

ACI Regional Airport Conference

Workshop Revenue Diversification

Business Planner View



Hosted by  DBV



Max Schintlmeister

Your Facilitator:



Market Analysis, Industry
Trends, Conditions

TRAFFIC FORECAST

Feasibility

- technical
- financial

MASTERPLAN

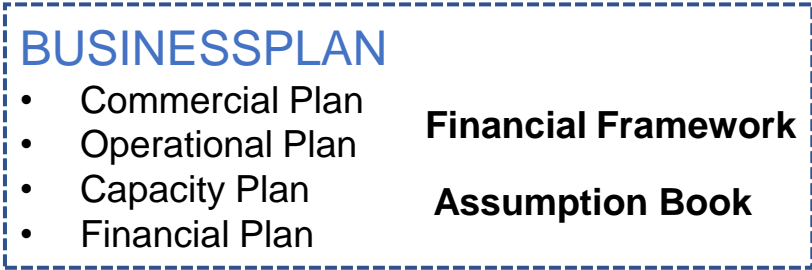
- Aviation
- Non Aviation as tertiary function

BUSINESSPLAN

- Commercial Plan
- Operational Plan
- Capacity Plan
- Financial Plan

Financial Framework

Assumption Book



inflation
interest rates
construction
regulation
Green Turnaround



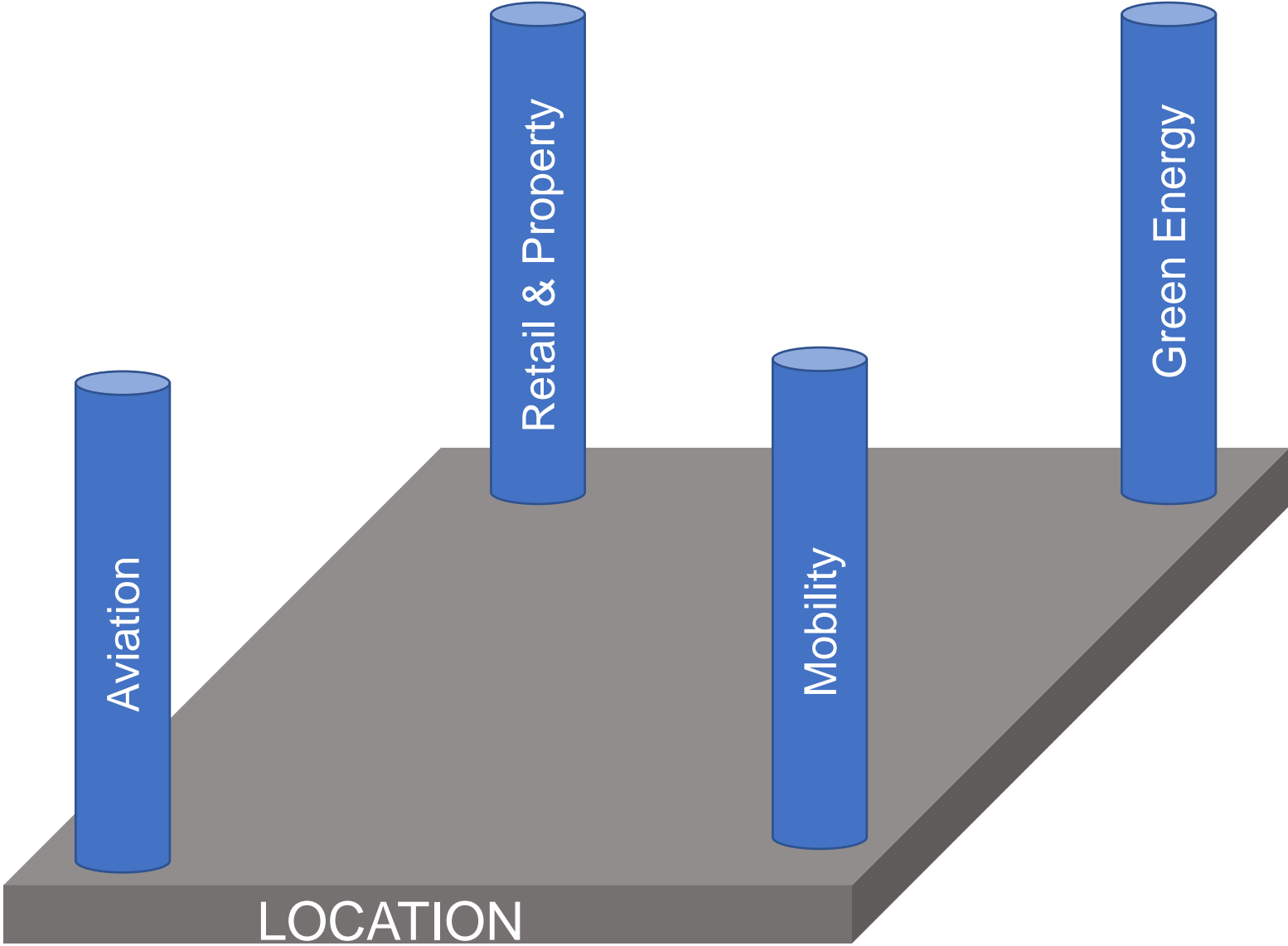
COSTS



REVENUES

volatility
airport fees
retail spending
Future of parking
airline capacity
State Aid

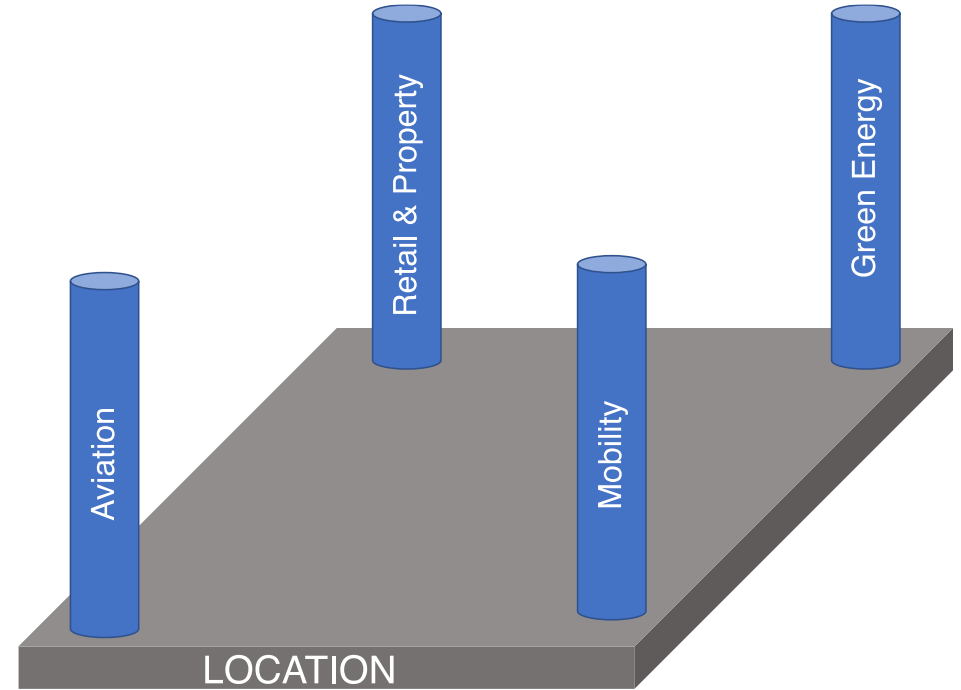


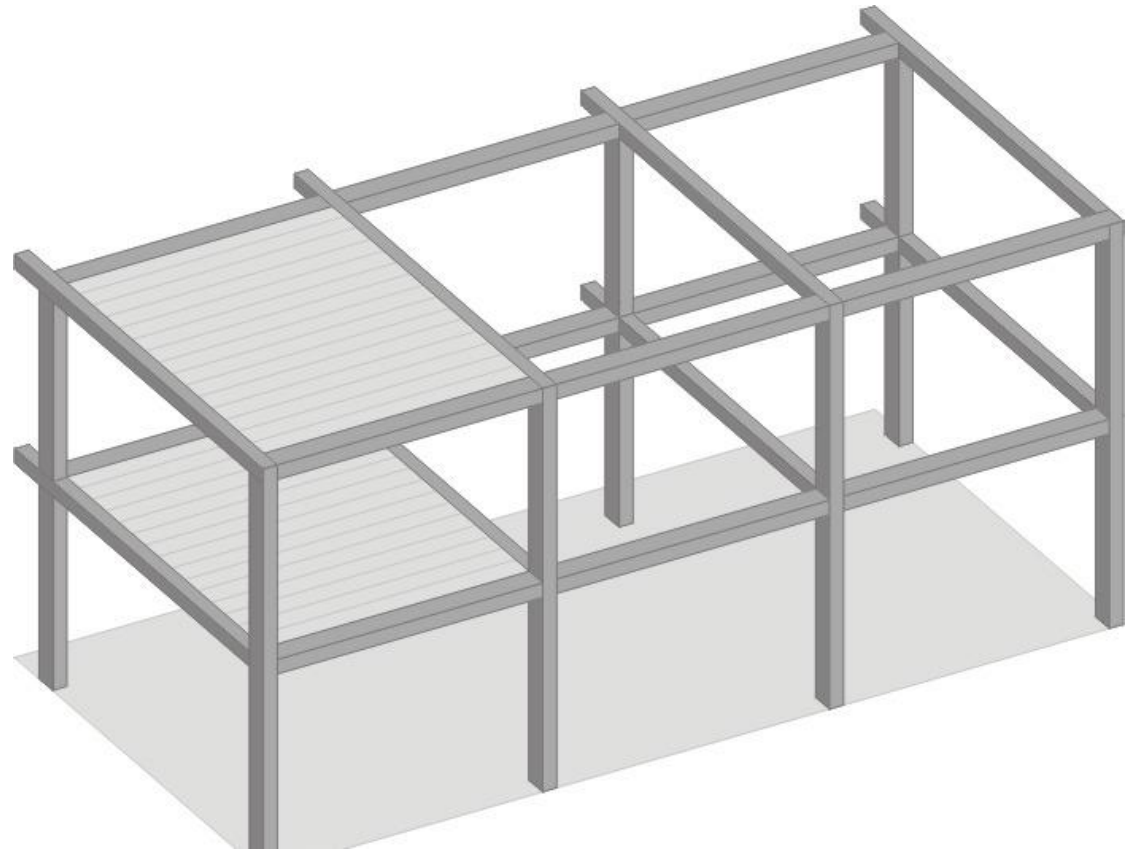


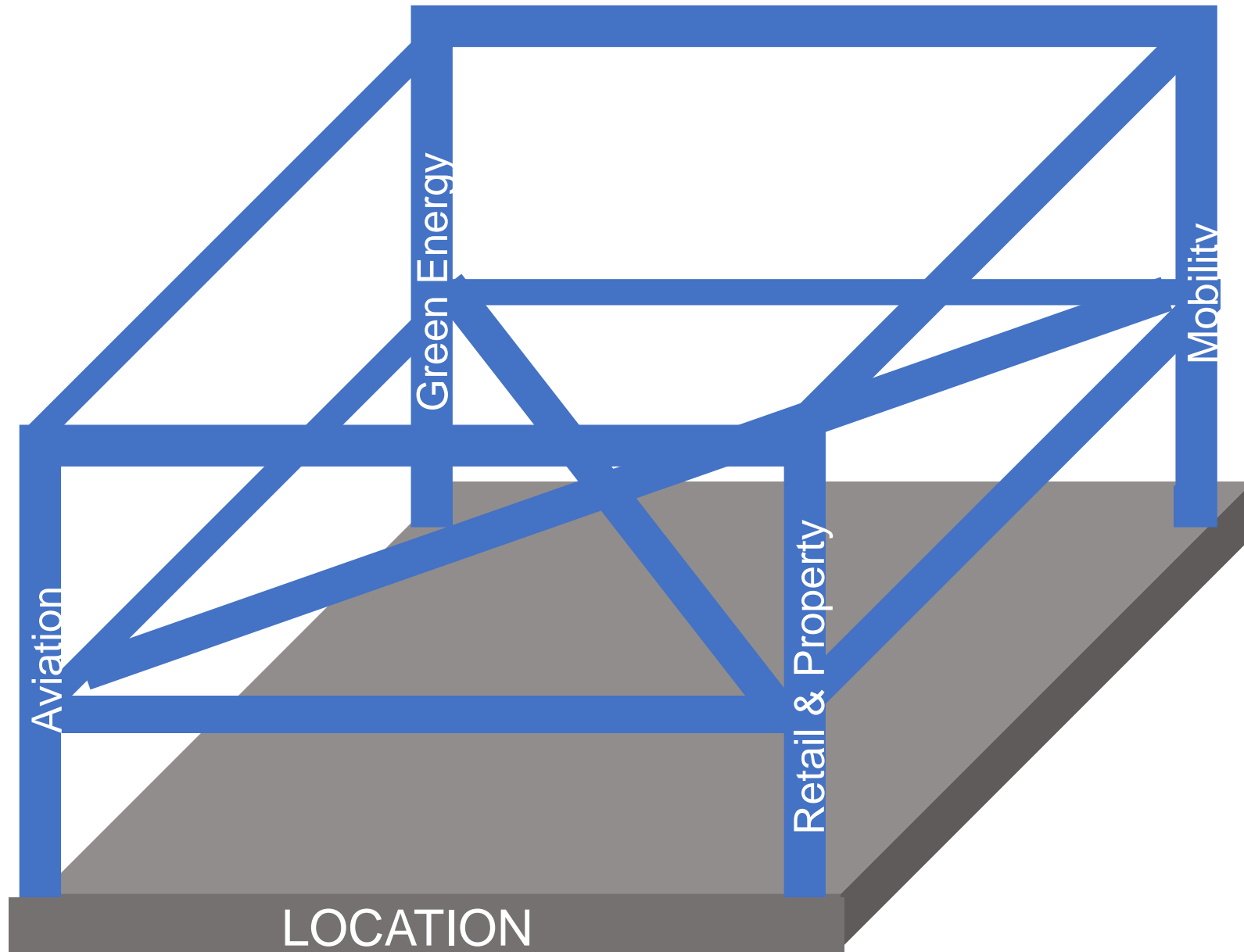
CRITICAL MASS

SYNERGIES

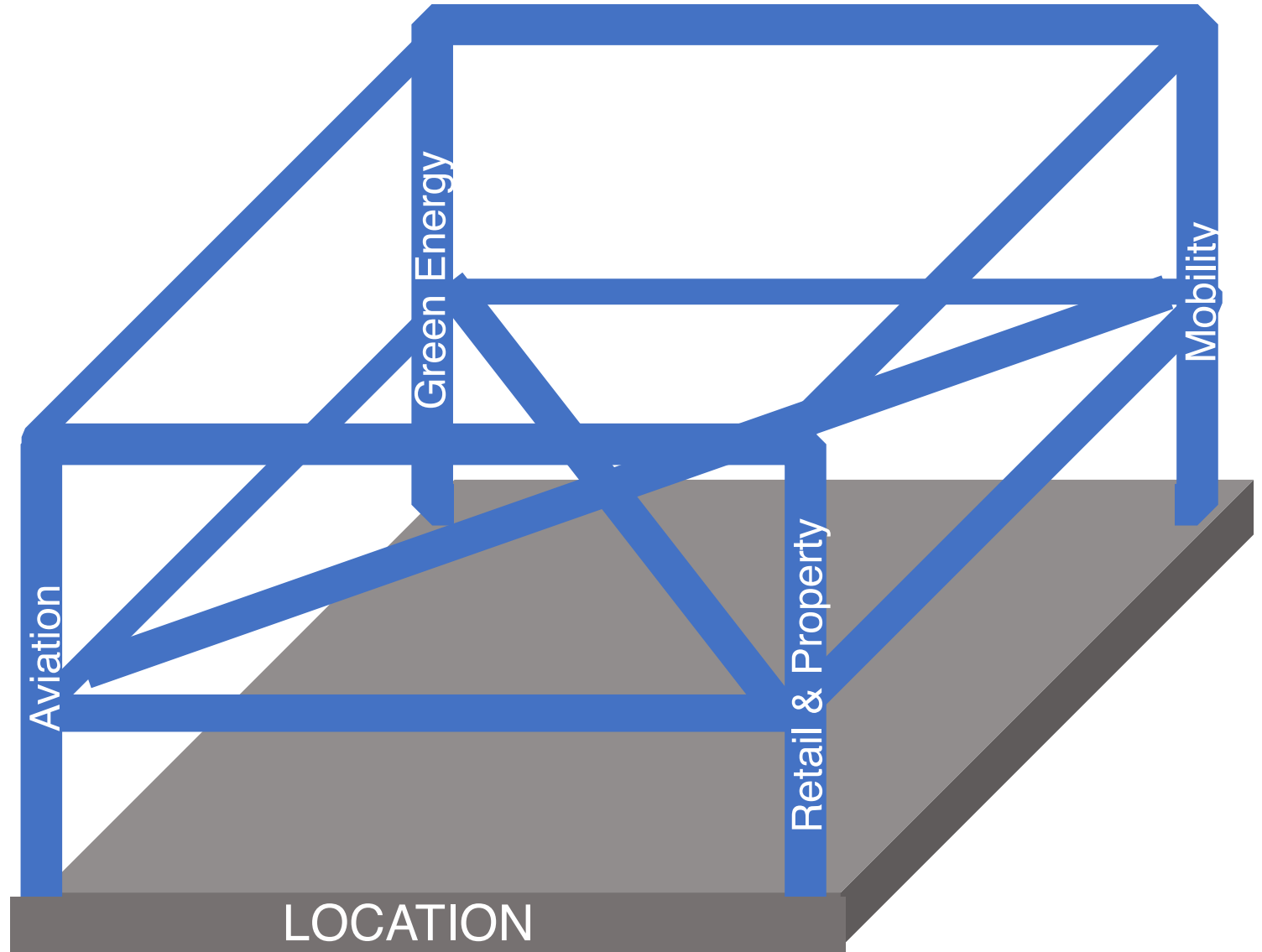
CROSS FERTILISATION



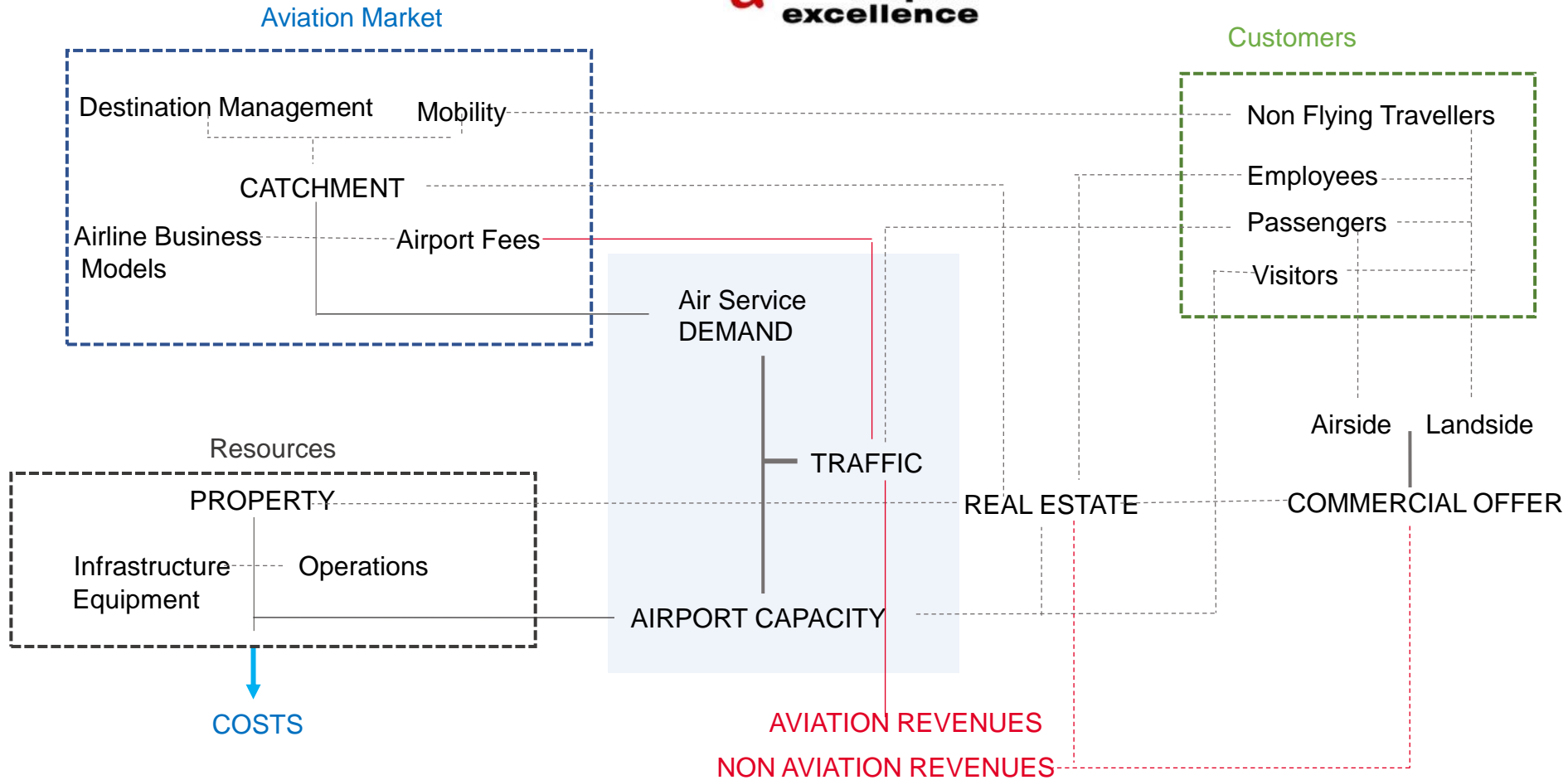




BALANCED
REVENUE
PORTFOLIO



Business Integration



- Driving Factors
- Revenue Factors
- Cost Factors

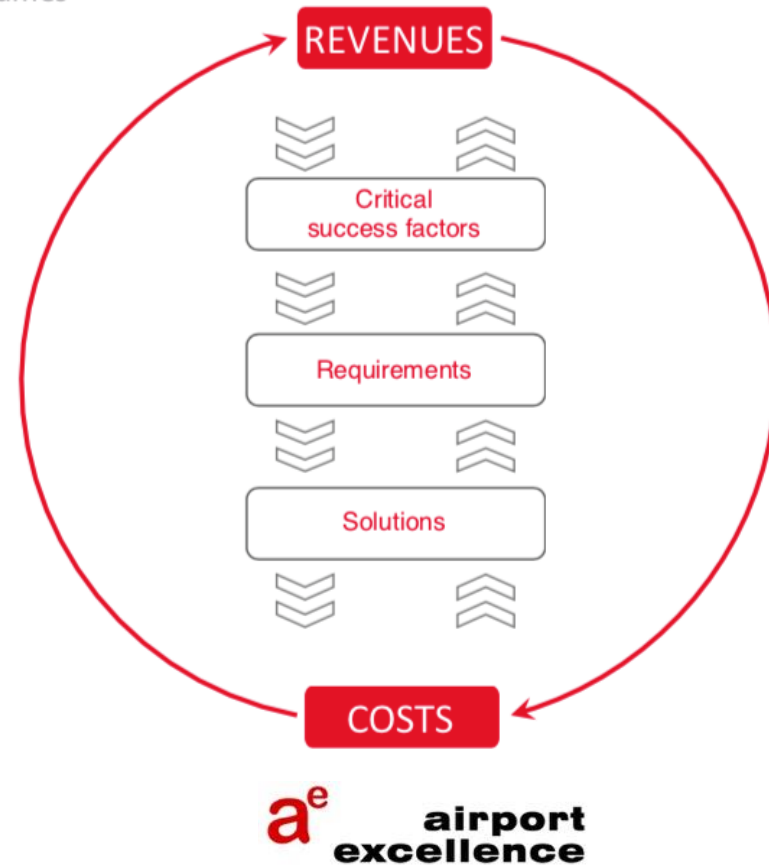
The New Airport Business Model is **balanced**

Market View

- **Utilisation = Economies of Scale**
Maximise throughout annual passenger volumes
- **Experience**
Higher experience - higher revenues
- **Change**
Expectation, Technology, Regulation

Operational View

- **Capacity**
Peaks and Future needs
- **Quality**
Higher quality lower operational risk
- **Flexibility**
Changing the functionality



Solutions

- **CAPEX driven**
Providing capacity by investments
- **OPEX driven**
Providing capacity by operational measures (more staff, higher maintenance costs)
- **Risks**
Accepting higher risk levels at certain times

Business Model View

- **Revenues**
per business unit and market segment
- **Resources**
necessity to achieve a certain revenue level
- **Risks**
What are acceptable risk levels

Infrastructure Provider

Service Provider

Real Estate Developer

Route Developer

FUTURE ROLE?

Innovation Hub

Destination Manager

Mobility Hub

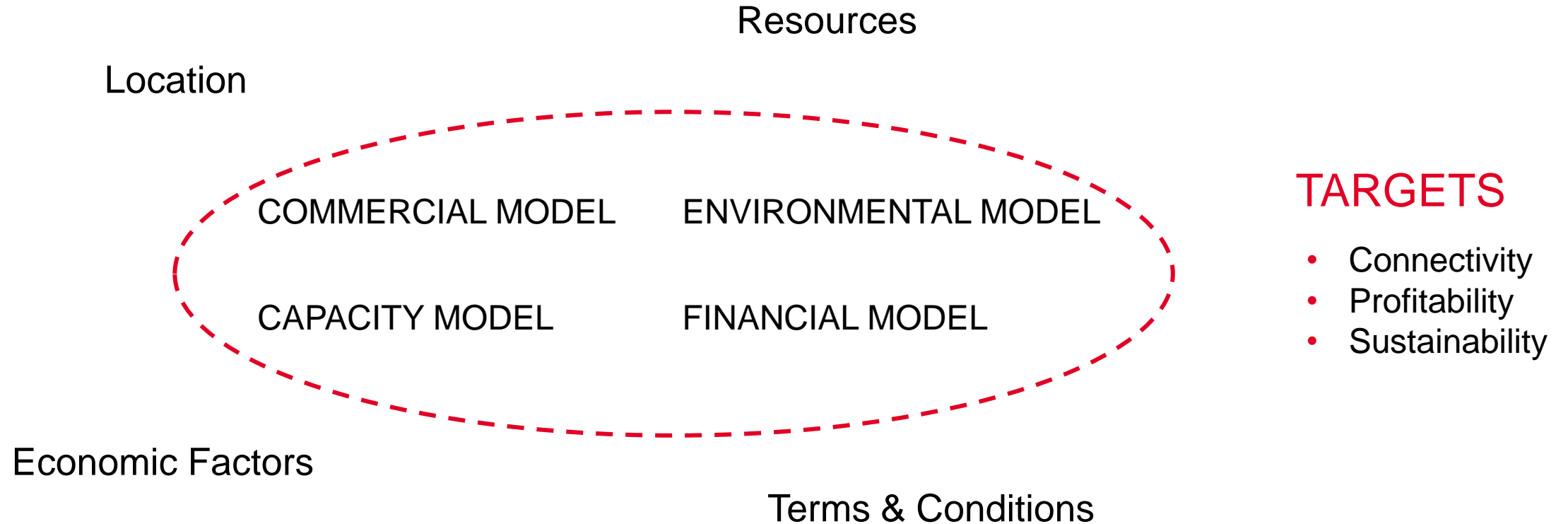
Energy Hub

Impact of the Functional (Silo) Approach some examples



Dublin Airport (T2) – this may have changed

Integrated Business Model



-
- ✓ From Functional to Customer Centric Planning
 - ✓ From Forecasting to Scenarios
 - ✓ Integrated Design



A A

Bus Terminal C

C

C





Foto von [fauxels](#) von [Pexels](#)

fix



seasonal/flexible use



Foto von [Elle Hughes](#) von [Pexels](#)





Flight:

Date:

From:

To:

Gate:

Time:

Seat:

SEARCH

AIRLINE TICKET

NAME: LOREM IPSUM
FROM: ROMA
TO: BERGAMO
DATE: 27
SEAT: 15E

RAILWAY TICKET

NAME: LOREM IPSUM
DATE: 27
SEAT: 15E

BUS TICKET

NAME: LOREM IPSUM
DATE: 27
SEAT: 15E

BOARDING PASS

NAME: LOREM IPSUM
DATE: 27
SEAT: 15E

THANK YOU!



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USE **THE** CHANGE
TO CHANGE

Traffic-**Market** Development

Unit-**Integrated** Planning-**Modelling**

Capacity **Asset** Management

Threat-**Opportunity**

Combine PERCEPTION with DATA

Benchmark YOUR AIRPORT with PEERS

Add SCENARIOS to your BUDGET-PLAN

LINK and ALIGN Business Units

Connect AIRSIDE and LANDSIDE

RESEARCH – ANALYSIS – SKETCHING
MODERATION - PROVOCATION



FACILITATION