# Airport Management: Performance and Commercial Revenue

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UK Traininig
PARTNER



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Airport management is the business side of running an airport: how it is owned and governed, how it earns aeronautical and commercial revenue, how its costs and people are organised and how its results are measured. This 1-week course is for airport administrators and business managers, and it ends with a performance scorecard and commercial revenue plan for one airport. Blackbird Training Centre delivers this airport management course on performance, commercial revenue and administration.

## Introduction

The course rests on three frameworks. The Balanced Scorecard links financial, customer, internal process and learning measures to one strategy. The single till and dual till models set whether commercial income is counted when airport charges are calculated. Mendelow's power-interest matrix sorts stakeholders by influence and concern to guide how each is engaged. The level is practitioner to manager and assumes delegates already know how an airport works day to day. Teaching uses case studies of a regional airport and a large hub, with spreadsheet modelling of revenue and cost.

## Course Objectives

- Compare public, corporatised, privatised and concession ownership models and interpret how each shapes management priorities.
- Distinguish aeronautical from non-aeronautical revenue and select the levers that raise income per departing traveller.
- Apply the Balanced Scorecard to build a set of airport KPIs linked to a stated strategy.
- Justify a choice between single till and dual till when charges come up for review.
- Interpret an airport's cost base and select administrative and staffing changes that improve unit cost.
- Define a stakeholder engagement plan for airlines, concessionaires, authorities and local communities.

## Target Audience

- Airport administration and business managers who set budgets and decide where spending will most improve results.
- Commercial and concessions managers who negotiate with retail, food and parking partners and choose between fixed rent and revenue share.
- Finance and planning staff who model revenue and cost and judge which charges or income lines to review.
- Strategy and performance officers who report to boards and select the indicators that show progress.
- Airline relations and stakeholder managers who negotiate with carriers and partners and decide how to balance competing demands.



## Course Outline

### Day 1: Airport Governance and Business Models

- Public vs Corporatised vs Privatised Airports: Ownership Models and Their Management Priorities
- Concession and Public-Private Partnership Models: Risk Sharing and Contract Length Explained
- Airport Organisation Structure: Business Units, Departments and Shared Support Functions
- Airport Stakeholders: Airlines, Authorities, Ground Handlers, Concessionaires and Local Communities
- Mendelow's Power-Interest Matrix: Prioritising Stakeholders for Engagement Planning

### Day 2: Aeronautical and Commercial Revenue

- Aeronautical vs Non-Aeronautical Revenue: Charges Compared With Commercial Income Streams
- Airport Charges: Landing, Parking, Passenger and Security Fees and How They Are Set
- Single Till vs Dual Till: Treatment of Commercial Income in Charge Setting
- Retail and Food Concessions: Fixed Rent vs Revenue Share Contract Terms
- Car Parking, Property and Advertising: Growing Income Beyond the Terminal Shops

### Day 3: Cost, Administration and Resources

- Operating Cost vs Capital Cost: Reading an Airport's Cost Base and Budget
- Unit Cost Measures: Cost per Passenger, per Movement and per Square Metre
- Workforce Planning: Staffing Levels, Rosters and Outsourcing Decisions for Support Services
- Facilities and Asset Administration: Maintenance Budgets, Leases and Utility Contracts
- Procurement in Airports: Tendering, Service Level Agreements and Supplier Review

### Day 4: Performance Measurement and Service Quality

- Balanced Scorecard: Financial, Customer, Process and Learning Perspectives for Airports
- Leading vs Lagging Indicators: Early Signals Compared With Reported Results
- Service Quality Surveys: Measuring Traveller Satisfaction and Benchmarking Against Peer Airports
- Capacity and Level of Service: Space Standards, Queue Targets and Peak Hour Planning
- Board Reporting: Dashboards, Variance Explanations and Monthly Performance Reviews

### Day 5: Airport Management Plan in Practice

- Revenue Model Exercise: Applying Charges and Commercial Levers to a Case Airport
- Cost Reduction vs Revenue Growth: Choosing the Mix for a Target Margin
- Sustainability and Digital Investment: Energy Savings, Smart Systems and Business Cases
- Resilience Planning for Management: Business Continuity and Recovery of Revenue After Disruption
- Final Deliverable: Performance Scorecard and Commercial Revenue Plan for One Airport



## Skills You Will Gain

- Airport ownership model analysis
- Aeronautical charge structures
- Concession contract evaluation
- Unit cost analysis
- Balanced Scorecard design
- Stakeholder mapping
- Board performance reporting

## Why Attend This Course

- From reading revenue as one total to separating aeronautical charges from commercial income and managing each.
- From reporting whatever data is available to choosing indicators tied to the airport's strategy.
- From renewing concession contracts unchanged to comparing fixed rent and revenue share on evidence.
- From separate budget, commercial and KPI files to one performance scorecard and commercial revenue plan, the final deliverable of the course.

## Conclusion

Airport management, as this course treats it, is the work of making an airport financially sound and accountable while it serves airlines and travellers. The course separates aeronautical from commercial revenue, single till from dual till, and leading from lagging indicators. It is the right choice for administrators, commercial staff and performance officers who already understand the daily running of an airport and now need the business tools to plan, earn and report.

## Course FAQs

### What is airport management in terms of performance and commercial revenue?

It is the business management of an airport: governance, charges and commercial income, cost control, administration and the measurement of results. It sits alongside, but apart from, the operational procedures that move aircraft and travellers.

### What is the difference between aeronautical and non-aeronautical revenue in airport management?

Aeronautical revenue comes from charges on airlines and travellers, such as landing and passenger fees. Non-aeronautical revenue comes from commercial activity, such as retail, food, car parking, property and advertising, and often grows faster.



## Which frameworks does the Airport Management: Performance, Commercial Revenue and Administration course follow?

It uses the Balanced Scorecard for performance measures, the single till and dual till models for charge setting, and Mendelow's power-interest matrix for stakeholder planning.

## Is the airport management course on performance and commercial revenue right for a concessions manager?

Yes. A concessions manager gains the revenue models, contract comparisons and performance measures needed to judge partner offers and to explain commercial results to senior management.

## What do delegates produce in the airport management course?

Delegates produce a performance scorecard and a commercial revenue plan for one case airport, covering charges, concession terms, unit costs and the indicators that the board would review each month.

