

Cultural Differences

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Cultural Differences

- **Theme:**
 - They exist
 - They matter -- profoundly
- **Visible Differences in**
 - Operations
 - Design
- **Invisible Differences in Concepts of**
 - Planning
 - Governance

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Visible Differences

- **Many differences in Design, e.g.:**

- **Airside:** US almost never has road between passenger building and aircraft stands
- **Landside:** European check-in have feed conveyors, stairs and catwalks for agents

- **and in Operations, e.g.:**

- **Airside:** US Controllers achieve 50 ops/hour on a runway compared to 30 or 40 elsewhere; many hub operations
- **Landside:** In US, check-in almost never weighs bags, snake queues are common

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US Check-in: Employees Stand



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US Gates: Aircraft at Building



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Summary of Visible Differences

FACILITY	DESIGN ELEMENTS	WESTERN EUROPE	NORTH AMERICA
AIRCRAFT STANDS AT PASSENGER BUILDING	AIRCRAFT DISTANCE FROM BUILDING	25 TO 40 M. ROAD, PARKING BETWEEN AIRCRAFT AND BUILDING.	ABOUT 10 M. RIGHT AT BUILDING, NO ROAD
	APRON VEHICLES CIRCULATION	ON AIRSIDE ROAD , AT FACE OF BUILDING	ACROSS OPEN APRON NO SPECIAL ROAD
	APRON VEHICLES PARKING	SPECIAL PARKING AREAS NEXT TO AIRSIDE ROAD	AROUND AIRCRAFT OR BESIDE BUILDING
CHECK-IN FACILITIES	WORKSTATION	AGENTS SIT DO NOT LIFT BAGS	AGENTS STAND MOVE AND LIFT BAGS
	BAG HANDLING	FEEDER BELTS OBSTRUCT AREA BEHIND COUNTERS	AREA CLEAR BEHIND CHECK-IN COUNTERS

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Some practical Consequences

- **Not using airside roads saves**
 - Space (15m) each side – can add up a lot
 - Money – air bridges much shorter
- **No feeder belts for check-in**
 - Saves money
 - More efficient use of personnel
- **In general US favors efficiency**

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What is the Explanation?

- **Global Industry: aircraft, passengers and cargo almost identical.**
- **Why don't best practices prevail?**
- **A major reason: different concepts for government, workers, public**
- **(Also, there is lag in transfer in practice from one area to another...)**

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Discussion of these issues

- **What is at issue?**
- **Underlying Differences**
 - Concept of Public Interest
 - Concept of State
 - Concept of Technical Planning
- **Practical Consequences**
 - for Exporter
 - for Importer
- **Applications**

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What is at Issue?

- **Beyond superficial observations...**

What is important for Technology Planning?
- **Answers:**
 - What are criteria for Evaluation? for Choice?
 - What is public interest, in these public facilities...
 - What is Government's Role?
 - Who gets to participate in Planning? Evaluation?
 - Who are Planners?

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Criteria of Choice

- **Efficiency?**

- Least cost? Most profit/money invested?
- Speed of performance?

- **Architectural, technical qualities**

- Gateway to region?
- Luxury? Vistas?

- **Corporate purposes**

- Advertisements for company? Positions?

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Concept of the Public Interest

- **Consequences**

- **Who should be able to participate?**
Are all interest groups legitimate?
- **What criteria should apply?**
individual interest? collective welfare?
- **Where should decisions be made?**
centrally? locally?

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Concept of Public Interest

- **Quotations**

- Parliament is not a CONGRESS of ambassadors from different interests...Parliament is an assembly of one nation, with ONE interest, that of the whole, where not local purposes ought to guide, but the general good -- Burke, UK MP 19th century
- Should the failure (of government to impose their decisions) be a matter of concern depicting a social system in which collective obligation gives way to individual right? -- Block, Paris Airport Planner

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Concept of State

- **Again, contrast with U.S.**

This idea of asking the people to choose is all wrong, isn't it? It's the government's duty to choose and if they cannot, they ought to resign.
-- Comment about the British referendum

- **Alternative consequences**

- **Government should**

- take an active role developing industry for national political purposes
- generally make rules mostly to insure competition letting individual economic interests prevail

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Concept of Technical Planners

- **Major possibilities**

- **Decision-makers should be generalists; experts should be at our disposal, not among them (UK model)**
- **Decisions should be made by technical experts recruited for their mathematical skills at an early age (French, Japanese Model)**
- **No special system or criteria; good leaders emerge from many sources (US Model)**

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Practical Consequences of Cultural Differences

- **For Exporter**

- **possibility of imposing methods, criteria, technologies inappropriate to country**

- **For Importer**

- **solutions that may function well elsewhere may be unsuitable**
- **Do the imported technologies, concepts meet local aspirations?**

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