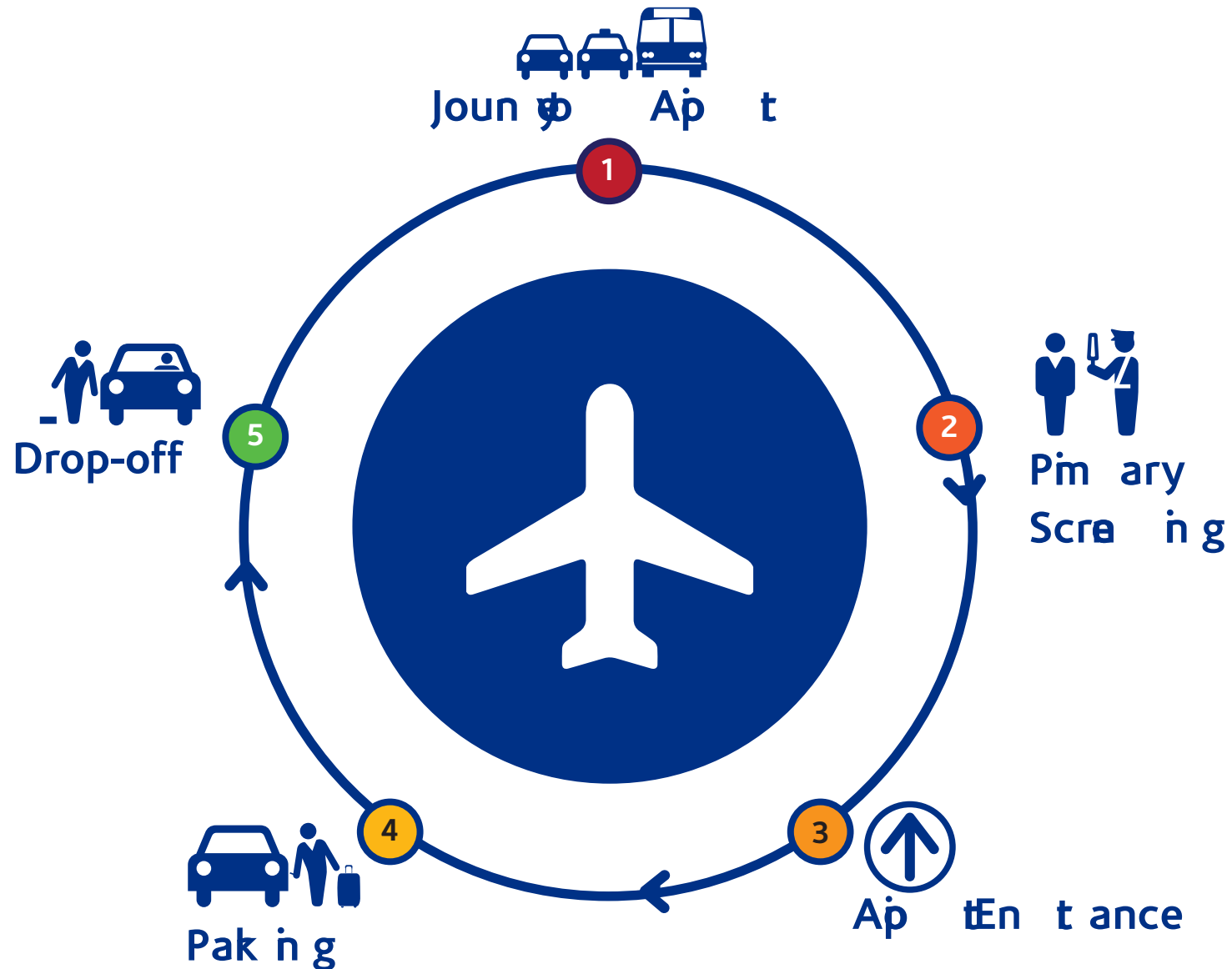
This section contains design and fabrication details for the family of sign types developed for the new airport signage standards program.

For each major area - Roadway, Parking and Terminals - there is a sign family overview showing all of the sign types for that area, followed by pages showing each individual sign type in detail. Each sign type page includes a brief description of the sign's intended use, location, material, and mounting.

SPECIAL NOTES: The text and graphics shown on the drawings for individual sign types on the following pages are included for illustration only. Actual text, graphics and layouts for all sign types and locations will be determined as part of each sign implementation package. All structural and mounting details are shown for reference. The Sign Contractor shall have final responsibility for all structural details and shall provide structural drawings stamped by a licensed Structural Engineer for each signage implementation project.

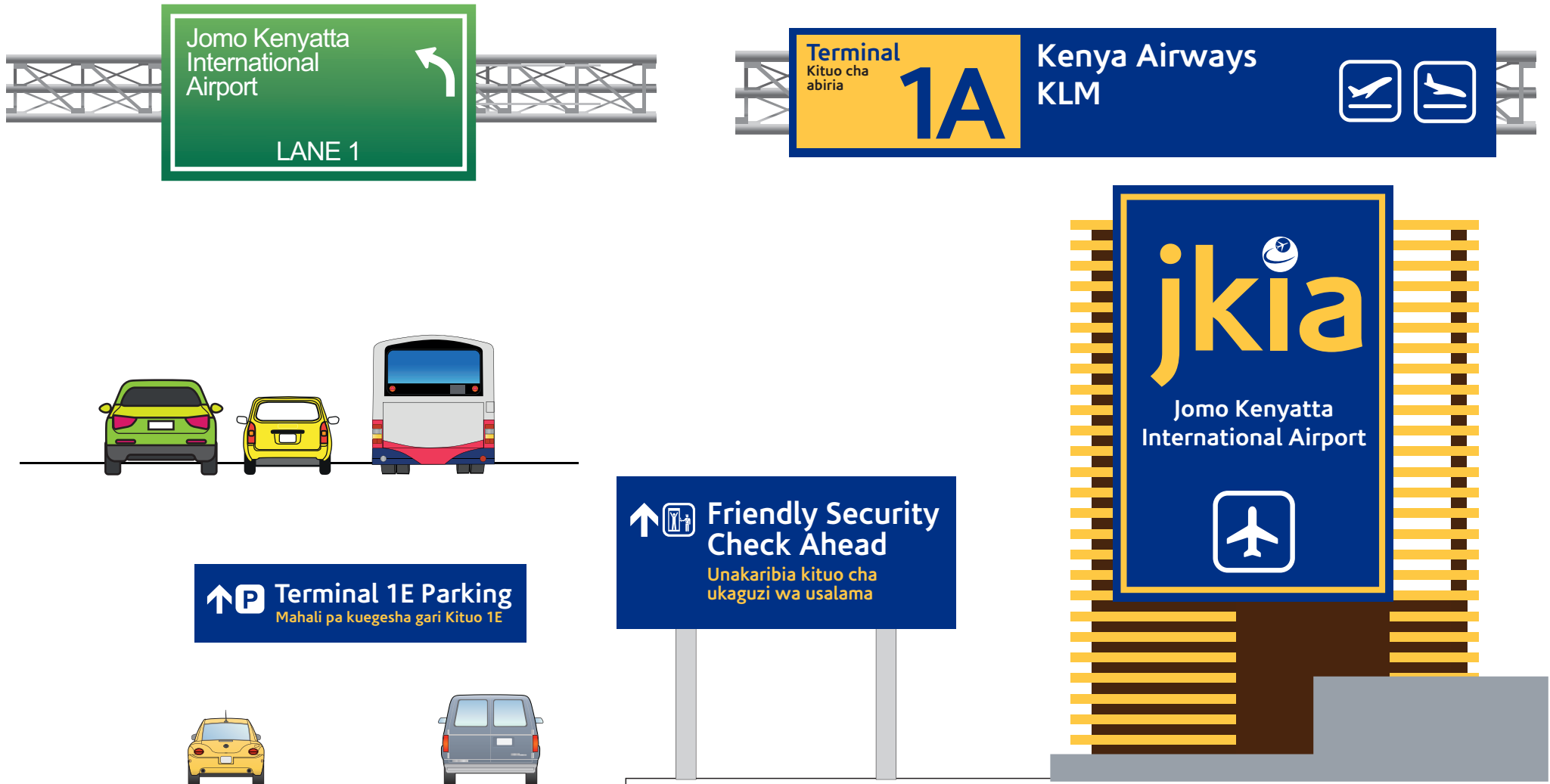


# Customer Journey Departures - External Signs



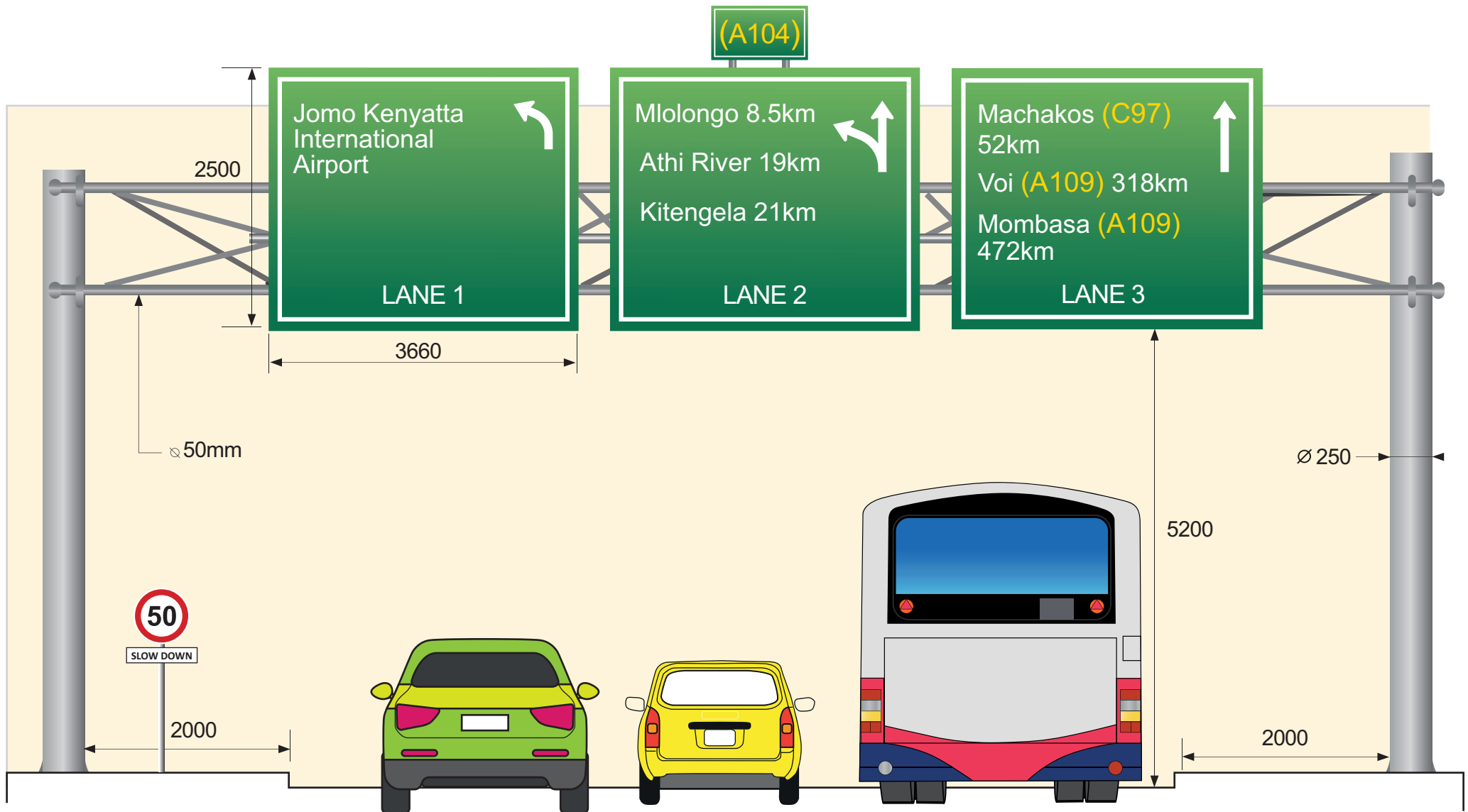


# Journey to Airport



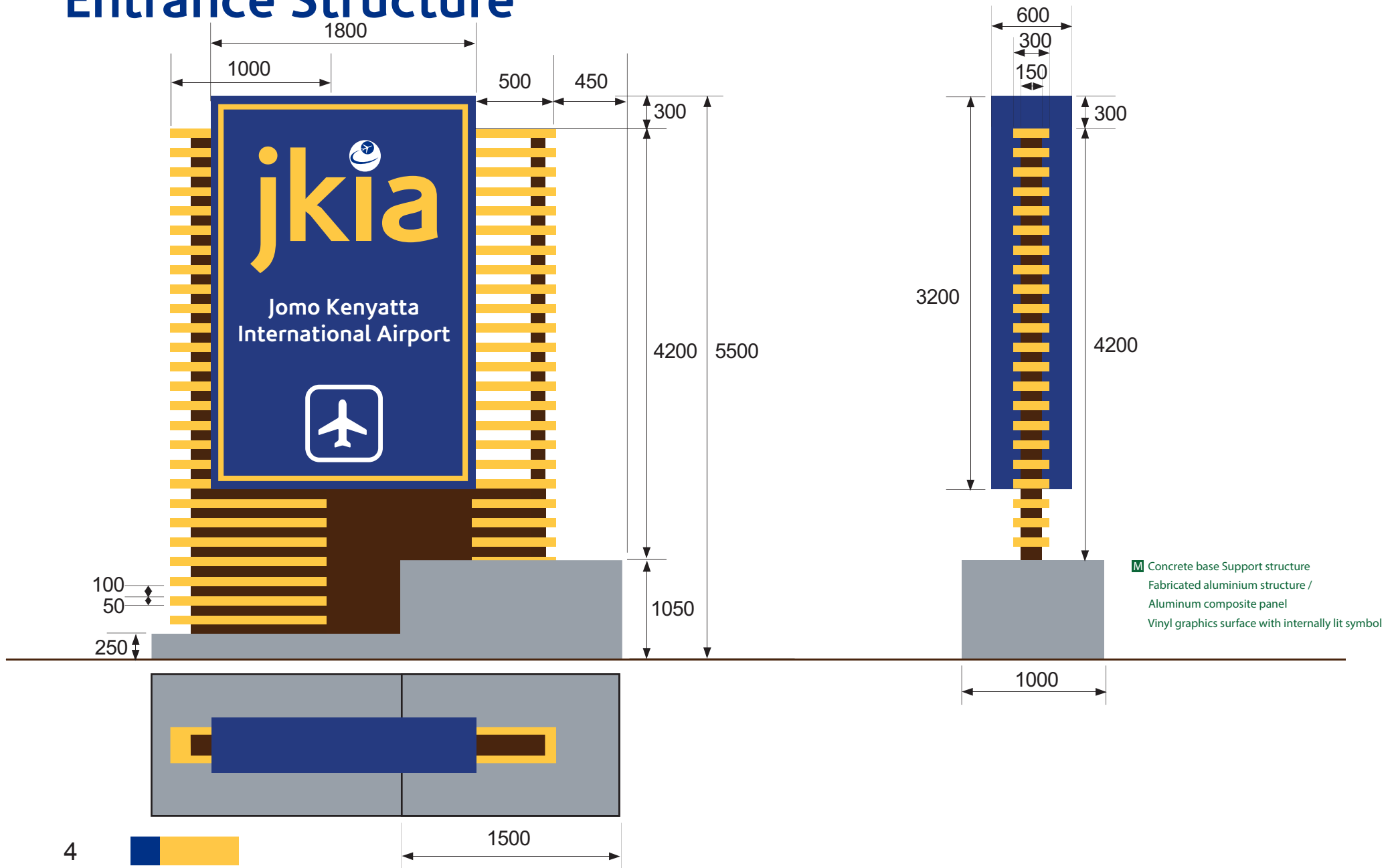


# 1 Journey to Airport





# Entrance Structure





# Lane Markings type family

Vertical scaling is at 239% due to reading in motion



Parking



Drop off



Arrivals



Departures



Thru Traffic





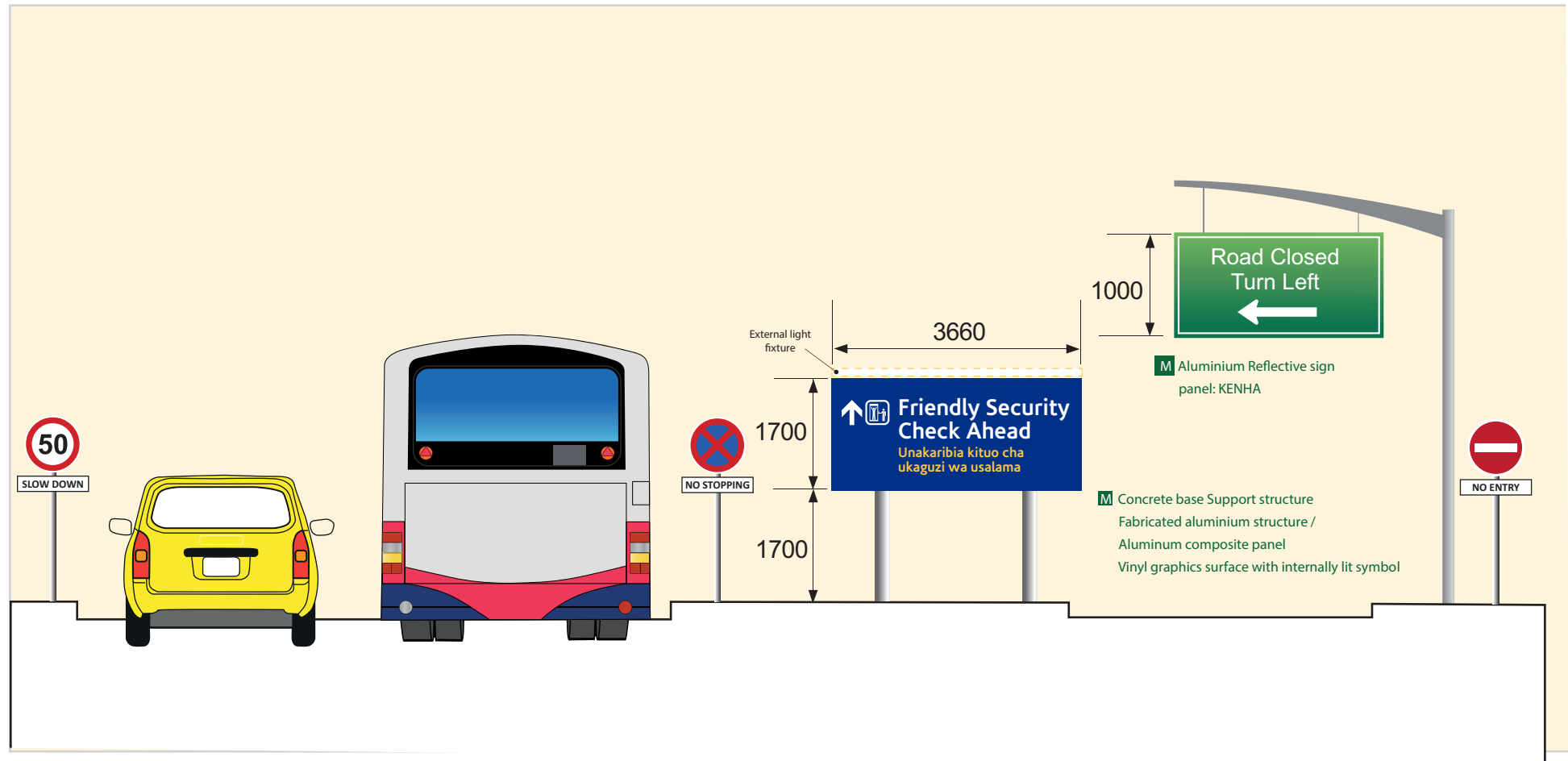




Gantries highlighting directions right from Mombasa Road clearly guiding people to the airport.  
The Signage and gantry is according to KENHA standards.



## 2 Primary Screening Vehicular

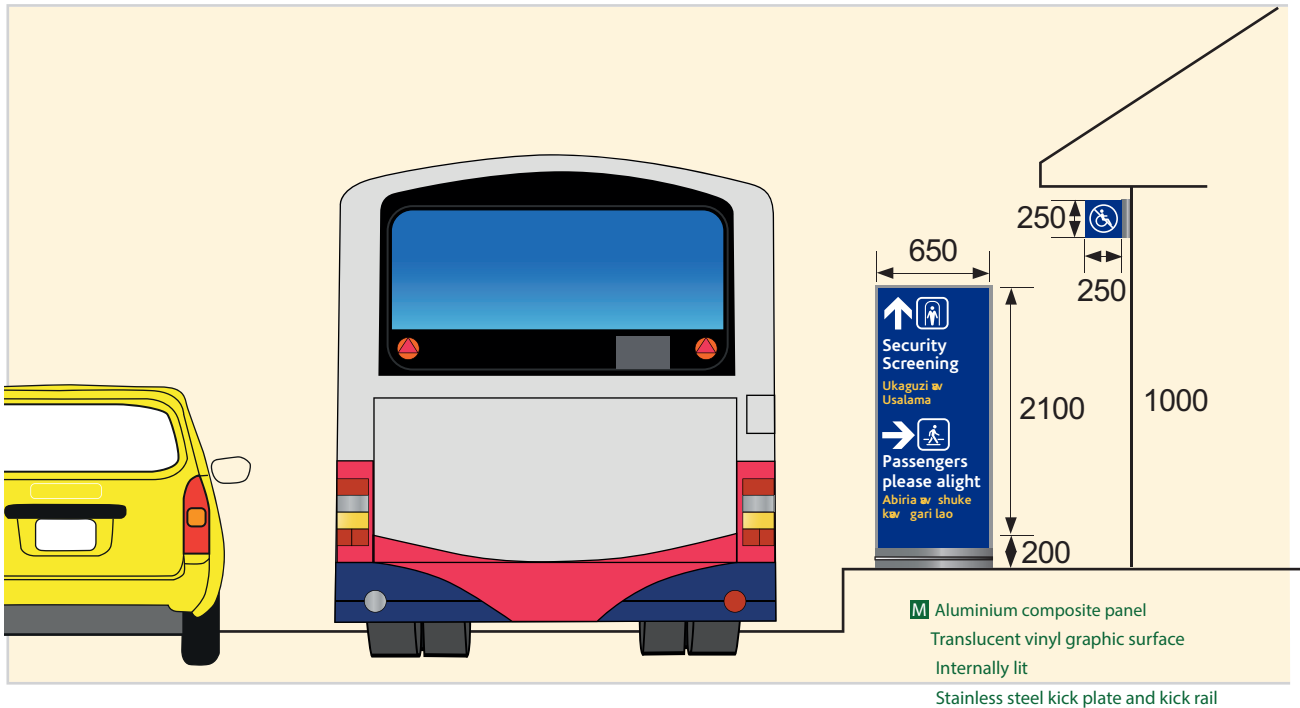








## 2 Primary Screening Pedestrian

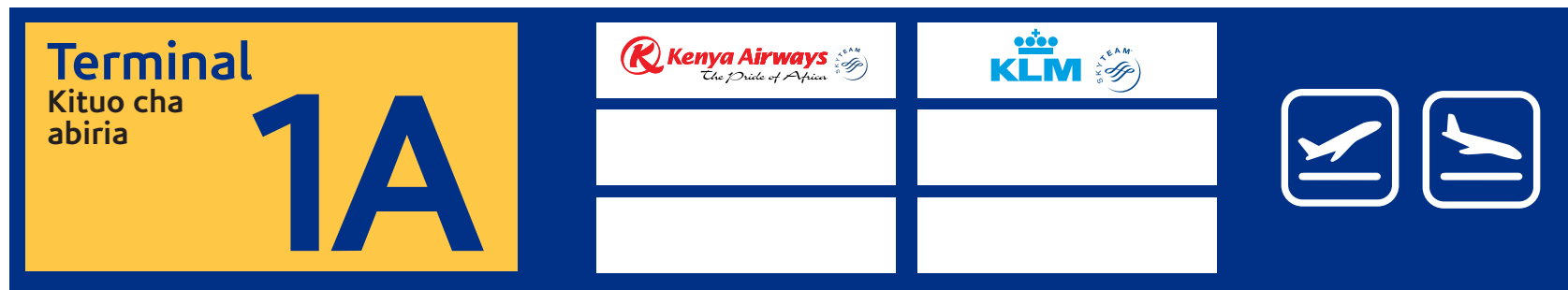
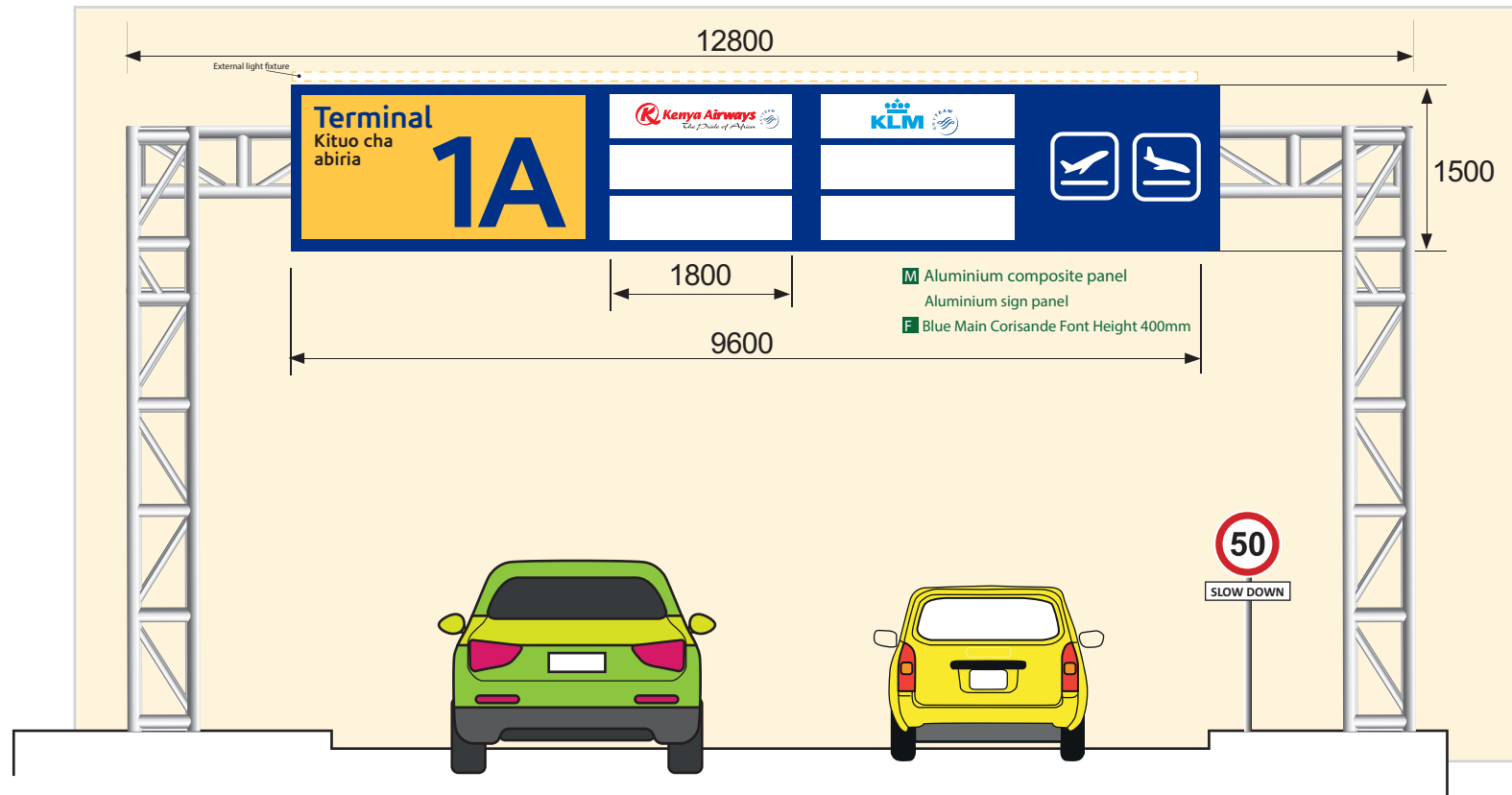








### 3 Airport Entrance

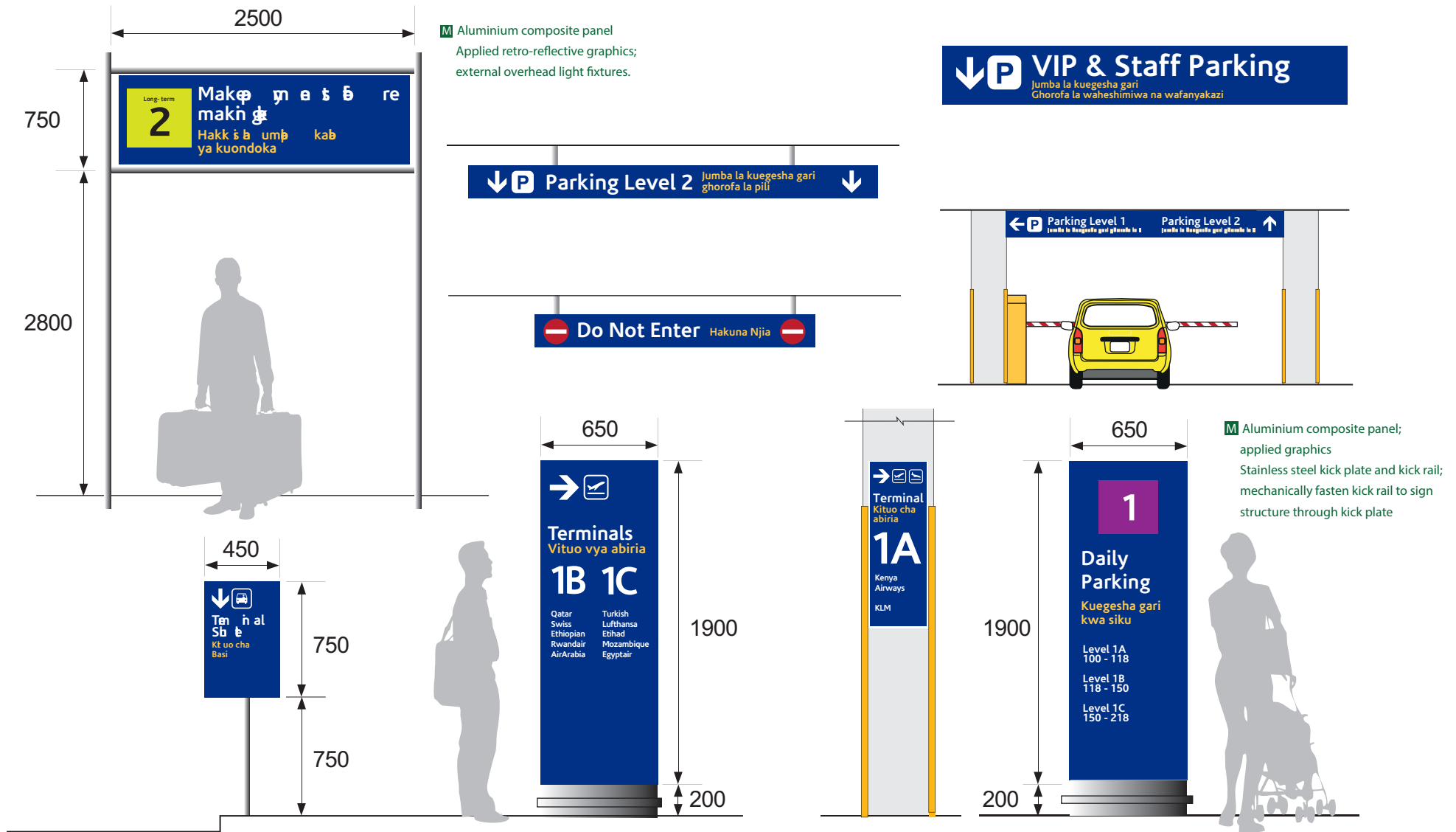








# Parking sign type family 1





# Parking sign type family 2





## 4 Parking

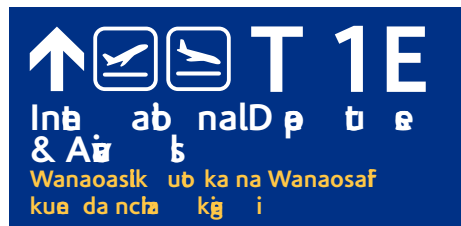








# Terminal sign type family

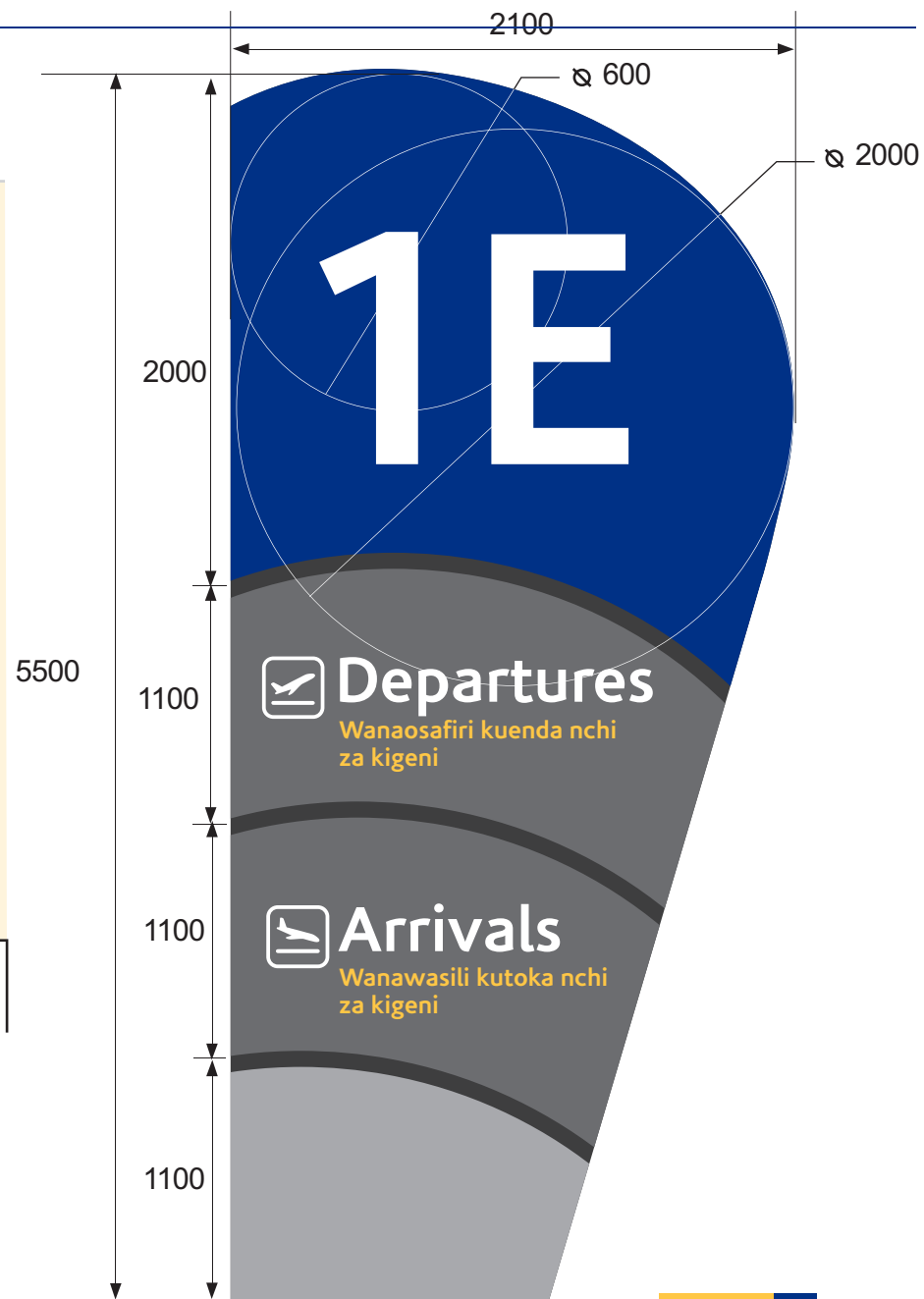




## 5 Drop Off



- Concrete base for port structure
- Aluminium composite panel
- Vinyl graphics surface with internally lit symbol

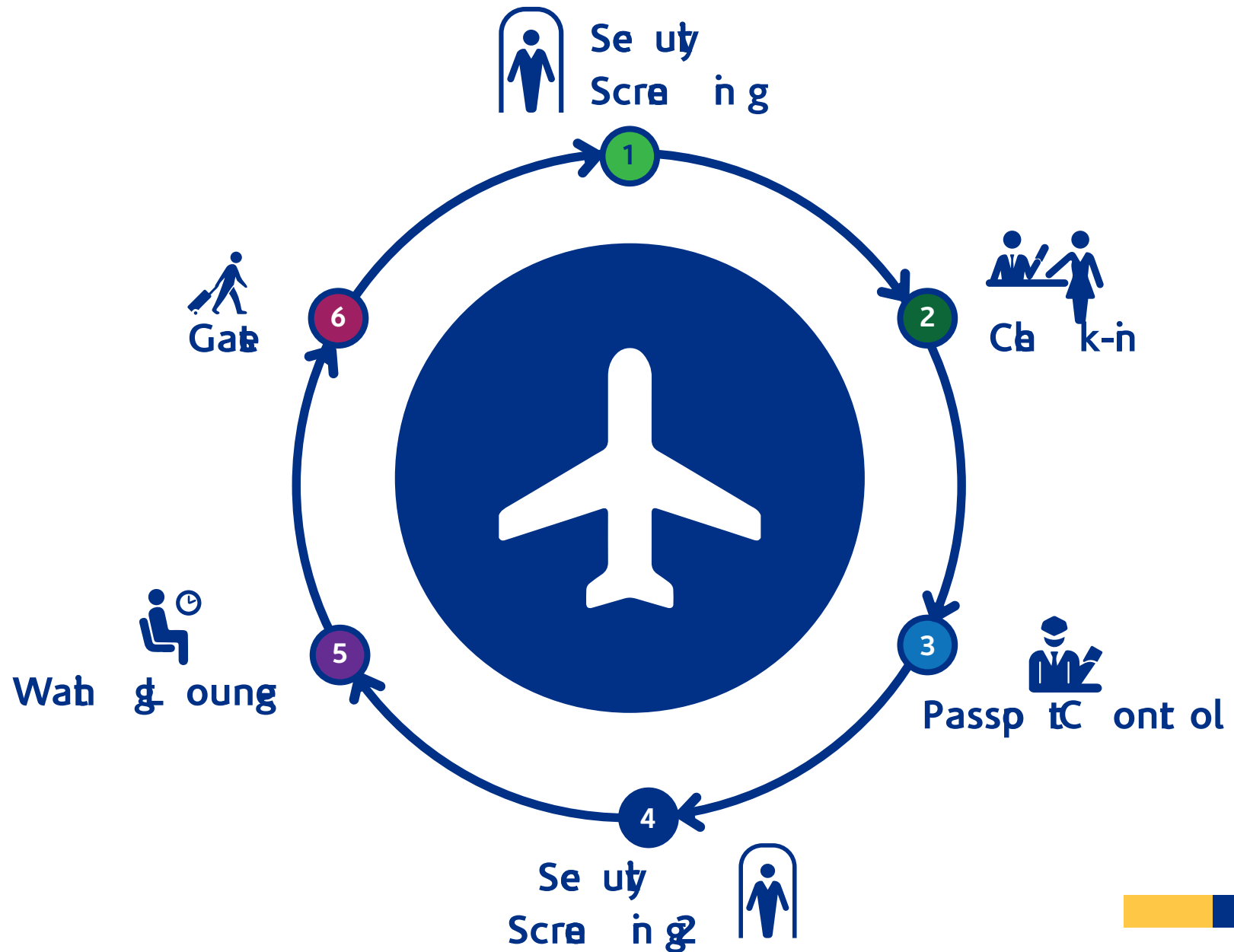






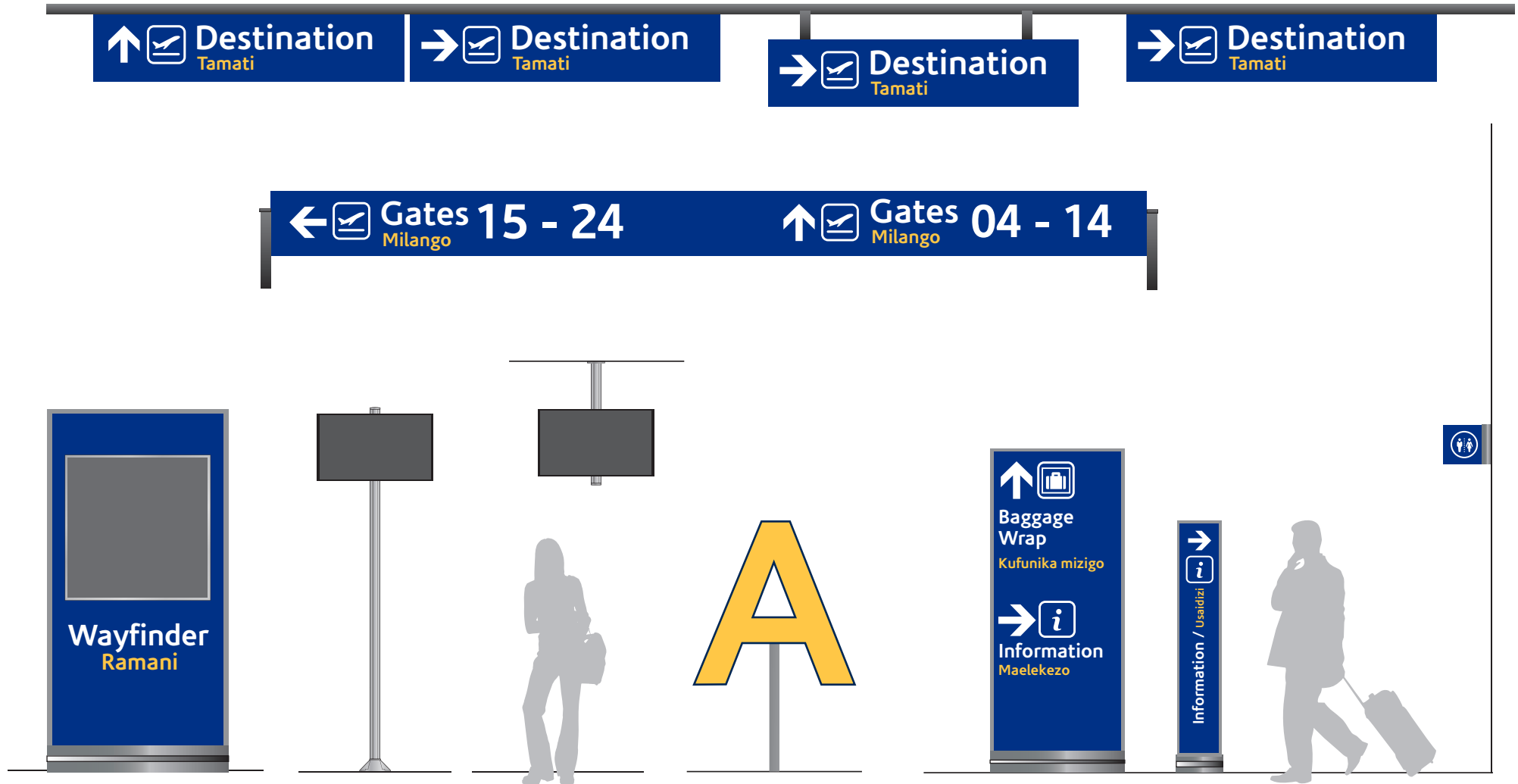


# Customer Journey Departures - Internal





# Terminal sign type family 2





# 1 Security Screening

- Concrete base Support structure
- Aluminium composite panel
- Vinyl graphics surface with internally lit symbol







**POISONS**



**WET CELL BATTERIES**



**CORROSIVES**



**FIREWORKS**



**MATCHES / LIGHTER FUEL**



**DEEPLY REFRIGERATED /  
COMPRESSED GAS**



**FLAMMABLE /  
NON-FLAMMABLE GAS**



**RADIOACTIVE  
MATERIALS**



**INFECTIOUS  
SUBSTANCE**



**MAGNETIC  
MATERIALS**

**CORROSIVES**

Such as mercury, acids, alkalis, thermometers and barometers containing mercury and wet cell batteries.

**DEEPLY REFRIGERATED /  
COMPRESSED GAS**

Such as butane, oxygen, propane and aqualung cylinders.

**EXPLOSIVES**

Substances and devices\* capable, or appearing capable, of being used to cause serious injury or to pose a threat to the safety of aircraft.

**OXIDISING MATERIAL  
AND ORGANIC  
PEROXIDES**

Such as bleaches, resin kits and fibre glass repair kits.

**FLAMMABLE LIQUID  
AND SOLIDS**

Such as lighter or heater fluids, paints, thinner, solvents, petrol and all matches are unacceptable in baggage.

**POISONS**

Such as arsenic, cyanide weed killer and tear gas.

**INFECTIOUS  
SUBSTANCES**

Such as viruses and bacteria.

**RADIOACTIVE MATERIALS**

Such as instruments containing radioactive source radioisotopes for research.

**MATCHES / LIGHTERS**

Only one small packet of safety matches or cigarette lighter that does not contain unabsorbed liquid fuel being carried on the person is permitted.

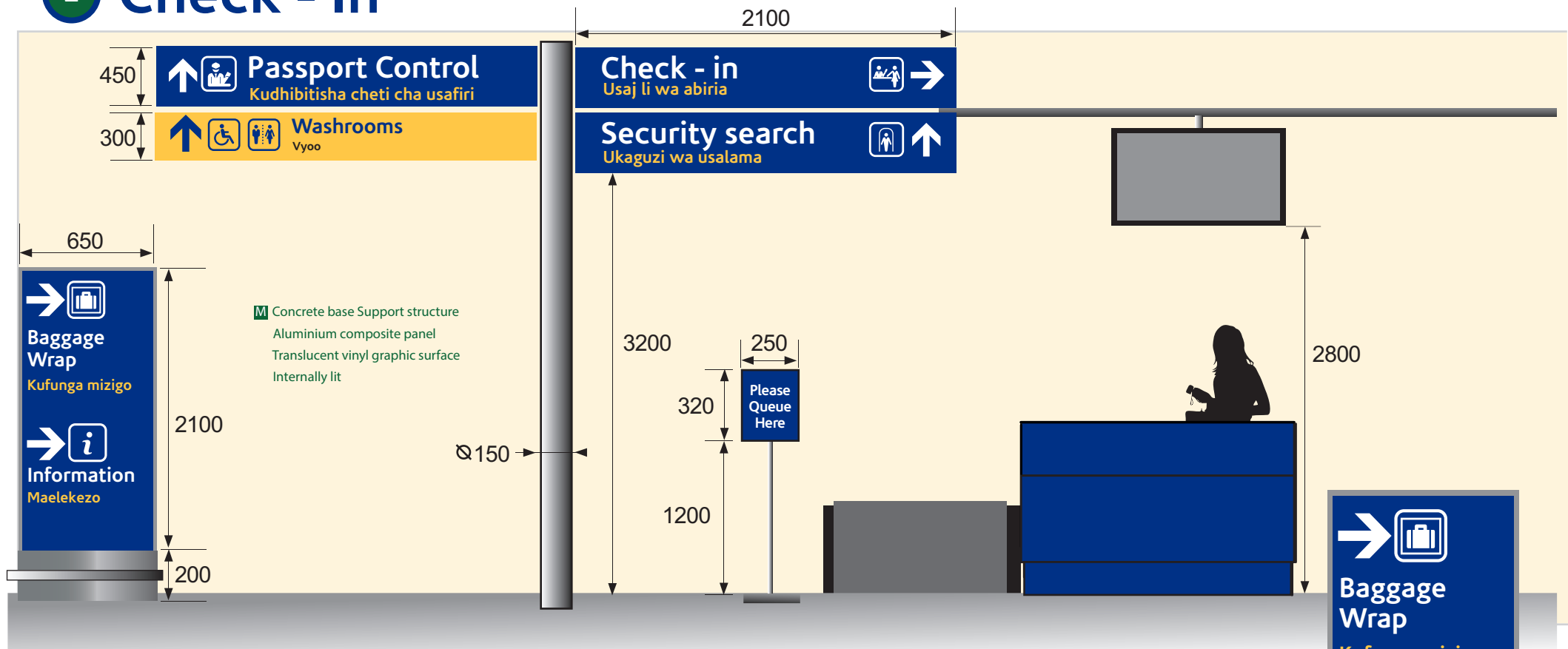
**FLAMMABLE/  
NON-FLAMMABLE GAS**

Such as aerosols including aerosol paints, filled-aqualung cylinders, carbon dioxide cylinders for soda syphons, gas or fuel cylinders.

\*Explosive and incendiary substances and devices such as ammunition, blasting caps, detonators and fuses, replica or imitation explosive devices, mines, grenades and other explosive military stores, fireworks and pyrotechnics, smoke-generating canisters and smoke-generating cartridges, dynamite, gunpowder and plastic explosives.



## 2 Check - In





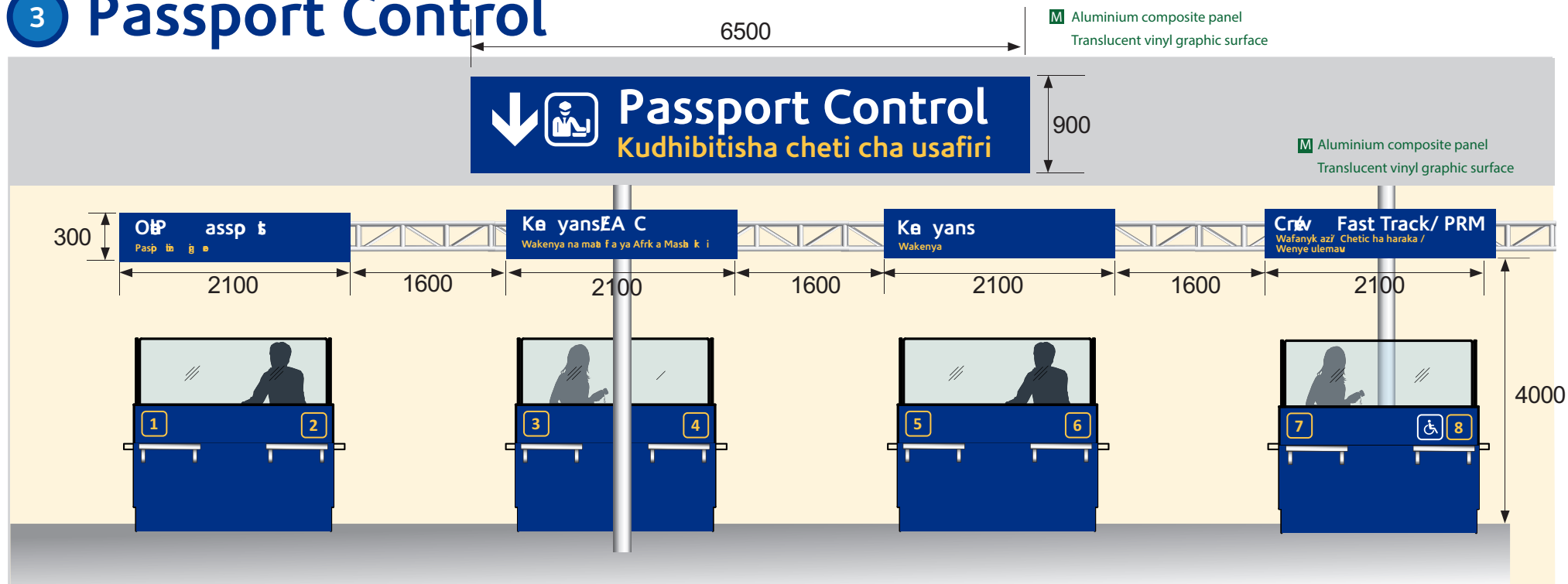




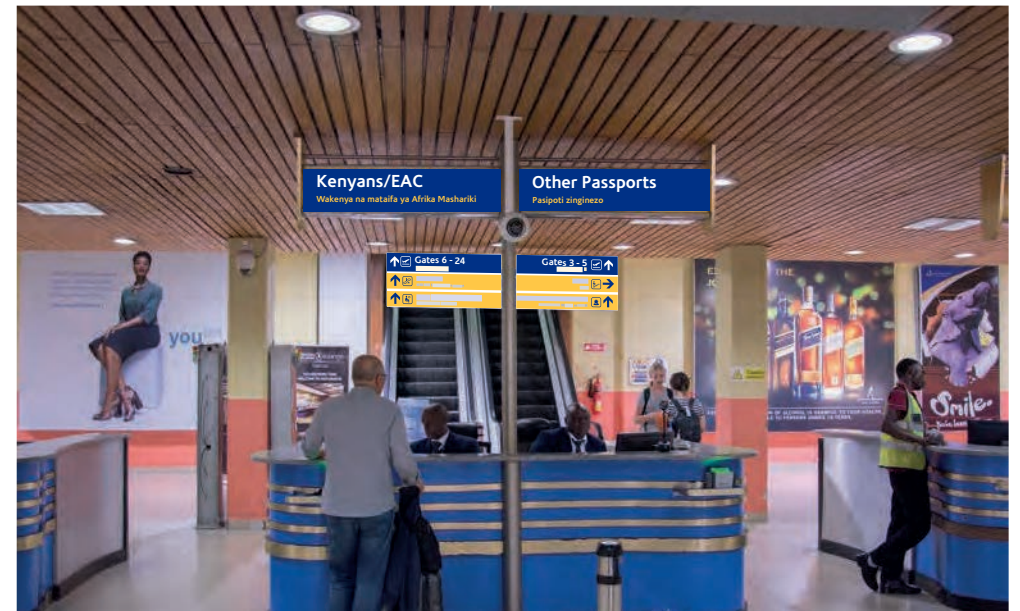




### 3 Passport Control





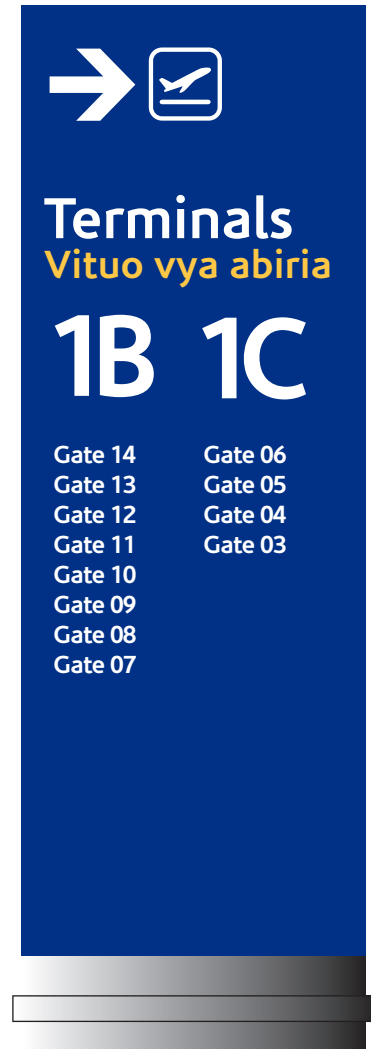
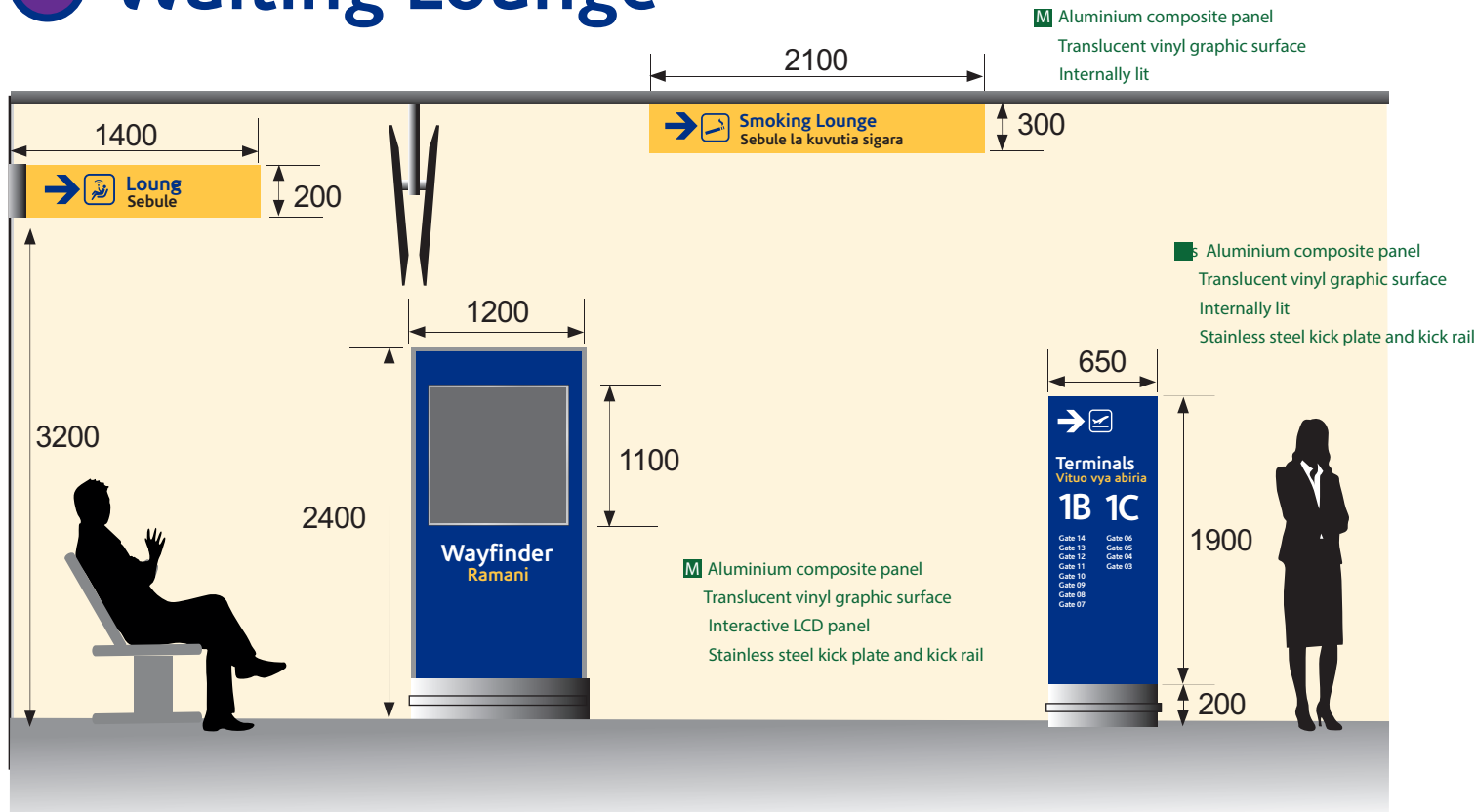








## 5 Waiting Lounge



→  **Smoking Lounge**  
Sebule la kuvut a sigara

→  **Lounge**  
Sebule



# Facilities Sign Type Family

→  **Smoking Lounge**  
Sb 𐞀 kuvub sg ara

←     **Washrooms**  
Vyoo

→  **Lounge**  
Sb e

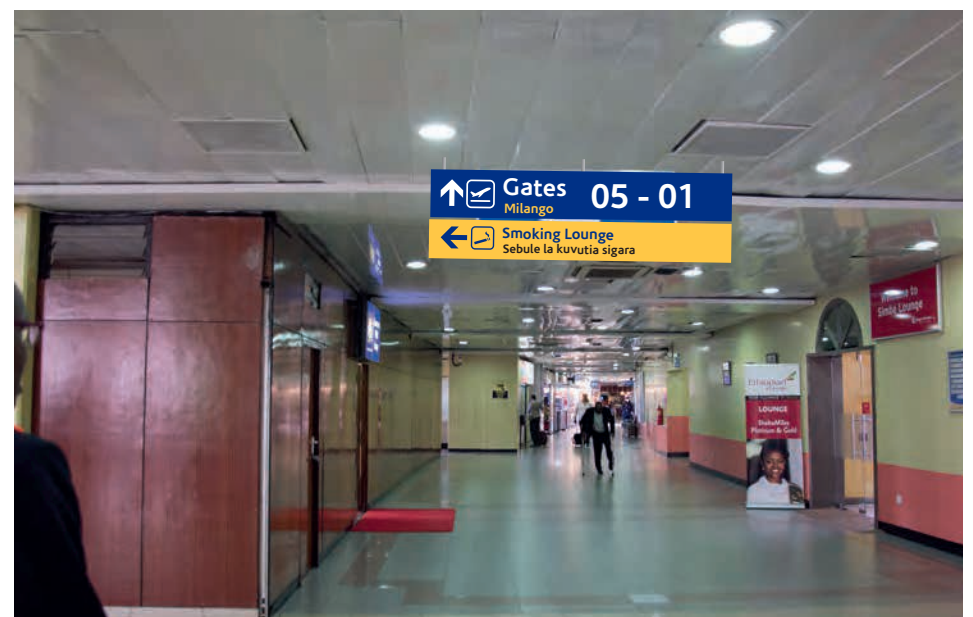
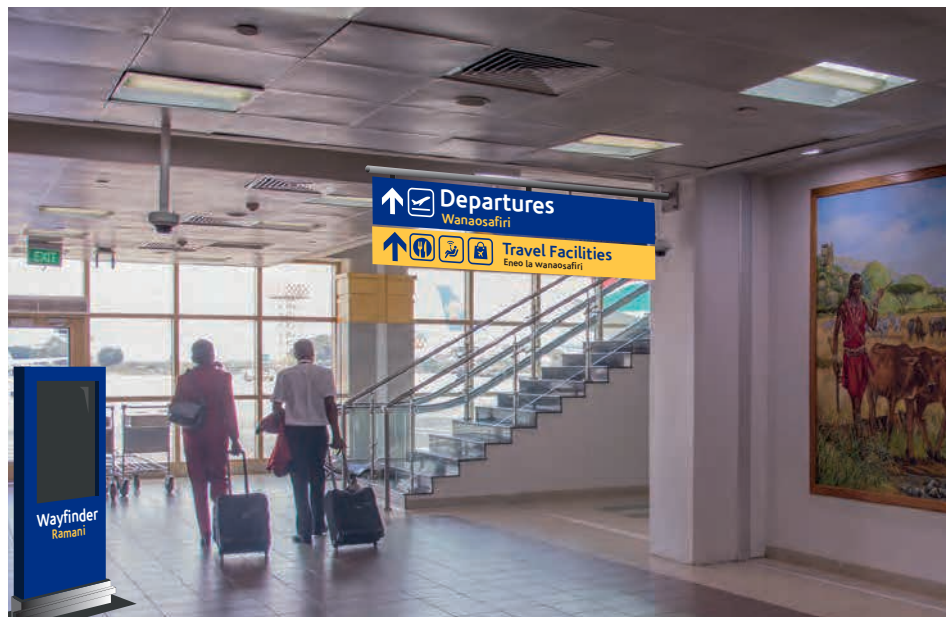


**Duty Free**  
Bidhaa zisizolipishwa  
ushuru



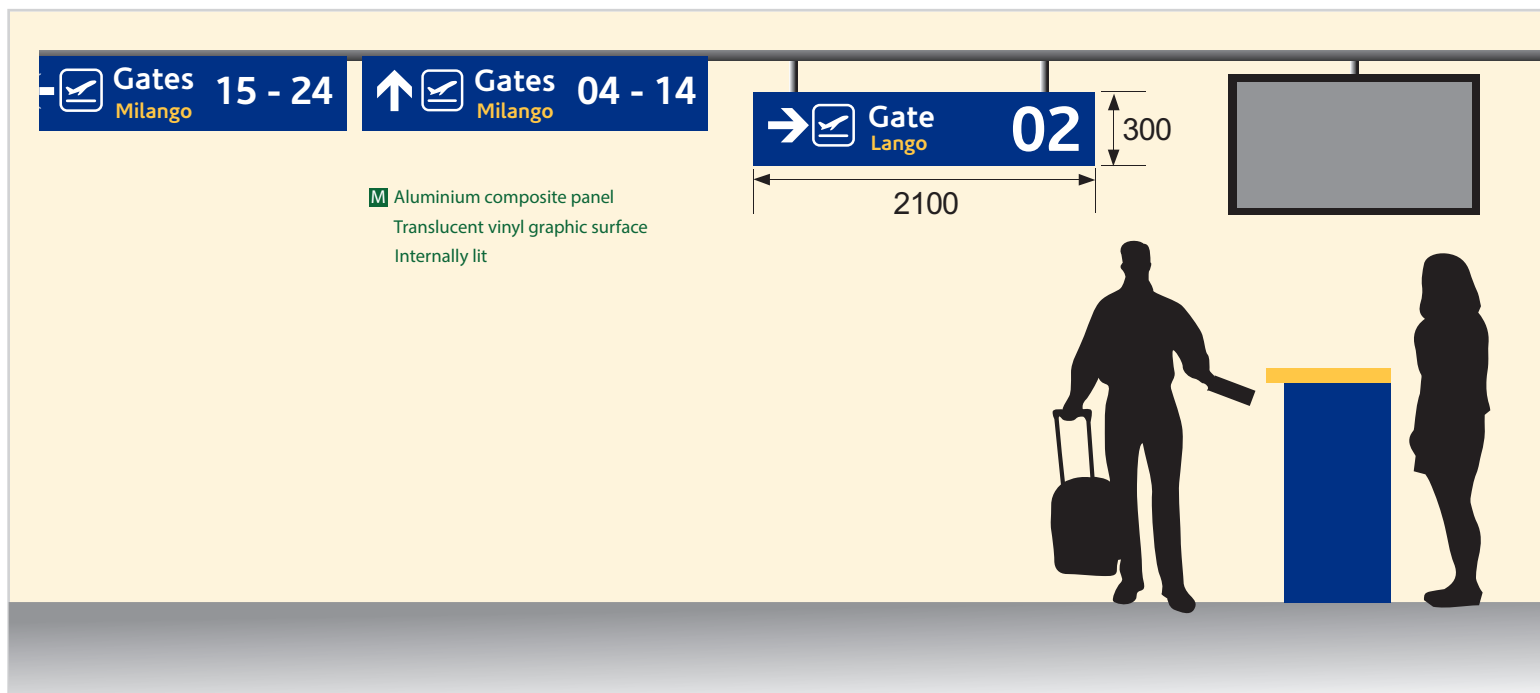
**Food Court**  
Mikahawa







## 6 Gates





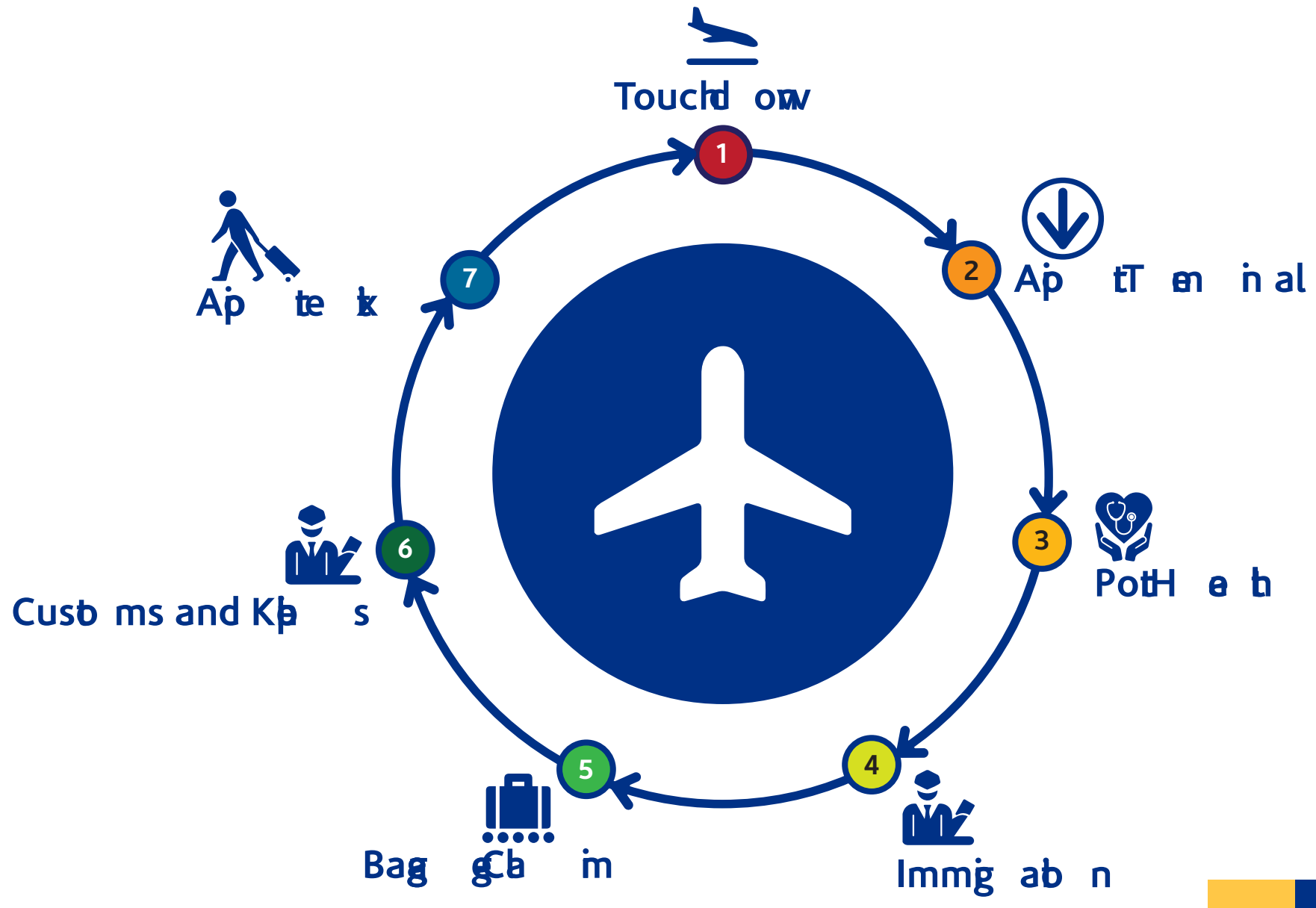








# Customer Journey Arrival - Internal





# 1 Touch Down





a b c d e f g h

600

600

600

650

600

300

600

i j k l m n o p

200

280

600

280

1000

600

700

700

q r s t u v w x

600

400

600

400

600

600

1200

800

y z

600

400

Dimensions for rooftop letter icons in millimetres.

Dimensions may vary on curved surfaces.

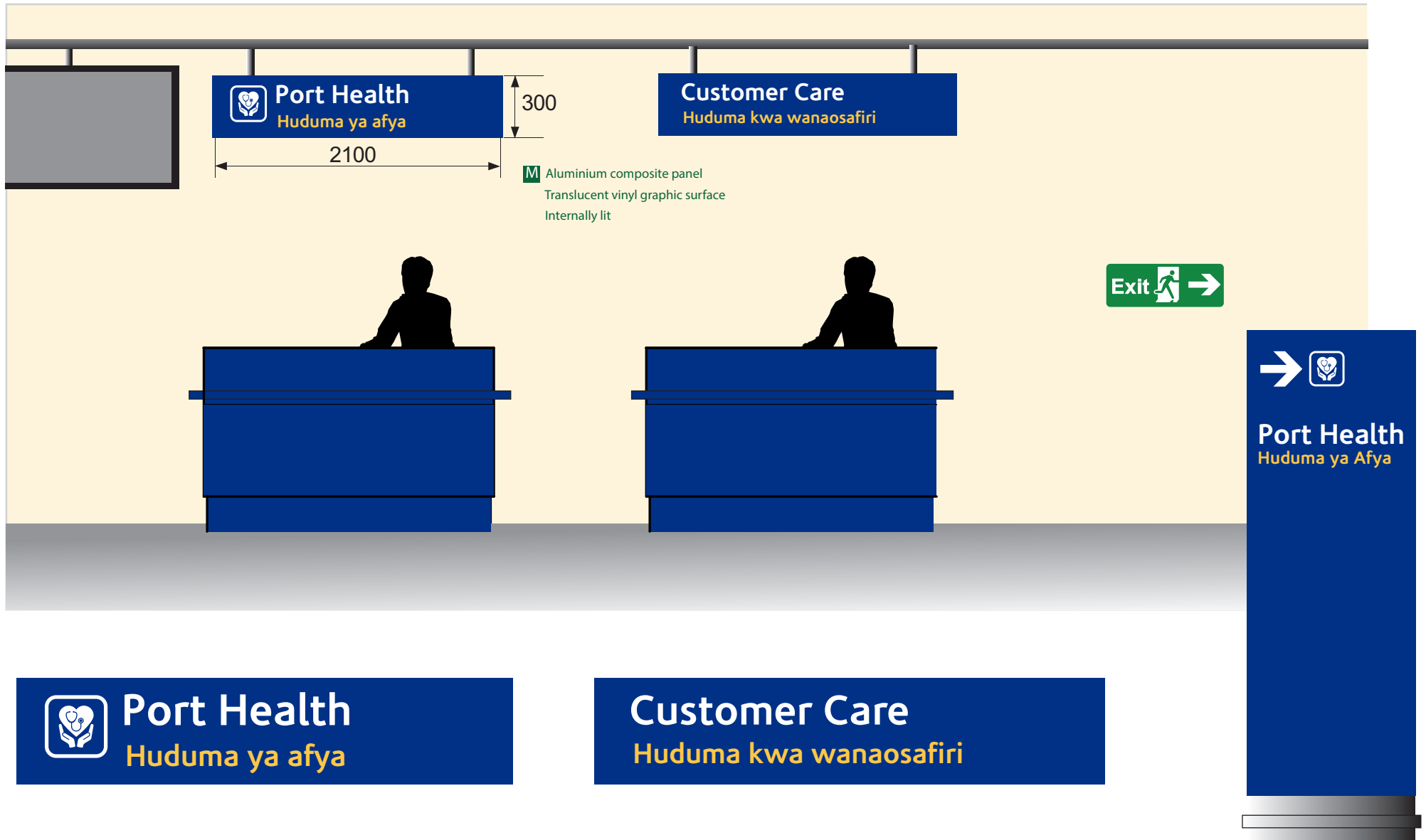








### 3 Port Health

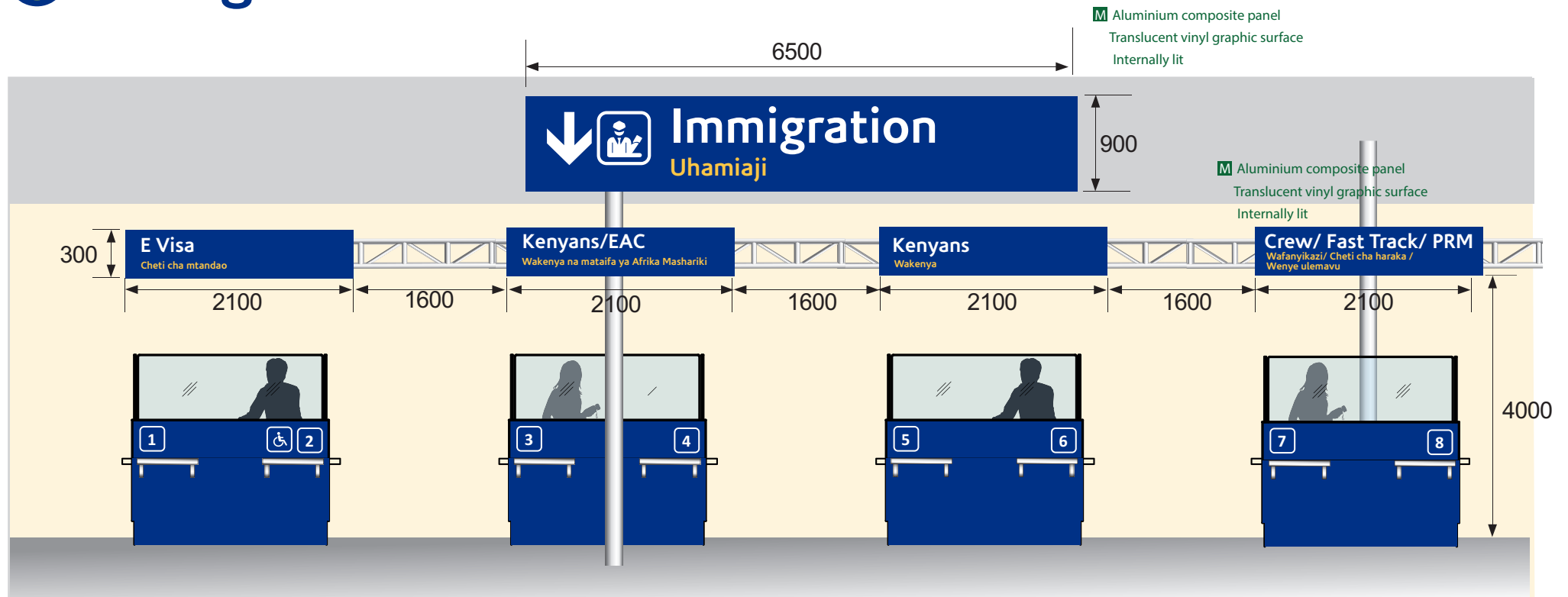








## 4 Immigration



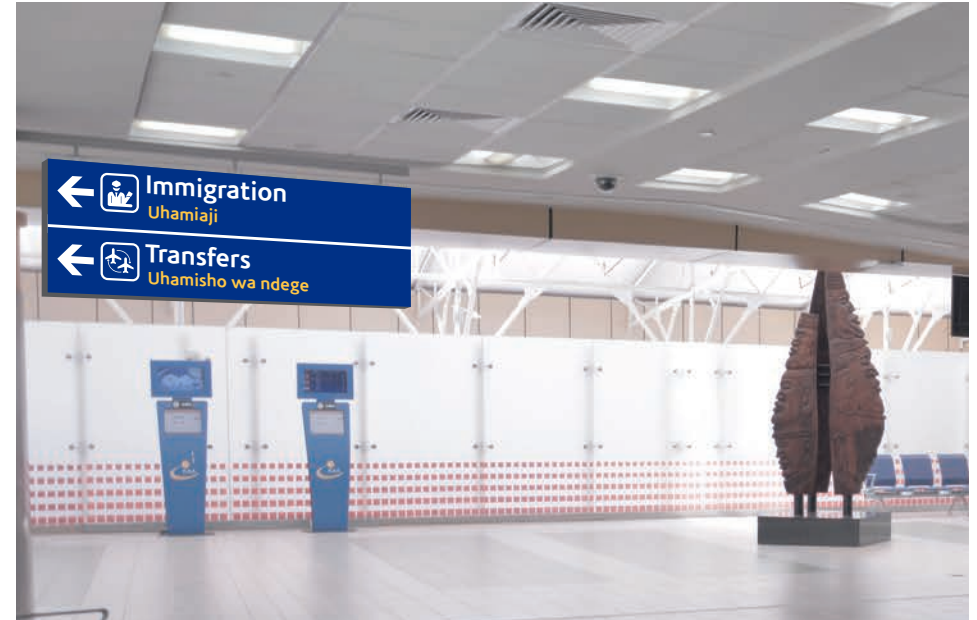
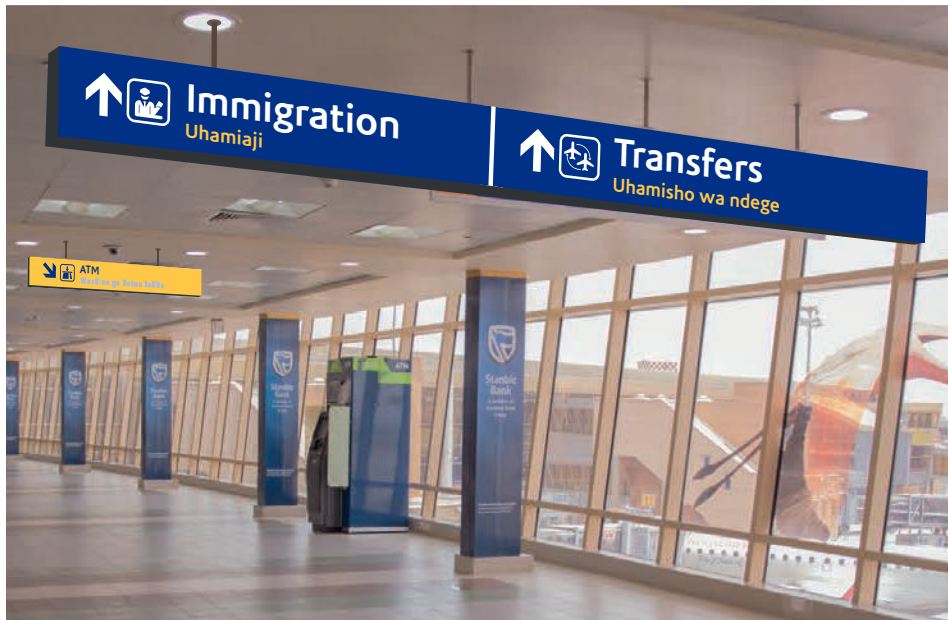
### E Visa

Cheti cha mtandao

### Kenya's/EAC

Wakenya na mataifa ya Afrika Mashariki



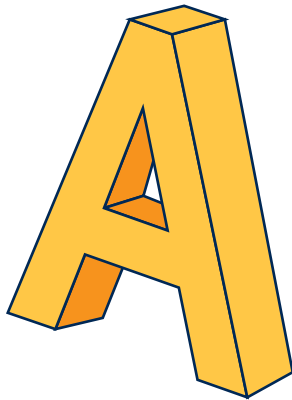
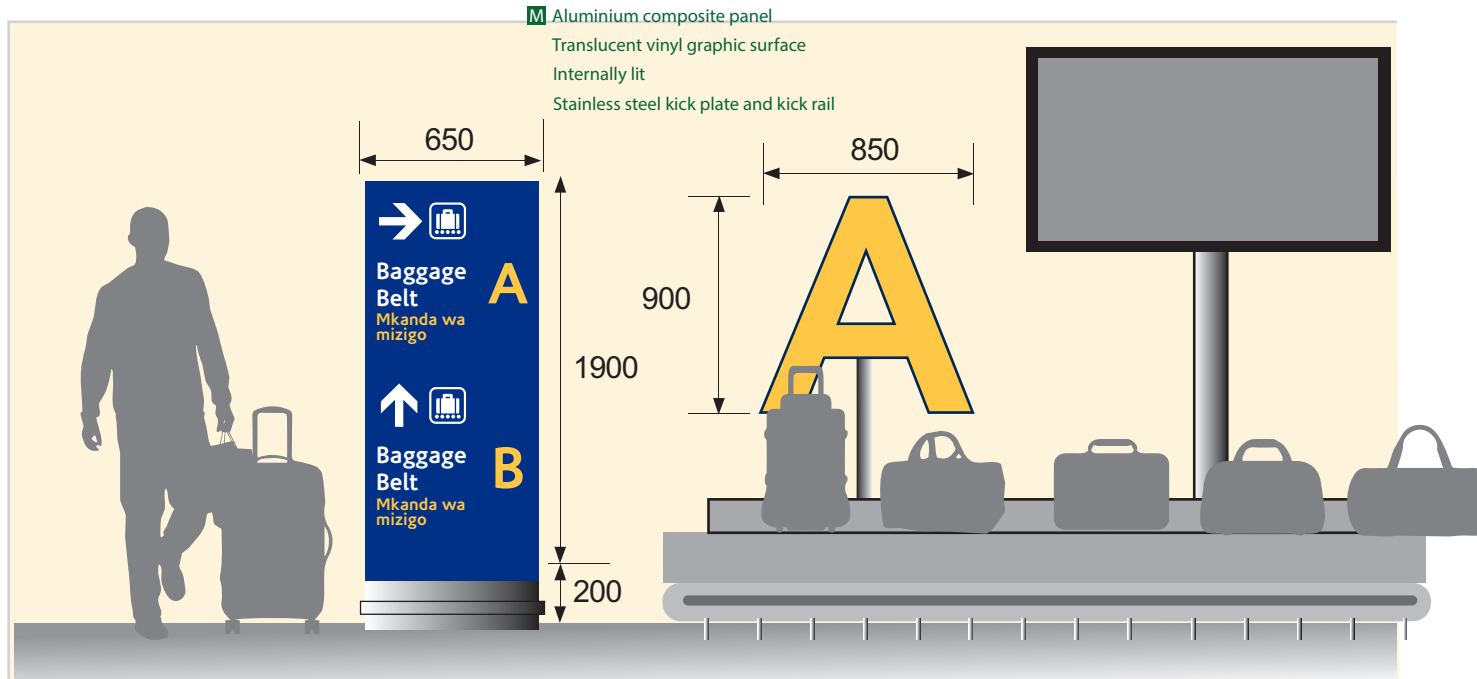








## 5 Baggage Claim

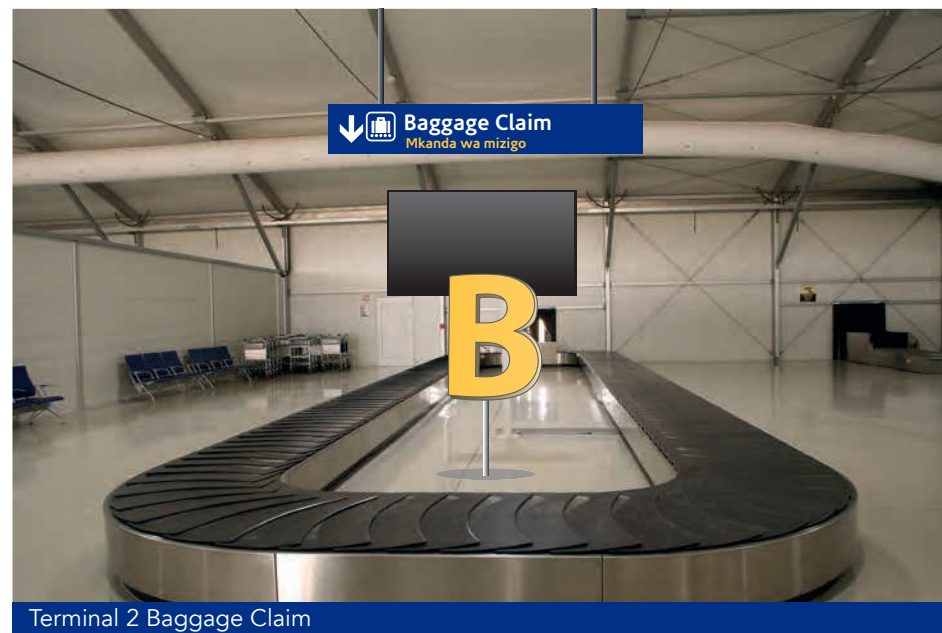
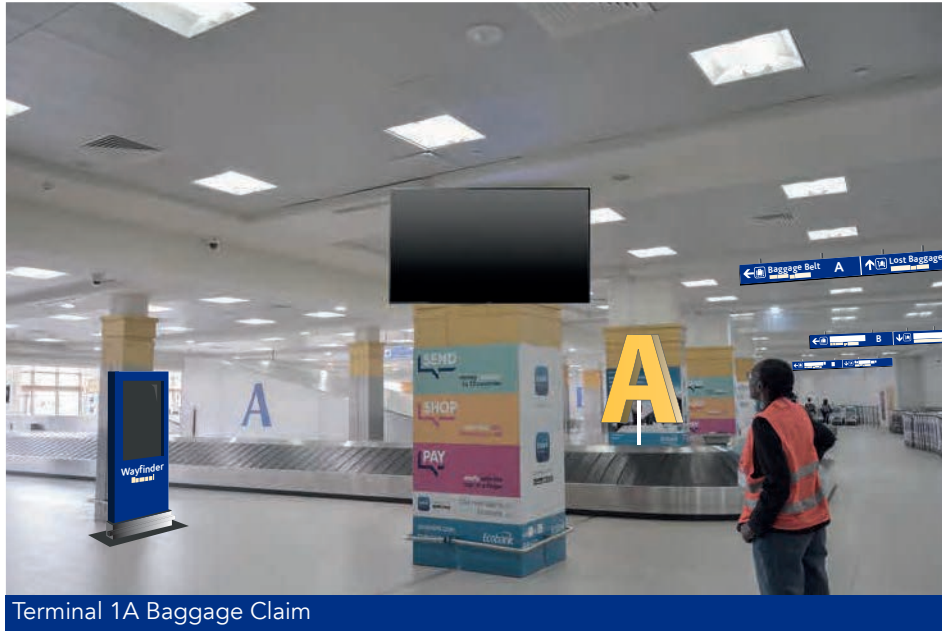


Material specifications:

- Aluminium composite panel
- Translucent vinyl graphic surface
- Internally lit









## 6 Customs







**Customs**  
Forodha

**Nothing to Declare**  
Mizigo ambayo hailipwi kodi

# CUSTOMS OFFICE



KENYA REVENUE  
AUTHORITY

CUSTOMS & BORDER CONTROL

WELCOME. KARIBU KENYA

Customs

Goods to Declare



KENYA  
AIRPORTS  
AUTHORITY

"Getting our sights high"



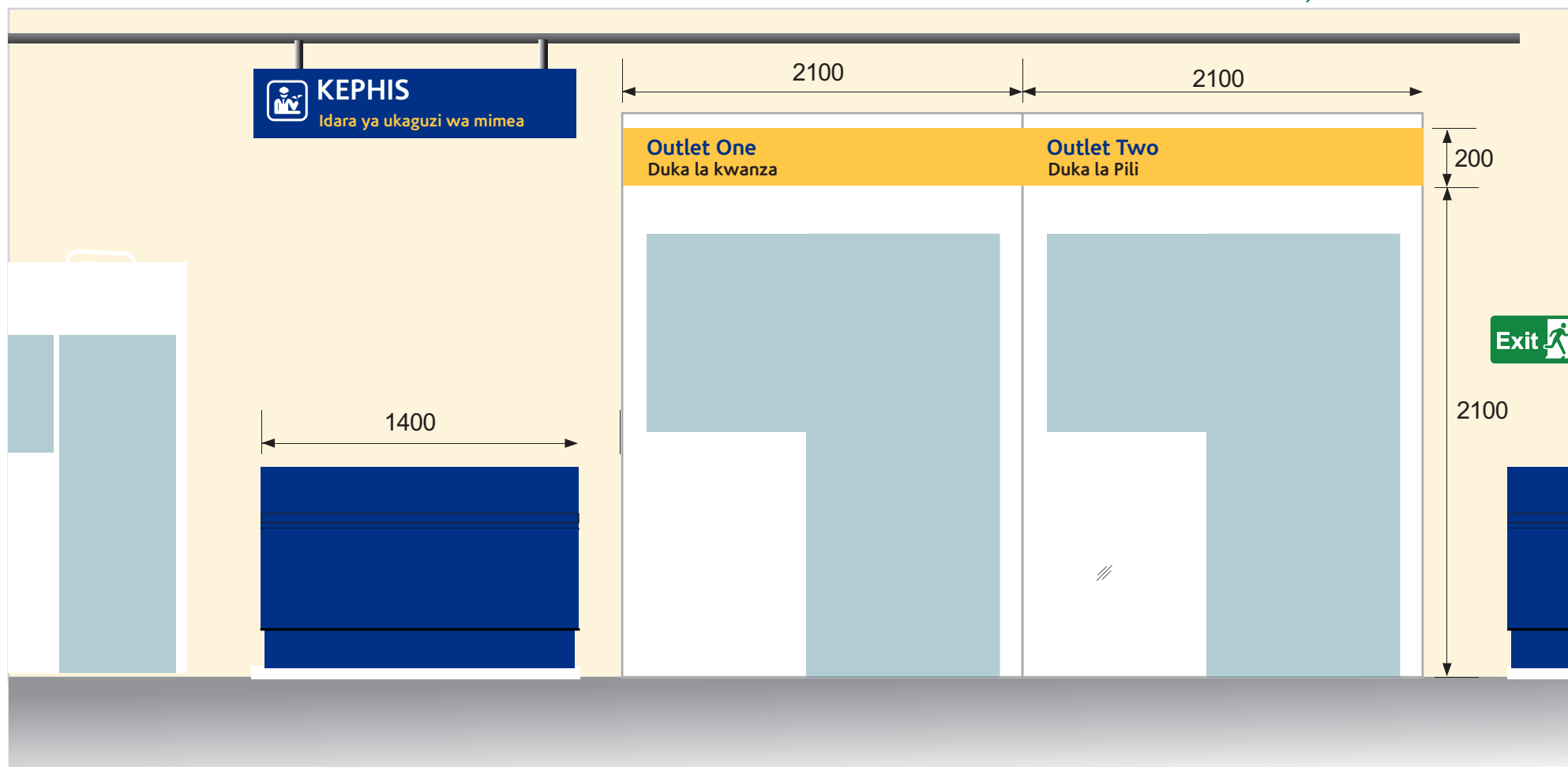
KENYA  
AIRPORTS  
AUTHORITY

"Getting our sights high"



## 7 Airport Exit

M Aluminium composite panel  
Translucent vinyl graphic surface  
Internally lit





---

## Safety



NO  
SMOKING



SMOKING  
PERMITTED



CAUTION  
SLIPPERY FLOOR



RISK OF ELECTRIC  
SHOCK



FLAMMABLE



FIRE  
EXTINGUISHER



USE STAIRS  
INCASE OF FIRE



FIRST AID



NO  
PHOTOGRAPHY



NO  
WEAPONS



NO PETS

---

## Road Safety



NO  
PARKING



PARKING



NO ENTRY



BUSES



VANS



PRIVATE  
VEHICLES



COURTESY  
VANS



TRANSPORT  
INFORMATION



GROUND  
TRANSPORT



SCHEDULED  
BUSES



GROUND  
OR RAIL

---

## Assistive



LOST & FOUND



ALARM



---

# Sign Off

Title: Kenya Airports Authority General Manager Marketing and Business Development

Name: \_\_\_\_\_

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Title: Kenya Airports Authority Managing Director / Chief Executive Officer

Name: \_\_\_\_\_

Sign: \_\_\_\_\_

Date: \_\_\_\_\_



*The Port Authority of New York & New Jersey, Aviation Department and Engineering Department COM Smith, Pittsburgh, Pennsylvania 2013, Airport Standards Manual for Pedestrian Signing & Wayfinding*

*Gresham Smith and Partners, 2014, Fort Lauderdale-Hollywood International Airport, Broward County Florida, Signage and wayfinding master plan*

*Kenya Airports Authority, Service Charter, Kenya Airports Authority*

*Los Angeles World Airports, Terminal Wayfinding Standards*

*<https://lawamediastorage.blob.core.windows.net/lawa-media-files/media-files/lawa-web/tenants411/file/dch2016/signage/lax-terminal-wayfinding-standards-feb-18-2016.pdf> [Accessed in March 2018]*

*ACRP Report 52, Airport Cooperative Research Program, Wayfinding and Signing Guidelines for Airport Terminals and Landside*



