

Airline Engagement in Business Decision-Making Processes of Airports and ANSPs

Airlines are key stakeholders who pay for airport and ANSP investments and services.

Airlines and eventually their passengers are among those that are mostly affected by aviation policy changes and investment plans by airports, air navigation service providers and governments.

SITUATION

Airport and air navigation services charges have a significant impact on airlines and passengers. Without effective communication between all stakeholders there is a real danger that individual strategies will result in unnecessary and expensive investments, capacity or safety issues and cost increases for airlines and their passengers.

IATA POSITION

Airlines and their respective airline associations should be fully engaged in the decision-making process from an early stage and continue to be engaged throughout its development and implementation. Effective consultation with users should ensure that airlines will be involved in major policy decisions, capacity planning and investment plans. Investments should only be made when there is a clear business case supported by a thorough and positive cost benefit analysis on the impact on stakeholders. When agreement cannot be reached, a decision should not be imposed. All possible steps should be taken to reach consensus before proceeding with major changes. With proper involvement of the customer the chance of success for any major policy change or investment will be much higher as the change will become an integral part of the total air transport system.

KEY REASONS TO CONSULT WITH AIRLINES

- 1 As customers and stakeholders, airlines are directly affected by policy decisions, investments and charges.
- 2 Policies, plans and investments will be more successful with the full engagement and agreement of airlines, since they will then meet customer and market requirements.
- 3 Investments will be more effective and cost efficient through airline involvement since they will be market-driven.
- 4 It is essential for all stakeholders to be heading in the same direction with consensus.
- 5 Airlines provide a customer and market view at an early stage in the process.
- 6 Endorsed by ICAO Policies "wherever possible, changes should be made in agreement between users and providers¹".

KEY ELEMENTS OF CONSULTATION

- 1 A good description of the proposals/plans and the impact it will have on users.
- 2 Proposals should be supported by a business case to show why they are being proposed.
- 3 Major investments should be supported by a proper cost benefit analysis.
- 4 During consultation and decisions, feedback by airline users must be fully taken into account.
- 5 Airline users should be engaged throughout the entire consultation, decision-making and implementation process.

¹ ICAO Doc 9082/7 – paragraphs 16, 17, 21, 22viii), 31, 32 & 49