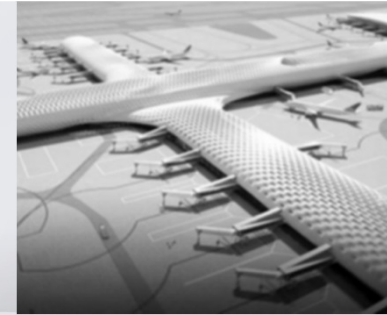




Airport Development



“A new approach to business models in airports”

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AIRDEV Seminar

*Lisbon, Instituto Superior Tecnico
20th of October 2011*



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Outline

- Objectives
- Business Model (BM) definition and different environments
- Airport BM
- The value of BM
- BM structure and canvas
- Research Methodology
- Liege BM canvas
- Preliminary Results
- Future steps

Objectives

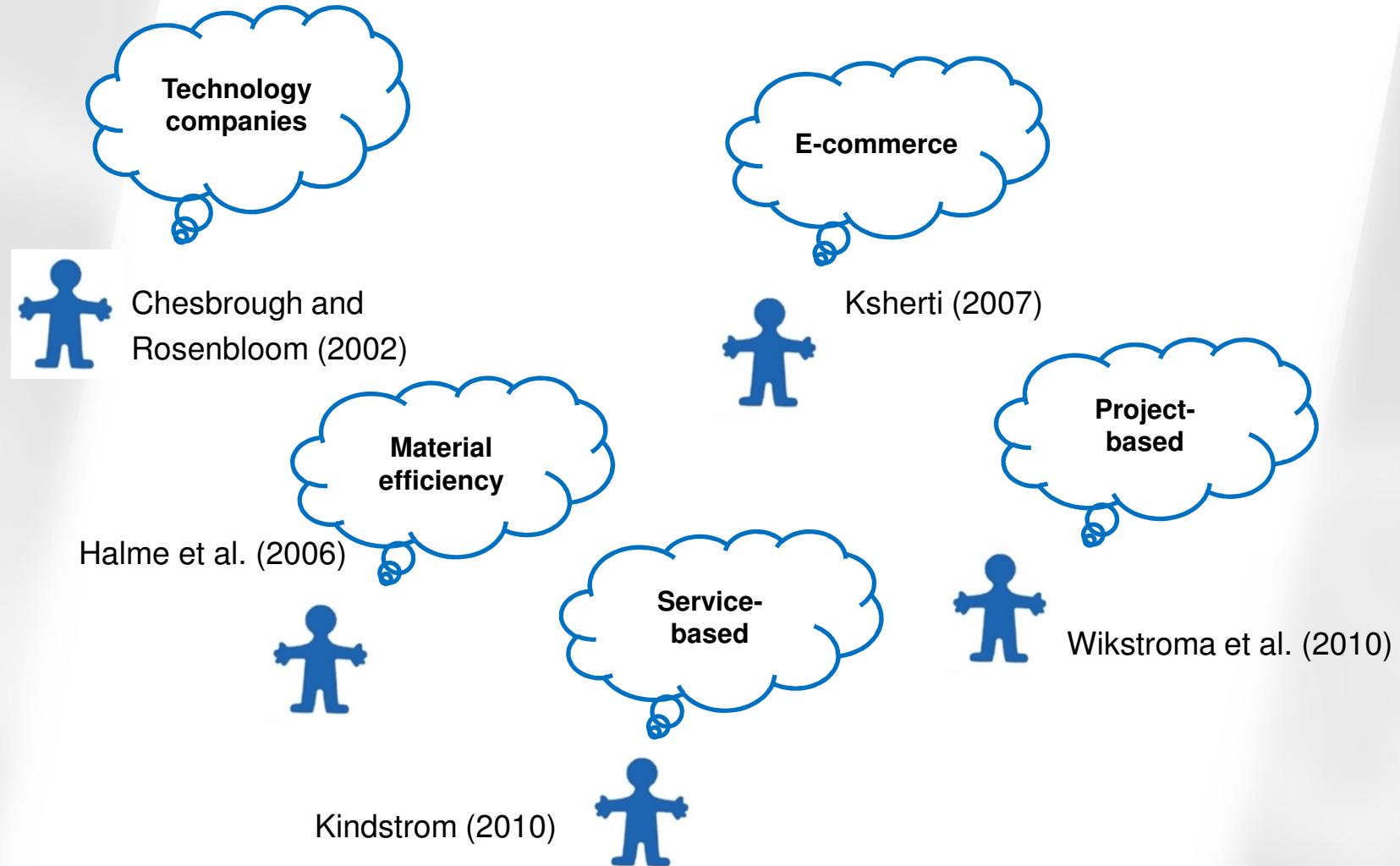
- Explore and present the story of real cases
- Identify the multiple elements of airport BMs
- Propose a design framework for airport BM

Business Model definition

- No unique definition
- Many different perspectives
- Similar concepts with different wording
- Adoption of Osterwalder's perception

“A business model describes the rationale of how an organization creates, delivers, and captures value”

Business Models in different environments



Airport Business Models

Confusion has been observed between

- BM and ownership
- BM and profitability
- BM and traffic type
- BM and airport scale

But a Business Model is beyond all these.....

The value of a Business Model

PAST



PRESENT



The value of a Business Model



The value of a Business Model



The value of a Business Model



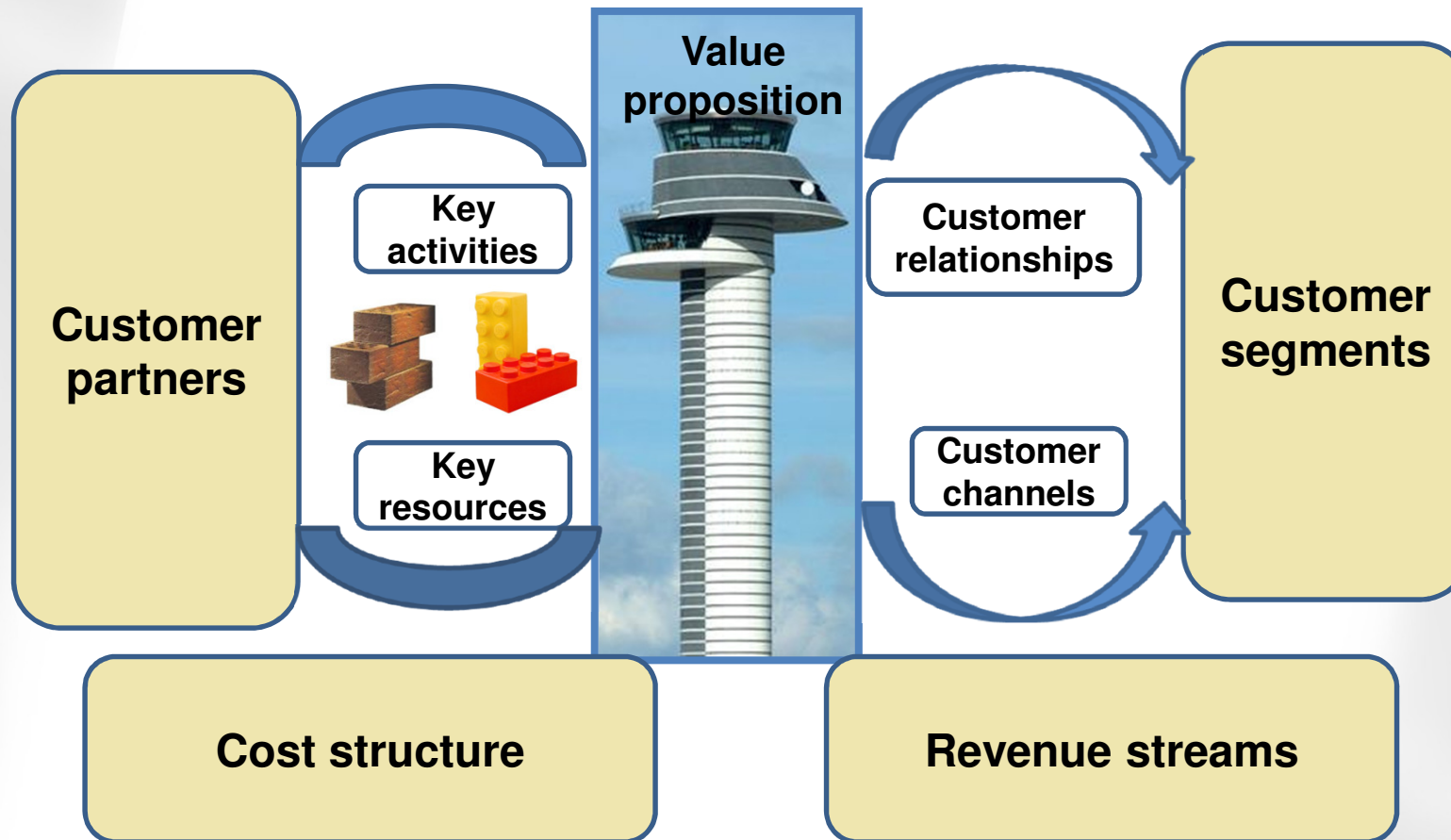
The value of a Business Model












The value of a Business Model



Business Model Structure



Business Model Canvas

Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

Research Methodology



1. Airport Case Studies

20 European airports were chosen to be studied as case studies

2. Hypothesis Testing










The airports that focus on the same customer segments develop similar business models

- Big gateway airports
- Major airports
- Business airports
- Low cost airports
- Cargo airports

3. Airport and experts survey










4. Airport BM Design

Liege BM canvas

<p>Key Partners </p> <p>Railway Authority research institution real estate</p>	<p>Key Activities </p> <p>"Privilys" cards collaboration with technology providers infrastructure expansion</p>	<p>Value Proposition </p> <p>low connection time fast cargo services multimodality many airport destinations</p>	<p>Customer Relationships </p> <p>personalized welcome facebook twitter</p>	<p>Customer Segments </p> <p>conventional airlines low cost pax/airlines business passengers leisure passengers</p>
	<p>Key Resources </p> <p>CARGOPORT cargo platform budget hotel business centre</p>	<p>animal shipping retail activities</p>	<p>Channels </p>	<p>cargo companies</p>
<p>Cost Structure </p>	<p>Revenue Streams </p>			










Preliminary results

Hypothesis 1 : Primary hub airports

Key Partners  airline alliances logistic companies cargo associations authorities of land transport local+national Authorities technology providers research institutions	Key Activities  all day flights services environmental clearances airfield expansion facility refurbishment tourist facilities building branding cargo service facilitations collaboration with land+ sea Authorities discrimination parking policy Key Resources  technology children facilities systems for information sharing health services/showers cargo facilities	Value Proposition  Many airport destinations Multimodality Fast services pleasant stay at the airport	Customer Relationships  twitter facebook blogspot customer care department surveys community relations program information hotline Channels  reports/publications newsletter airport magazine exhibitions media filming/photographing	Customer Segments  transit passengers families leisure passengers cargo airlines
Cost Structure 			Revenue Streams 	










Preliminary results

Hypothesis 2 : Secondary hub airports

Key Partners  national+regional Authorities banks environmental oriented companies research institutions other airports	Key Activities  slogan use-branding building passenger privileges transport connectivity improvement of wayfinding entrance requirements translation services check-in outside airport development of the peripheral area Key Resources  cargo+business facilities architectural design details wellness facilities health service logistic dedicated facilities technology innovations connection to other modes	Value Proposition  transport connectivity intermodality business activities fast movement in the airport fast cargo services pleasant stay at the airport advanced retail activities	Customer Relationships  airport blog twitter annual public meetings noise information line community events website where all agents communicate Channels  newsletter reports/publications presentations media filming/photographing	Customer Segments  transit passengers low cost passengers aircraft manufacturers and technicians cargo companies
Cost Structure 			Revenue Streams 	










Preliminary results

Hypothesis 3 : Business airports

<p>Key Partners </p> <p>land transport Authorities airlines real estate agents</p>	<p>Key Activities </p> <p>infrastructure expansion and renovations advanced noise control transport connectivity enhancement</p>	<p>Value Proposition </p> <p>fast passenger services organization of meetings and conferences in the airport productive exploitation of waiting time airshows+flight schools</p>	<p>Customer Relationships </p> <p>twitter facebook personalized welcome community communication documents on the web leaflets sent to homes complaint department at local offices</p>	<p>Customer Segments </p> <p>business passengers (often over 50%) leisure passengers transit passengers cargo companies</p>
	<p>Key Resources </p> <p>business conferences and lounges aircraft maintenance facilities cargo facilities</p>	<p>alternative to other airport multimodality check-in less than 1/2 h before flight refuelling aircraft maintenance services</p>	<p>Channels </p> <p>newsletter airport magazines</p>	
<p>Cost Structure </p>	<p>Revenue Streams </p> <p>maintenance facility fuel selling</p>			










Preliminary results

Hypothesis 4 : Low-cost airports

Key Partners  airlines local Authorities	Key Activities  LOS maintenance privileges to types of pax infrastructure upgrades facilitation of moving in the building renovation of retail areas	Value Proposition  all day flight services low process waiting time best parking price business activities in the proximity aircraft repairing	Customer Relationships  regional community meeting facebook twitter online requests surveys	Customer Segments  business passengers leisure passengers charter airlines
Key Resources  VIP facilities business centre onsite hotel relaxing rooms cargo facilities tourist facilities		Channels  newsletter rapid news program airport magazine filming+advertising		
Cost Structure 			Revenue Streams 	

Preliminary results

Hypothesis 5 : Cargo airports

<p><i>Key Partners</i></p>  <p>logistic+cargo companies</p> <p>technology providers tour operators land+sea transport Authorities local Authorities Disneyland</p>	<p><i>Key Activities</i></p>  <p>partnerships with airline alliances Infrastructure expansion expansion of land network minimization of Customs activities noise minimization</p>	<p><i>Value Proposition</i></p>  <p>multimodality many airport destinations fast cargo services plant/animal shipping retail activities</p>	<p><i>Customer Relationships</i></p>  <p></p>	<p><i>Customer Segments</i></p>  <p>cargo companies charter airlines low cost pax/airlines</p> <p>regional citizens</p>
	<p><i>Key Resources</i></p>  <p>dedicated cargo facilities advanced security technology offices for cargo partners software for electronic logistics</p>	<p>capacity all day flight services refuelling aircraft maintenance flight schools</p>	<p><i>Channels</i></p>  <p></p>	
<p><i>Cost Structure</i></p>  <p></p>			<p><i>Revenue Streams</i></p>  <p></p>	

Preliminary results- external factors



Questionnaire Design

- Completion of a questionnaire for a specific airport
- Use of all building block elements derived from the case studies
- Tables designed to designate the relationship between different building blocks and the frequency of use of each element
- Open questions to capture the external factors existing in the airport environment

Future steps

- Analyze the questionnaire responses
- Compare the responses to the preliminary results
- Use analytical tools for the questionnaire results
- Final proposal for the airport BM design



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Muito obrigada

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