

The background of the slide is a dramatic aerial photograph of a commercial airplane flying directly towards the viewer over a runway. The sun is low on the horizon, creating a bright glow and long shadows across the clouds and the runway's white markings.

AIRPORT AIRLINE RELATIONSHIP

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FOUNDATION

- Common Objective: Better Customer Experience
- Business is inter-dependent
- Customer is the “**KING**”
- Handling diverse service providers and users
- Multicultural/ Multilingual nature of passengers
- Need for synergy
- Use of ICT
- Need for less physical coordination



COMMON ISSUES

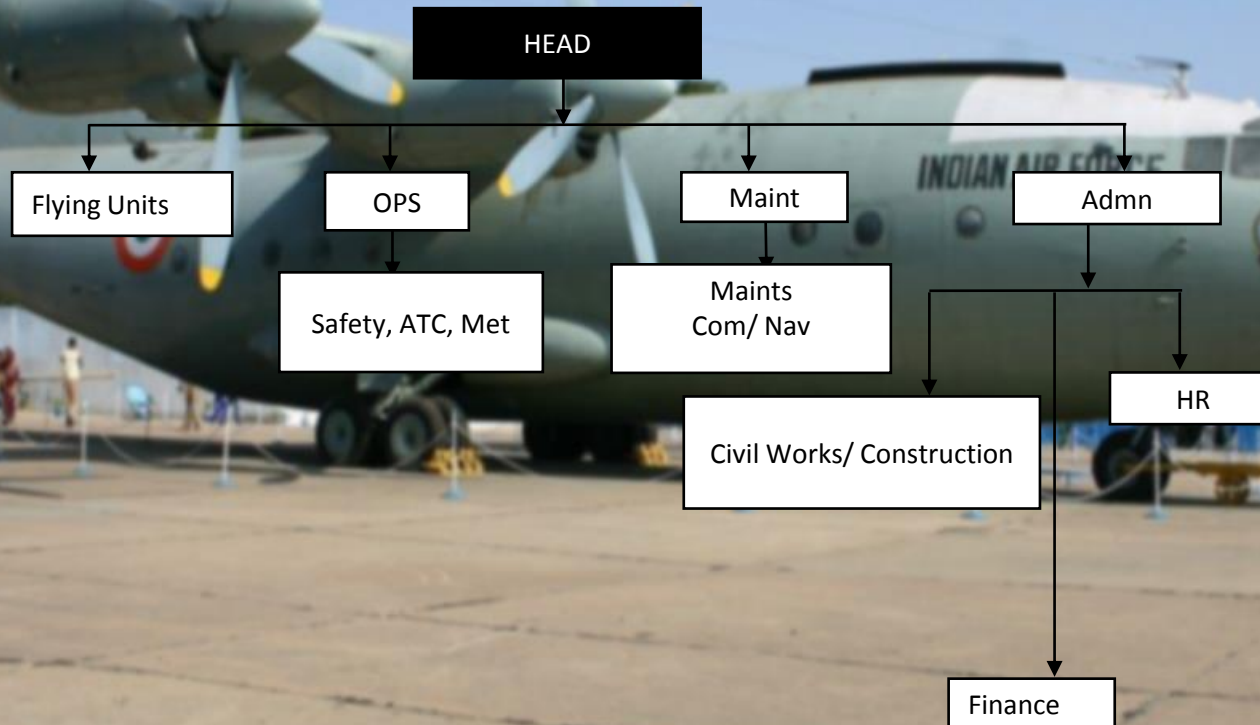
- Security
- Safety
- Unruly behavior
- Trespass
- Demand for Terminal space
- Allocation of slots and facilities like Parking Bays, Aerobridges and Conveyor belts



STRUCTURE OF AIRPORT-AIRLINE RELATIONSHIP

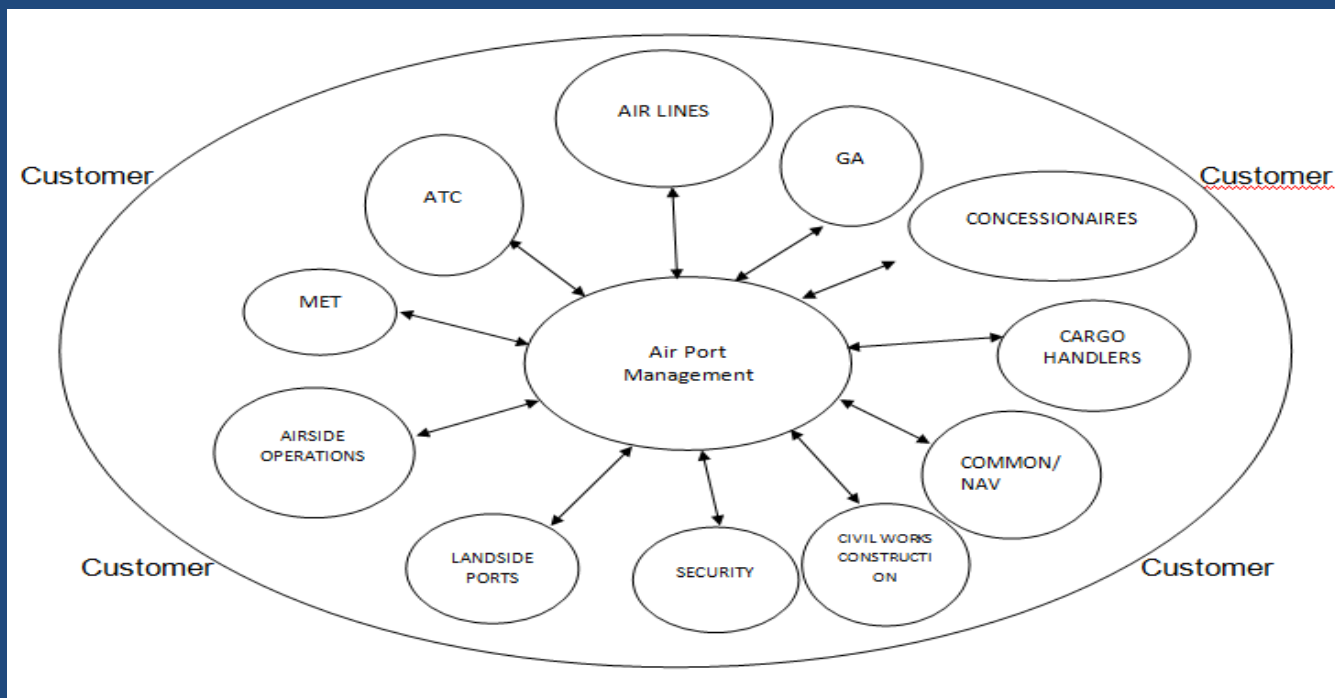
- **Costing of service**
- **Airline**
- **Non-Airline**
- **Rents and Fees**
- **Meaningful impact of the size of local market**
- **Local market**
- **Cargo**
 - ❖ **Hyderabad Airport gets cargo from parts of Maharashtra not from Telangana and Andhra**
 - ❖ **AP supplies fish and eggs within the country but not of export quality**
 - ❖ **Airport fees are not significant cost factor for airlines**
- **Airport fees are minor revenue**

AIRFORCE AIR PORT



- COMMON CAUSE: SAFE FLYING ENVIRONMENT FOR MISSION ACCOMPLISHMENT

MODERN COMMERCIAL AIRPORT



- COMMON CAUSE: SAFETY, ECONOMIC LIABILITY ARE PRIME FOCUS WITH PASSENGER SATISFACTION



CONCESSIONNAIRES

- Airports that have spent large sums of money to create an air transport facility have also created a marketplace in the process
- The customary revenue models include a square footage charge for rented space and/or a percentage of gross revenues
- Rents for square foot and a percentage of gross revenue with minimum annual guarantee



CONCESSIONNAIRES

- At larger airports, the airport owner may employ a master contractor who operates one of the major concessions
- Pricing, product offering, total service hours
- Financial incentives for the operator may be included in the management contract, risk and reward primarily accrue to the airport
- Local labour-Issues/ Advantages



FIXED BASE OPERATORS

- Experience
- Separate Complex
- Hospitality Industry
- Refueling, Maint, Parking, Simulators
- Hangar Areas
- Hobby Area
- GHA+Local Sup Agent+Terminal Space



GENERAL AVIATION

- **Scenario in India is different; BAOA plays a role**
- **Indian GA is mostly corporate travel**
- **Corona and GA, Charter**
- **Air ambulance needs to pick up**



AERONAUTICAL CHARGES AND AIRLINE OPERATIONS

- Traffic growth generates higher aeronautical revenues
- Low cost carriers
- Emergence and evolution of non-aeronautical charges and incomes are of recent origin. However the traditional source of airport revenue would always remain aeronautical incomes.
- As a general principle it is desirable that the users shall ultimately bear full and fair share of cost of providing the airport and its facilities



AERONAUTICAL CHARGES

- 5% more at night to cover the cost of lighting the airfield
- Concession in landing-Charges
- Passenger-service charges were initially conceived as a means of supplementing aircraft revenues and alleviating the magnitude of user charges paid directly by the airlines. Over the years, however, passenger-service charges have become increasingly associated with the recovery of costs of terminal buildings and of passenger facilities and services (such as immigration, passport control and customs)



AERONAUTICAL CHARGES

- Passenger-service charges be included in the passenger fare
- In some countries, the amount of passenger charge payable depends on the flight destination. In Singapore, passengers going to Malaysia and Brunei pay S\$5 per departure. Passengers bound for other countries pay S\$12. Transit passengers are exempted from payment.
- Noise charges included in Japan



AERONAUTICAL CHARGES

- "Redistributive" charges, which are charges collected to finance a noise-exposure reduction program. (An example of this is the levy introduced in France.)
- "Punitive" charges, i.e. those designed to penalize noisy aircraft.(An example of this is the noise charges introduced by the government of the Netherlands.)



AERONAUTICAL CHARGES

- "Incentive" charges, i.e. those designed to induce airlines to use less-noisy aircraft or retrofit aircraft. (An example is the BAA's scheme which involves a rebate.)
- Effect of delaying introduction
- Aviation (ICAO) policies on taxation in the field of International Air Transport [ICAO Document 8632-c/968] which call for aviation to be exempted from all taxes "regardless of the names attached to them"
- The conclusion is that users should bear the cost



ENROUTE CHARGES

- Enroute navigation aids, air traffic control services, the supply of information on weather conditions, and the provision of ground-based communication services
- Air navigation charges are included in the landing fees



DEVELOPMENT AND MANAGEMENT OF NON-AERONAUTICAL ACTIVITIES

BASIC FACTORS

- Non-aeronautical activities
- Single-till or the hybrid-till
- Organizational aspects may also hinder the development of non-aeronautical activities



NON-AERONAUTICAL ACTIVITIES

- **Manage non-aeronautical activities to maximize the potential of the commercial opportunity presented by the airport location**
- **Airports continue to provide services and products that customers wish to buy**





TYPES AND OPERATION

Types Of Concessions And Rentals

- **Shops and service activities, office and other premises occupied**
- **Advertising is at the baggage claim area**
- **Cargo villages where trucking, containerization, warehousing and other cargo activities can be handled on airport property**



FREE ZONES

- Exemption of goods imported, exported, stored or processed from any import, export, transit or processing taxes or duties
- Goods produced benefitting from trade agreements to which the State may be party
- Possibility of entering a new market or improving present market position
- Tax exemptions or reductions regarding profits from export business



FREE ZONES

- Freedom to repatriate capital and profits
- Well planned secure zone with newly constructed buildings or sites prepared for construction with all necessary utilities
- Availability of materials, utilities and skilled and non-skilled labour at low cost; and
- Satisfactory air and surface transport services in multimodal transportation



OFF-AIRPORT ACTIVITIES

- Hotels, restaurants, convention centres, shopping centres, freight forwarding agents, warehouses, e-commerce distribution centres, press distribution centres, light industries and surface transportation-related activities
- MROs and Training facilities



MANAGERIAL ASPECTS

Planning and Selection of Non-Aeronautical Activities

- **Net revenue**
- **Net revenue Vs Convenience**
- **Particularly important at the start of the master planning process**



MANAGERIAL ASPECTS

- **Conducive to the profitable conduct of non-aeronautical activities. Periodical reviews**
- **Targets client: passengers, visitors and employees at the airport**
- **Media**



SETTING FEES AND CHARGES FOR NON-AERONAUTICAL ACTIVITIES

Approaches to Determining Market Value

- **Tendering procedure**
- **Similar character in the vicinity of the airport**
- **Downtown area**
- **Nature of the trading activity**



SETTING FEES AND CHARGES FOR NON-AERONAUTICAL ACTIVITIES

- **Size of the market**
- **Volume of business transacted**
- **Certain areas or locations within the airport, particularly in the terminal building(s), are commercially much more attractive**



SETTING CONCESSION FEES

- **Concession fees may be variable or fixed**
- **Combination of both**
- **Restaurants, bars, duty-free sales and shops, as well as car rental and car parking operations**



FEES FOR CONCESSIONS DIRECTLY ASSOCIATED WITH THE OPERATION OF AIR TRANSPORT SERVICES

- **ICAO's policies on charges (Doc 9082, Section II, paragraph 10)**
- **Aviation Fuel Concessions**
- **Ground-handling concessions and ground-handling charges**
- **Details of the size, location and condition of the premises**
- **The nature of the activities that could be conducted on the premises**



FEES FOR CONCESSIONS DIRECTLY ASSOCIATED WITH THE OPERATION OF AIR TRANSPORT SERVICES

- **The proposed date of commencement and duration of the lease**
- **Maintenance and services provided**
- **Improvements expected to be carried out by the lessee**
- **Security or guarantee deposit requirements; and**
- **Closing date for tender submissions**



INFORMATION IN TENDER DOCUMENTS

- **Specific information on the type(s) of concessionary activity envisaged, including the variety of merchandise or services to be provided**
- **Nature of any exclusive trading rights to be granted**
- **Qualifications and other requirements regarding personnel**
- **The standards set for merchandise, service, fittings and furnishings**



INFORMATION IN TENDER DOCUMENTS

- **Nature of furniture and fittings to be provided by the concessionaire**
- **Insurance requirements**
- **Data on past traffic volume and predictions for the future**
- **Past sales figures, if applicable**
- **Trading hours; and**
- **Extent of control to be exercised by the airport entity**



SLOT ALLOCATION AT AIRPORTS

- Access rights granted to States under air services agreements (ASAs)
- Conference on the Economics of Airports and Air Navigation Services (CEANS)



ICAO AND SLOT ALLOCATION

- Study on Regulatory Implications of the Allocation of Flight Departure and Arrival Slots
- Liberalizing market access; due consideration to airport capacity constraints
- Long term infrastructure needs



ICAO AND SLOT ALLOCATION

- Be fair
- Non-discriminatory
- Transparent
- Interests of all stakeholders
- Globally compatible
- Maximizing effectiveness
- Simple
- Practicable



ICAO AND SLOT ALLOCATION

- Economically sustainable
- Development of model bilateral clauses on slot allocation
- Air Transport Regulation Panel (ATRP)
- Self-regulation is the traditional and widespread approach
- Overall and worldwide schedule co-ordination at twice-yearly IATA meetings



ICAO AND SLOT ALLOCATION

- Local co-ordination at individual airports usually through their own scheduling committees
- For their winter and summer schedules, normally in June for winter and in November for summer seasons
- Historical precedence or 'grandfather rights' (an airline can keep a slot previously allocated if it has operated it)
- Use it or lose it' – if an airline used an allocated slot less than a certain proportion of time, it is given to someone else



ICAO AND SLOT ALLOCATION

- Priority for regular services – if there is competing demand, it will be allocated to the service that plans to use it most frequently.
- Services of longer duration get preference over those that are of shorter duration (i.e. a year-round service would have priority over a summer-only service)



ICAO AND SLOT ALLOCATION

- Services operated on more days of the week have priority
- Airlines can exchange slots among themselves provided they have broadly similar operating characteristics
- An individual airline can also change the use of its own slots; switching a slot from a domestic to international service or from scheduled to charter



CONCLUSION

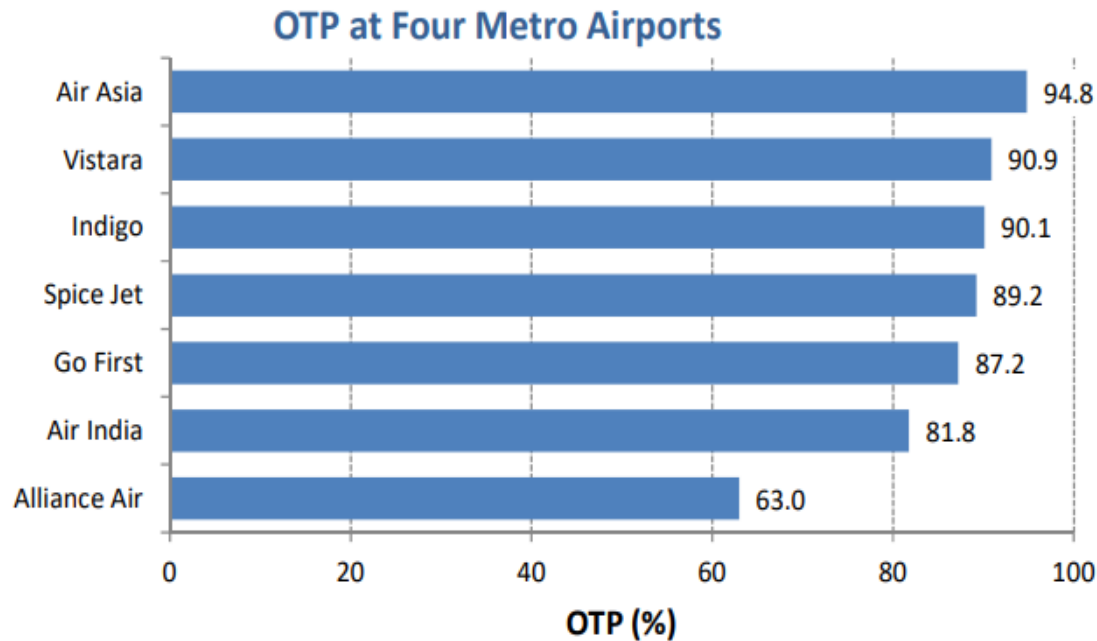
- Airlines are users of services at an airport while they are service providers to the customers
- Airport management is a service provider
- Any issue even with the airlines, security, customs, other concessionaires can damage the reputation of an airport
- Airport managers need to create an environment conducive for participative and collaborative functioning
- Customers' satisfaction is the final objective



Performance statistics

On-Time Performance (Scheduled Domestic Airlines)

On-Time Performance (OTP) of scheduled domestic airlines has been computed for four metro airports viz. Bangalore, Delhi, Hyderabad and Mumbai. Airline-wise OTP at four metro airports for the month of April 2022 is as follows:



Source: DGCA

ऑन टाइम परफॉर्मेंस

On Time Performance

On 31 Mar 2023

IndiGo

90.3%

Air India

89.3%

SpiceJet

47.2%

Vistara

84.0%

Go First

85.0%

Air Asia India

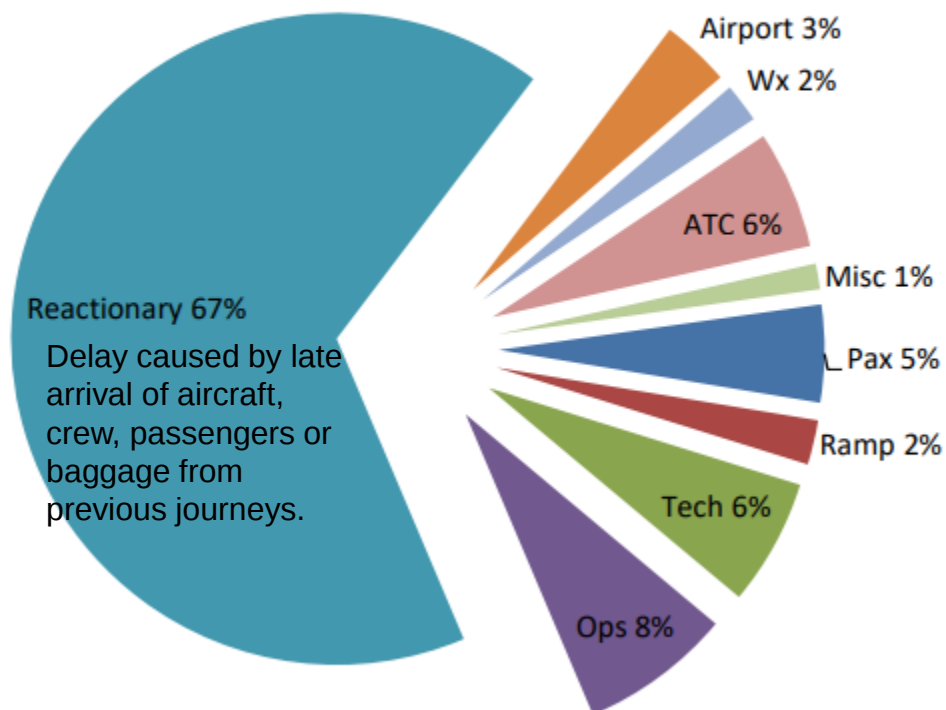
83.5%

AKASA AIR

98.4%

Performance statistics

Reasons for delay (%)



Source: DGCA



Thank you