Flightpath:
An Integrated Airport Business Model Canvas

A Framework for Airports during Challenging Times

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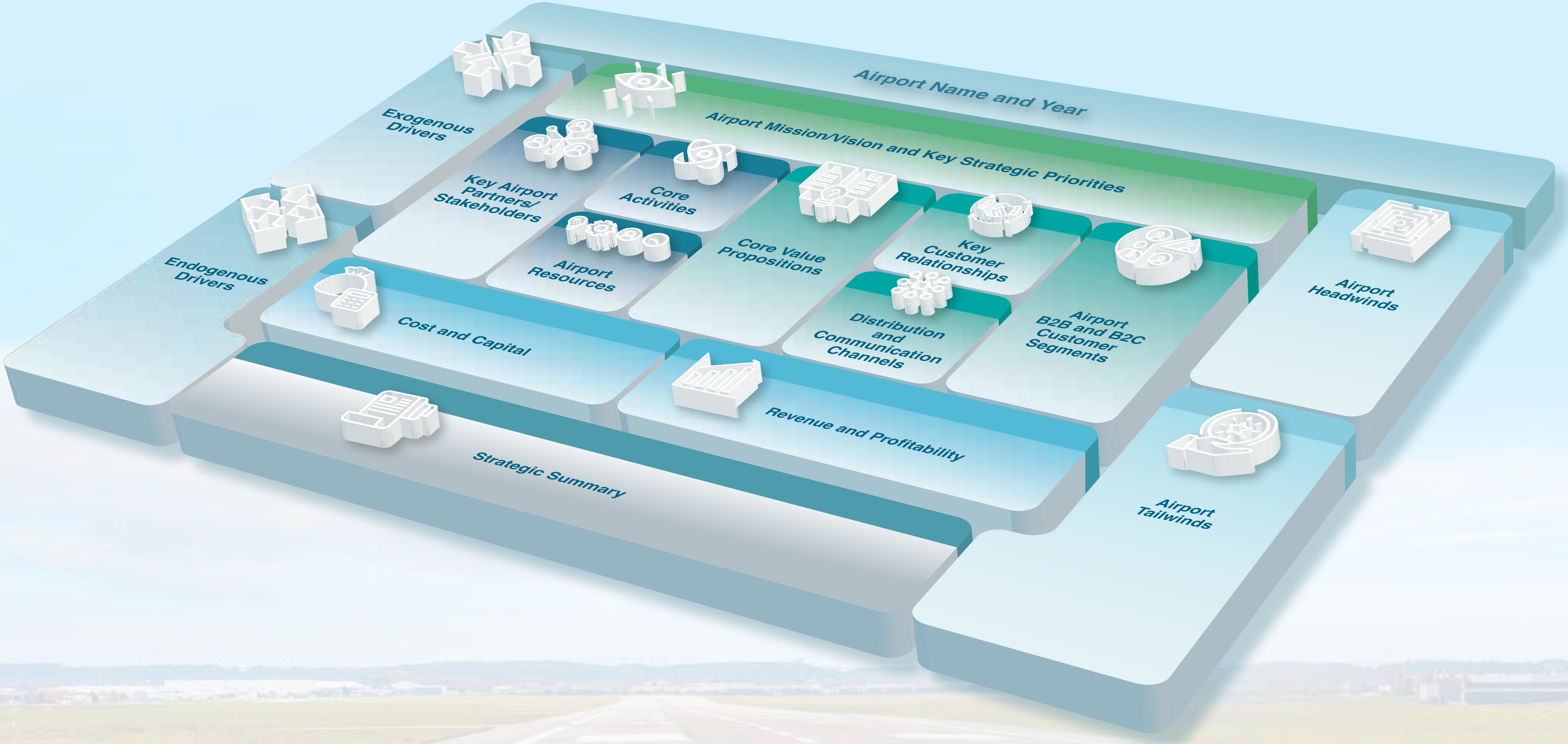

Airport Name, Year

Flightpath: An Integrated Airport Business Model Canvas
Introduction and Completion

Flightpath is an integrated airport business model canvas which provides the reader with a comprehensive, multifaceted view of an airport's business landscape. At the core of this design is the *Business Model Canvas* framework, as developed by Osterwalder (2005) and Osterwalder & Pigneur (2010).

Flightpath encompasses an assessment of an airport's strategic positioning and intent, internal activities, business performance, the competitive landscape, likely future challenges and opportunities (internal and external), together with a summary of crucial 'headwinds and tailwinds' affecting an airport's operations and business. It also provides for airport articulation of an overall strategic summary. Imagery specific to the subject airport may be inserted in Page 2.

A suggested activity flow for **Flightpath** completion by airport leadership may be found on Page 6, with further guidelines on each individual component page of this workbook. Strategic management frameworks to be considered are suggested from Page 25. When completed, key highlights from each Flightpath component may be inserted into the relevant frame on Page 7 (Integrated Airport Business Model Canvas: Overall Summary by Component).

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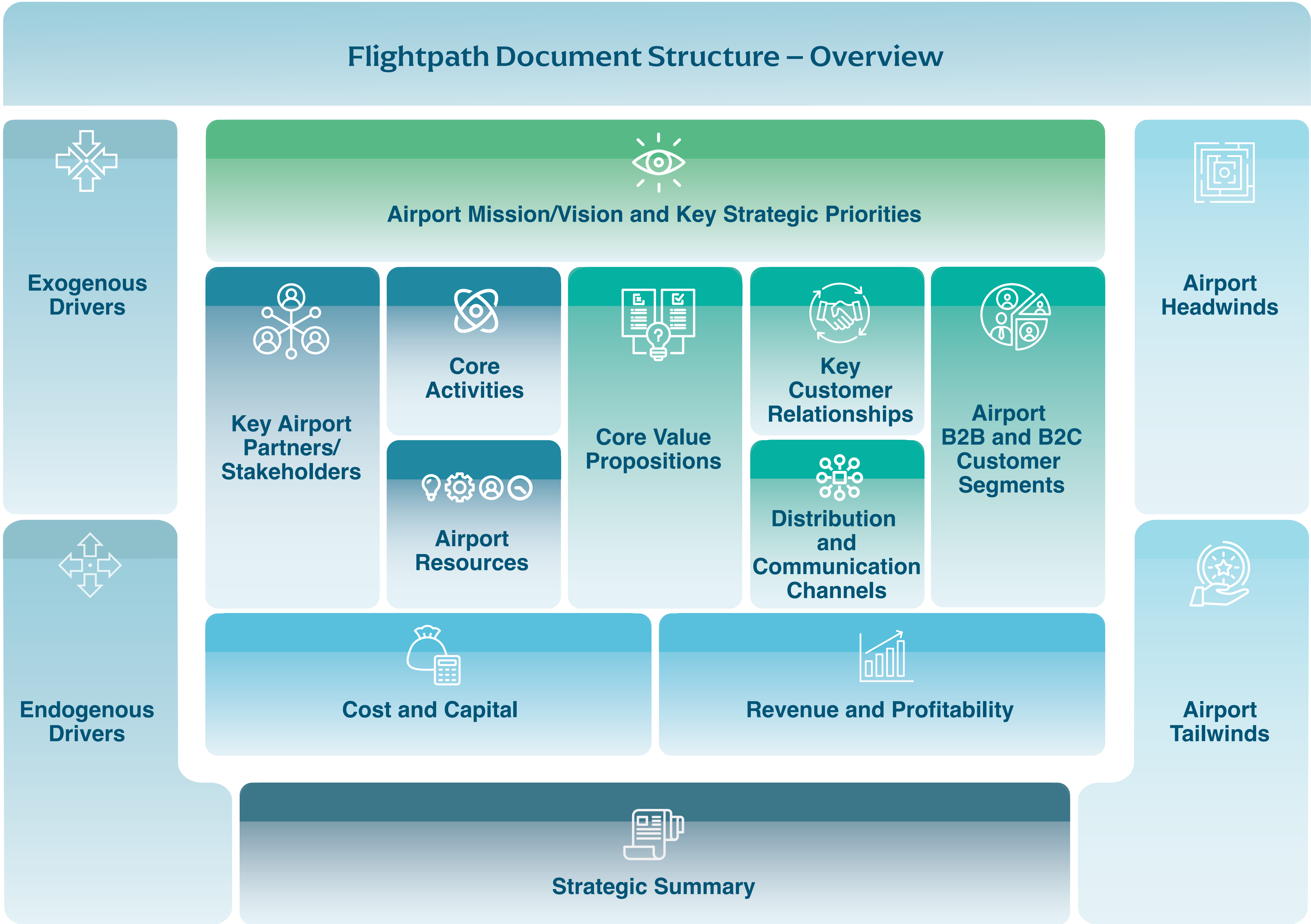
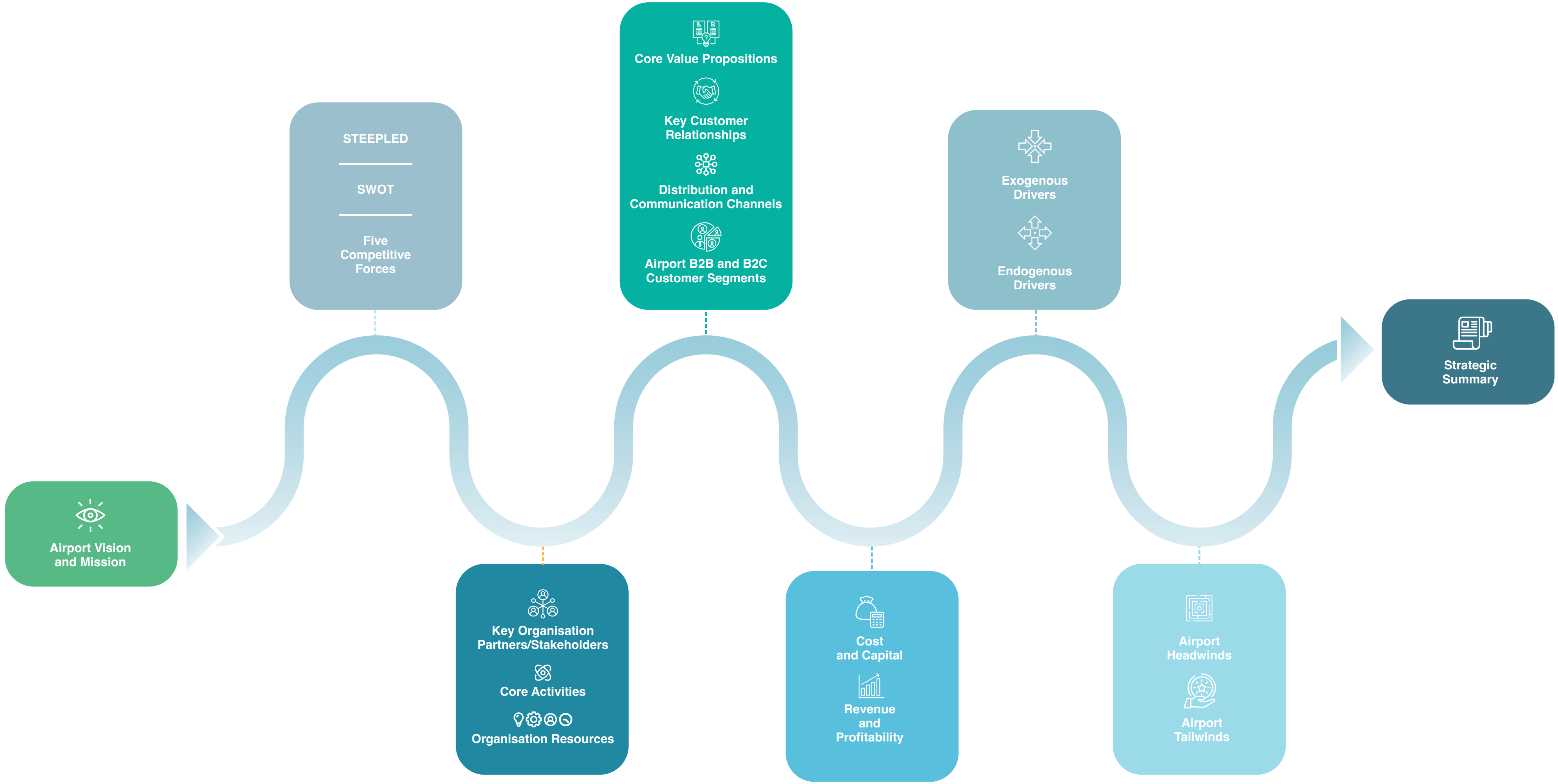


Adapted from Business Model Canvas (Osterwalder and Pigneur, 2010)

Suggested Activity Workflow for Framework Completion*



** Guidelines for completion may be found on each component page (Left hand column).*

Integrated Airport Business Model Canvas: Overall Summary by Component

Airport Name, Year

Exogenous Drivers

- Your content

Airport Vision and Mission

- Your content

Airport Headwinds

- Your content

Key Airport Partners/ Stakeholders

- Your content

Core Activities

- Your content

Core Value Propositions

- Your content

Key Customer Relationships

- Your content

Airport B2B and B2C Customer Segments

- Your content

Airport Resources

- Your content

Distribution and Communication Channels

- Your content

Endogenous Drivers

- Your content

Airport Tailwinds

- Your content

Cost and Capital

- Your content

Revenue and Profitability

- Your content

Airport name: Strategic Summary

- Your content

Airport name, year: Integrated Airport Business Model Canvas: Detailed Assessment

Contents: Strategic Component/Page Number

1b - Page 10
Airport Mission/Vision and Key Strategic Priorities

2a - Page 11
Exogenous Drivers

2b - Page 12
Endogenous Drivers

3a - Page 13
Key Airport Partners/ Stakeholders

3b - Page 14
Core Activities

3c - Page 15
Airport Resources

4a - Page 16
Core Value Propositions

4b - Page 17
Key Customer Relationships

4c - Page 18
Distribution and Communication Channels

4d - Page 19
Airport B2B and B2C Customer Segments

5a - Page 20
Cost and Capital

5b - Page 21
Revenue and Profitability

6a - Page 22
Airport Headwinds

6b - Page 23
Airport Tailwinds

7 - Page 24
Strategic Summary

1a Airport Name and Year: Airport Name, Year

Identify name by which airport is most commonly known, and the year covered by this Canvas.
Provide overview of key airport characteristics

Typical Questions to Answer / Details to Include

Consider the following when inputting
your airport's details:

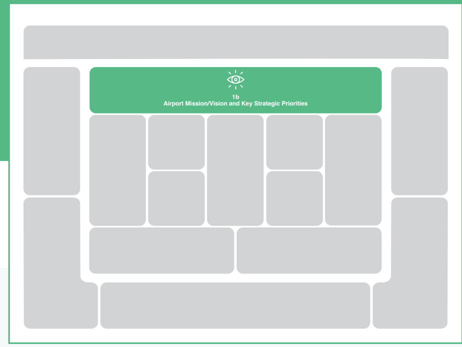
- Clear identification of airport being reviewed, and year identifies currency of integrated canvas
- All airport brands and sub brands
- Ownership – individual or part of Group; public, private or mixed ownership
- Other relevant organisational/corporate factors.

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

1b Airport Mission / Vision and Key Strategic Priorities



Description of the airport’s current mission/vision and its key strategic priorities

Typical Questions to Answer / Details to Include

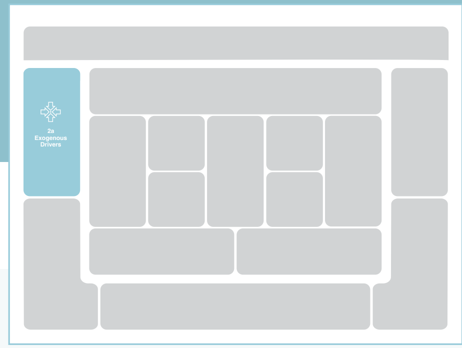
Consider the following when inputting
your airport’s details:

- Based on airport’s current strategic statements
- Mission
- Vision
- Key strategic objectives
- Key enablers
- Values
- Others

Airport Details

- Your content

2a Exogenous Drivers



Key variables/external and macro factors external to the airport and over which airport it has little/no control (see examples provided)

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

- Regulatory environment (operations, national/ external planning, safety, security, economic)
- Macroeconomic Environment
- Geopolitical Environment
- Increasingly restrictive State Aid arrangements, and greater conditionality attaching to same
- Technology (e.g. digitalisation, AI, Big Data,
- Sustainability and Climate Change)
- Disrupters (shift in patterns due to social, technological or economic disrupters)
- Impact of current topics/events

Airport Details

- Your content

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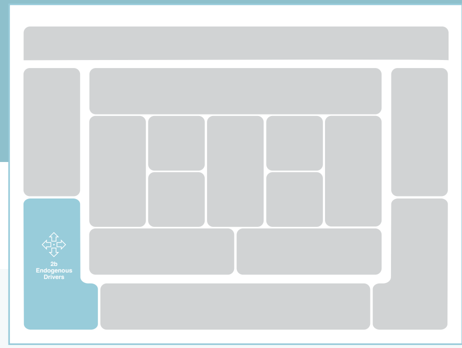
2b Endogenous Drivers



Key variables/internal factors specifically affecting the airport and immediate environment (see examples provided)

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

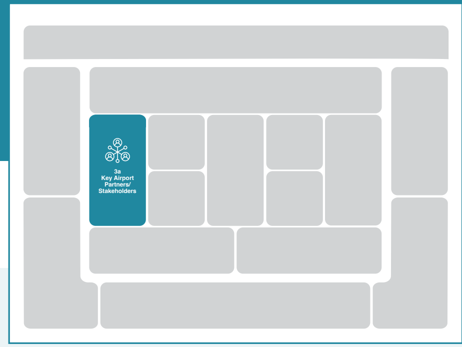
- Airport infrastructure
- Group Culture
- Support for Innovation
- Achieving Resilience
- Leadership and management capability
- On the ground relationship with the airport campus
- Stakeholders
- Relationship with local community
- Impact of current topics/events

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

3a Key Airport Partners/Stakeholders



Key partners and stakeholders whose association and involvement with the airport contribute significantly to the effectiveness and success of the airport's activities and business outcomes

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

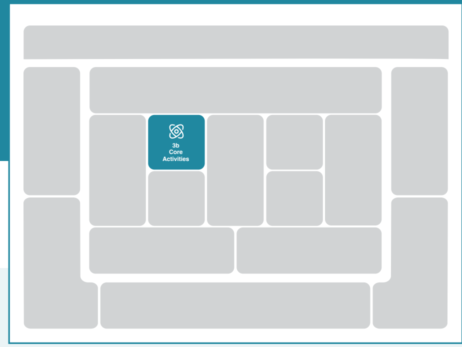
- Who are our most important airport partners?
- Does our business strategy reflect this assessment in terms of value, opportunity and risk?
- In what way might we be able to assist them?
- What might they be able to do to help us?
  - Airlines
  - Outsource Partners (e.g. ground handling)
  - Retailers
  - Joint Ventures/Partnerships
  - Air Traffic Control
  - Airport Regulators
  - Government / Municipalities
  - MRO / Cargo Operators
  - Government Agencies
  - Local Business and Tourism Organisations
  - Airport Access Organisations (e.g. all Public Transport, Taxi, Private Chauffeur)
  - Others
- Are you missing anybody? Do we manage the most important relationships the way we need to? What new ones should we pursue based on our plans and objectives?
- Are you too reliant on a small number of key customers? If so, how do we ameliorate this risk?

Airport: Key Stakeholders

- Your content

RETURN TO MAIN DIAGRAM

3b Core Activities



These are the key activities essential for the efficient, safe, and smooth operation of any airport, including airport functionality and user/passenger experience.

Typical Questions to Answer / Details to Include

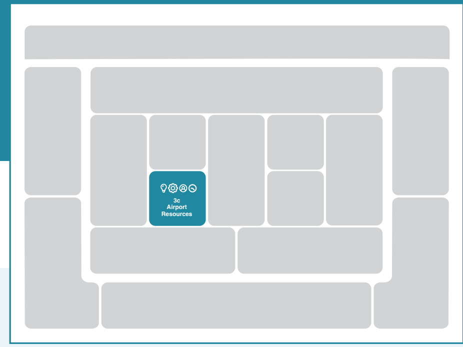
Consider the following when inputting your airport's details:

- How effective and efficient are our day-to-day airport operations?
- Have we the right balance between aeronautical and non-aeronautical activity?
- How have we organised to deliver and communicate our sustainability strategy?
- How must our airport respond to constant industry change and volatility?
  - Normal airport operations
  - Commercial Services (On airport property; landside & terminal; airside & ramp)
  - Business and General Aviation Activity (including flight training)
  - Military Aviation
  - Cargo
  - Maintenance, Repair and Overhaul (MRO)
  - Aeronautical and non-aeronautical revenues
  - Safety and Security
  - Health measures?
  - Sustainability (internal and external)
  - Adaptation to changing climate and environment (e.g. defence against future impact changing weather patterns on airport)
  - Management of relationship with key stakeholders
  - Airport 'Lab'?
  - Others

Airport Details

- Your content

3c Airport Resources



These are the main resources deployed by airports to successfully deliver its overall proposition. Such resources comprise physical, intangible and financial assets.

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

- How do we assess and compare the use of and return from our assets?
- Are we an attractive and competitive employer in the 'War for Talent'?
- What difficult future decisions may need to be taken?
- What new opportunities might we consider?

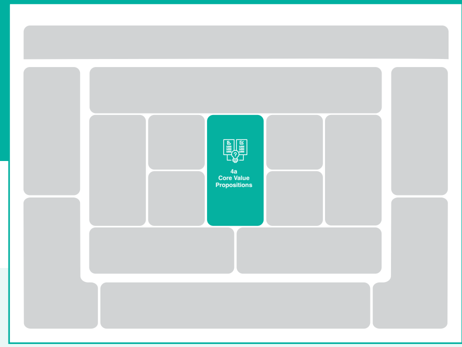
    - o Physical Assets (e.g. terminals, runways, hangars, land, technology-hardware; systems-software,)
    - o Intangible Assets (e.g. leadership, management and staff, strength of key stakeholder relationships)
    - o Financial Assets (e.g. Balance Sheet, Capital, Reserves)

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

4a Core Airport Value Propositions



These are the key airport value propositions to its main stakeholders, primarily (but not exclusively) airports, concessionaires and passengers.

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

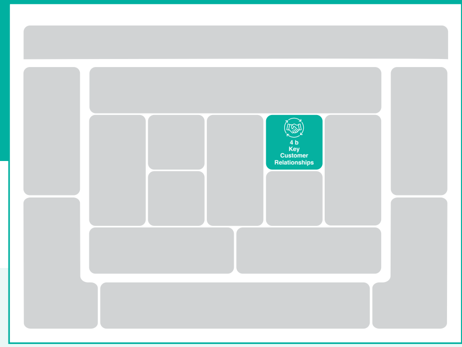
- How clear and relevant are our B2C (passenger), and B2B (e.g. airline) propositions?
- How do we deliver value on these promises?
- What elements will we need to pay attention to in this volatile environment?
- Where might we need to refocus to ensure future success?

    - What is the passenger experience from start to finish (important to other stakeholders also)
    - Routes / destinations
    - Airport access
    - Flow from landside to airside
    - Retail experience
    - Airline 'offer' (terms)
    - Relationship with surrounding region
    - Other airport services, e.g. Cargo, MRO
    - Others…conference/meeting spaces; museum; other non-passenger experiences

Airport Details

- Your content

4b Customer / Stakeholder Relationships



How day to day and strategic relationships are managed, assessed and nurtured with key airport stakeholder groups.

Typical Questions to Answer / Details to Include

Consider the following when inputting
your airport's details:

- How do we define and assess key airport stakeholder relationships?
- Who is responsible for this activity, and how are relationships currently being managed?
- What should effective stakeholder management look like for our airport, and how are we doing?
- How might current events and the future landscape affect this area?

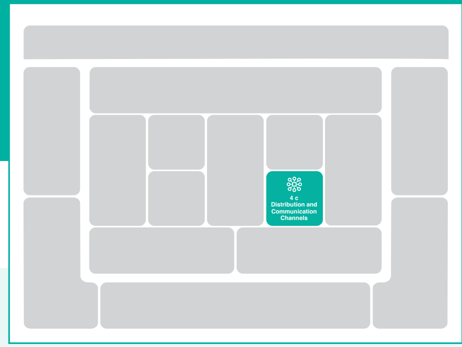
    - Airlines
    - Concessionaires
    - Service Partners
    - Passengers
    - Local Business Groups
    - Others

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

4c Distribution and Communication Channels



The key physical and digital distribution and communication channels used by the airport to promote and manage its business.

Typical Questions to Answer / Details to Include

Consider the following when inputting
your airport's details:

- Are we clear what delivery channels we use to manage our business?
- Which are the most important physical and digital channels right now?
- How effectively have we used these since 2020?
- How well prepared are these channels for future change?

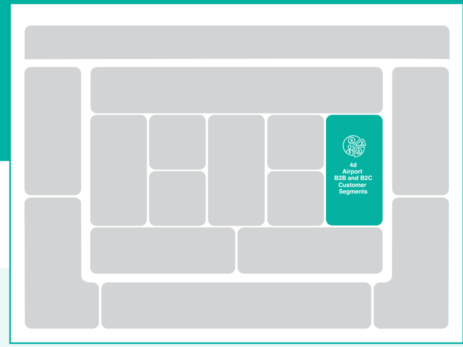
    - Key Partners and Local Organisations (Airlines, Tourism and Business Organisations)
    - Company specific engagement
    - Digital (B2B – company portal and B2C – company website and social media)
    - Company Website
    - Dedicated Portal
    - Aggregator Website
    - Social Media (LinkedIn, X, Facebook, Instagram, TikTok, Threads, other)
    - Others

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

4d Airport B2B and B2C Customer Segments



The main customer segments identified by the airport and how initiatives and activities affecting these segments are managed.

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

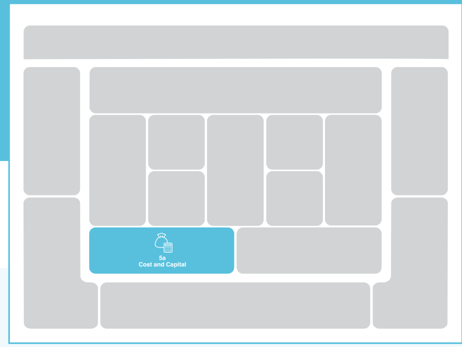
- Are our customer segments clear?
- Which ones have been most affected in the aftermath of the pandemic and geopolitical uncertainty?
- Does this reflect how we manage key airport activities?
- What key risks and opportunities should we pay
- attention to?

  - Airlines (short haul; medium haul; long haul)
  - Passengers (Leisure, Business Class, VFR, Business Aviation, Other, e.g. experiential)
  - Service Provider (Aeronautical vs non-Aeronautical, other)
  - Non-Passenger (Cargo, MRO, General Aviation, Training, other)

Airport Details

- Your content

5a Costs and Capital



A description of each category of and aggregated costs incurred by the airport when operating its business.

Typical Questions to Answer / Details to Include

Consider the following when inputting
your airport's details:

- Which are our key fixed (Capex) and variable (Opex) cost lines (80:20 rule)?
- What steps do we need to take to improve our cost footprint (activity, efficiency, etc.)
- Cost scenario planning – what does it tell us?
- How is our airport's overall profitability / viability affected by the current environment?

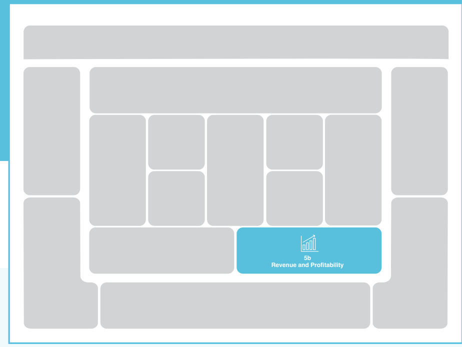
    - Capital Costs
    - Personnel Expenses
    - Contracted Services
    - Safety and Security
    - Utilities
    - Maintenance Expenditure
    - Lease/Rental
    - Indirect Costs
    - Others

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

5b Revenue and Profitability



A description of each category of and aggregated income generated by the airport when operating its business.

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

- What is our current revenue breakdown (aeronautical, non-aeronautical, non-Operating)?
- What revenue lines are likely to come under most pressure? Airport charges?
- How might airline incentives lead to increased activity/ revenue?
- What additional income sources may continue to be required (e.g. State Aid)?

    - Aeronautical Revenue
    - Non-Aeronautical Revenue
    - Non-Operating Revenue

Airport Details

- Your content

RETURN TO MAIN DIAGRAM

6a Airport Headwinds

A distillation of the primary challenges (adverse factors) faced by the airport, based on an overall assessment of strategic and other statements

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

- Judgement can be derived from / informed by management knowledge, assessment of potentially adverse exogenous and endogenous drivers, 'weaknesses and threats' identified during SWOT analysis.
- Other influences include identification of competitive forces (Porter model) and environmental analyses such as Social, Technological, Economic, Environmental, Political, Legal, Ethical, Demographics (STEEPLED model).

Airport Details

- Your content

6b Airport Tailwinds

A distillation of the primary positive characteristics benefiting the airport, based on an overall assessment of strategic and other statements.

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

- Judgement can be derived from / informed by management knowledge, assessment of positive exogenous and endogenous drivers, 'strengths and opportunities' identified during SWOT analysis.
- Other influences include overcoming competitive forces (per Porter model) and positive aspects of environmental analyses such as Social, Technological, Economic, Environmental, Political, Legal, Ethical, Demographics (STEEPLED model).

Airport Details

- Your content

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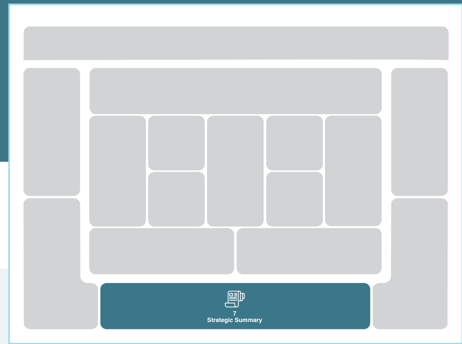
7 Strategic Summary



A summary of the airport's 'essence' and current positioning (20/30 words)

Typical Questions to Answer / Details to Include

Consider the following when inputting your airport's details:

- This section of the model is an opportunity for an airport to craft and communicate its 'core' to all stakeholders in summary form.
- It concisely summarises the airport's existing position, unique feature(s) and growth prospects in an assured, confident manner.

Airport Name - Strategic Summary - Date

- Your content

Supporting Information – Other Strategic and Management Frameworks

- A selection of supporting strategic frameworks are shown on the following pages. These are designed to help an airport to identify, assess and respond to its strategic positioning.

- These frameworks can enhance the airport's analysis through additional external and internal assessments, supplementing a core component of this integrated *Airport Business Model Canva*s, the Business Model Canvas (Osterwalder (2005) and Osterwalder & Pigneur (2010).

- They inform and contribute to the completion of the Airport Canvas by suggesting exogenous and endogenous factors and assisting in the identification of airport tailwinds and headwinds. There is some overlap between these frameworks. Future scenario Analysis activity is also supported by the model

- Elements of and guidance in other frameworks should also be considered by each airport, for example an airport's specific strategic, financial and operating plans, risk registers, sustainability audits and other strategic material.

- Further strategic models are highlighted for consideration on page 32: *Growth Strategy:* Ansoff's Matrix; *Resource Allocation:* Boston Consulting Group (BCG) Matrix; *Strategic Activity Timeframes:* McKinsey Three Horizons; *Performance Management:* The Balanced Scorecard; *Strategic Alignment:* McKinsey 7s Framework.

STEEPLED Analysis for Airport Name

Eight Macro-environmental Factors:

Social; Technological; Economic; Environmental; Political; Legal; Ethical; Demographics

SEE LEGEND BELOW

SOCIAL

- Your content

TECHNOLOGICAL

- Your content

ECONOMIC

- Your content

ENVIRONMENTAL

- Your content

POLITICAL

- Your content

LEGAL

- Your content

ETHICAL

- Your content

DEMOGRAPHICS

- Your content

Consider typical elements for each STEEPLED factor, with a focus on how this assessment impacts your airport *:

Social:	Social factors including current / changing cultural, lifestyle and other key nationally impacting trends
Technological:	Key current and emerging technology trends, including digitalisation and AI
Economic:	Macroeconomic and Microeconomic trends, economic and market growth, inflation, etc.
Environmental:	Climate change, decarbonisation sustainability and other ecological factors
Political:	Government policies affecting aviation/airports; political landscape and likely future directions
Legal:	Legal and regulatory environment and trends at national, European and international level
Ethical:	Behavioural expectations at the societal level, ethical sensitivities guiding activities and operations
Demographics:	Likely effect of key demographic changes, especially with respect to age distribution and population growth

Source: PESTEL analysis Aguilar (1967), as evolved and modified to include ethical and demographic components

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Airport Name, Year

INTERNAL - STRENGTHS	INTERNAL - WEAKNESSES
• Your content	• Your content

EXTERNAL - OPPORTUNITIES	EXTERNAL - THREATS
• Your content	• Your content

Source: Original SWOT analysis, called the SOFT approach (Stewart et al., 1965a, p. 16), was designed as a tool in one of the earliest strategic planning frameworks, named the System of Plans (Stewart, 1963). In Puyt et. al (2023).

Airport Name, Year

FOR EACH FORCE, SELECT STRONG, MEDIUM OR WEAK

ENTRY BARRIERS ↓
(STRONG/MEDIUM/WEAK)

- Your content

SUBSTITUTION ↔
(STRONG/MEDIUM/WEAK)

- Your content

RIVALRY ↑
(STRONG/MEDIUM/WEAK)

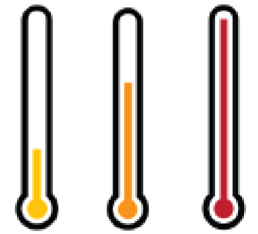
- Your content

BUYER POWER ↑
(STRONG/MEDIUM/WEAK)

- Your content

SUPPLIER POWER ↓
(STRONG/MEDIUM/WEAK)

- Your content

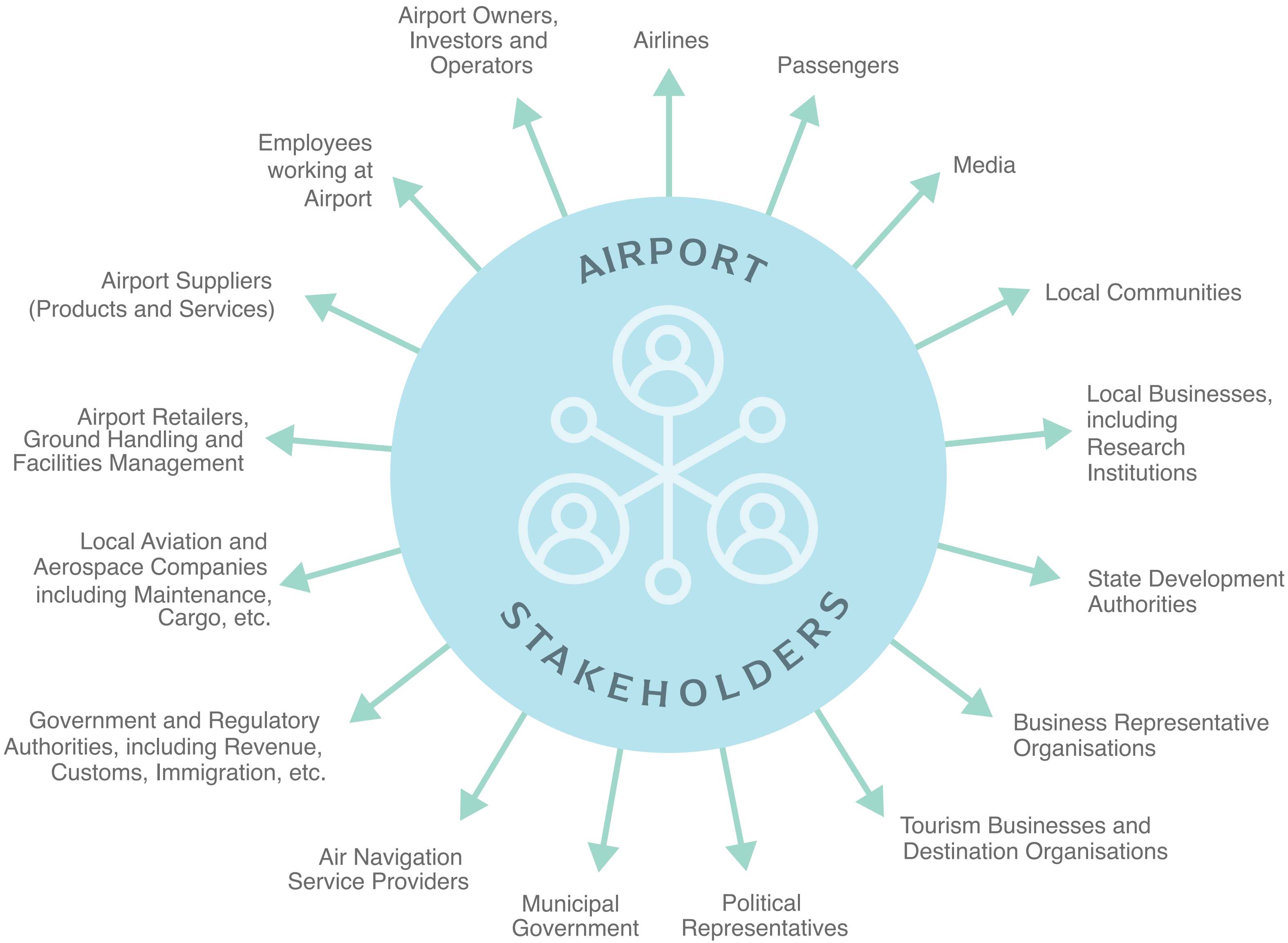


Tepid Warm Hot

Worse since Pandemic ↑
Better since Pandemic ↓
No change since Pandemic ↔

Source: Porter, Michael E. "The Five Competitive Forces That Shape Strategy." Special Issue on HBS Centennial. Harvard Business Review 86, no. 1 (January 2008): 78–93. Adapted

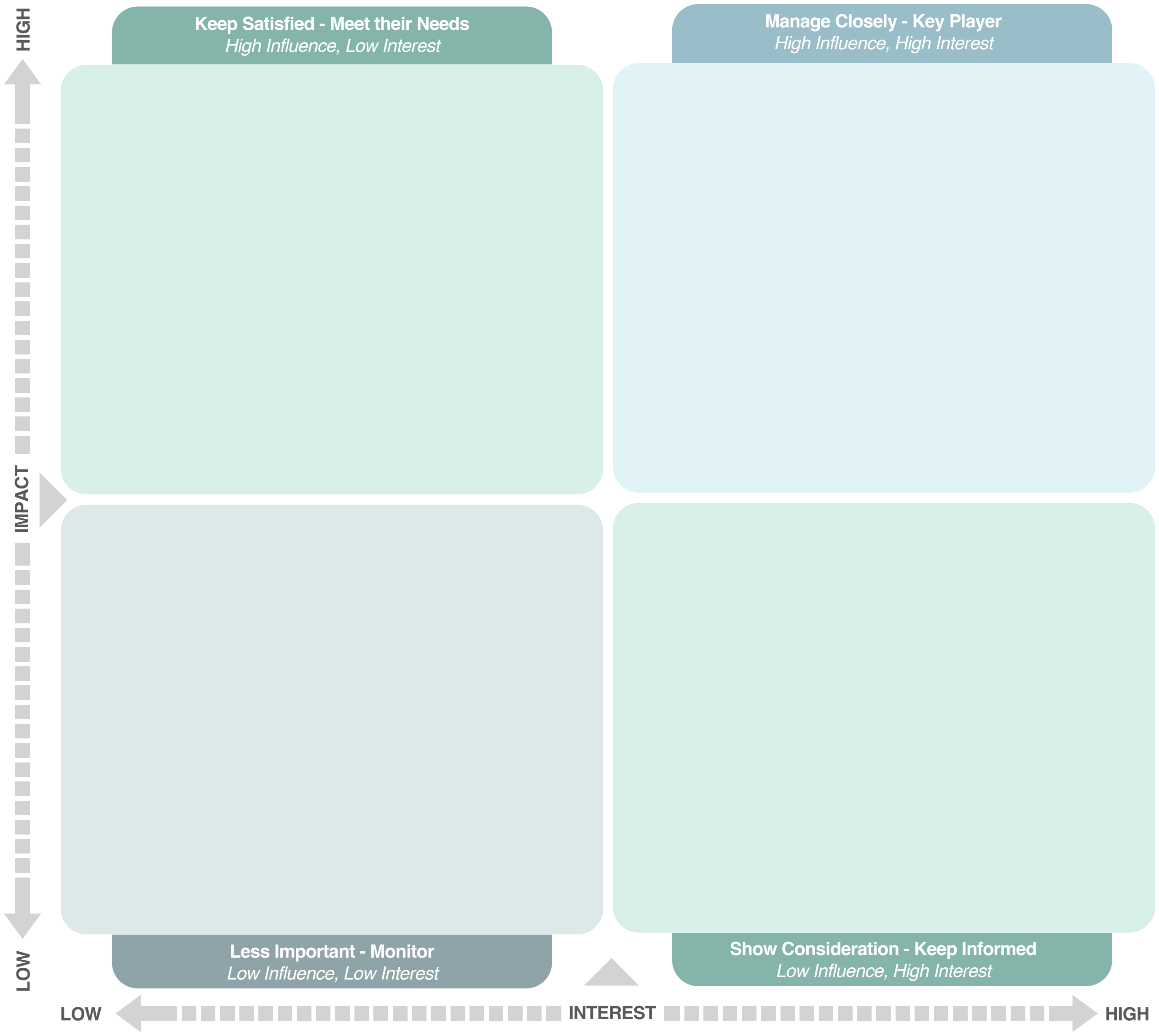
Airport Stakeholders



"Stakeholders are groups and individuals that have a valid interest in the activities and outcomes of a firm, and on whom the firm relies to achieve its objectives."

(Freeman,1984)

Airport Stakeholder Analysis



(Bates and Flynn, 2014, Adapted)

DRAG AND DROP TO RELEVANT BOX

Airport Owner (Private or Public)
Air Traffic Control ATC
Aviation Academia
Cargo Operators
Chambers of Commerce
Concessionaires
Department of Transport
Employees
Employee Representatives
Government Departments
Ground Handlers
Ground Handling
Local Aviation Companies
Local Business Community
Local Communities
Local Government
Local Government (Adjacent)
Local Media
Local Politicians
Maintenance Organisations (MRO)
Passengers
Passenger Airlines
National Media
National Politicians
Regulations
Social Media
State Agencies (Inward Investment)
Tourist / Destination Organisations

AIRPORT DEPARTMENT / CONTACT PERSON(S)	TOPIC / SUBJECT OF INTERACTION	ONCE-OFF / REGULAR MEETING SCHEDULE?	NAME AND TYPE OF AIRPORT STAKEHOLDER	AIRPORT STAKEHOLDER CONTACT PERSON

Indicative Airport Stakeholder Contact Framework Document

Further Strategic Tools for Consideration

The following additional tools enable an airport's exploration of specific strategic aspects and activity more closely, supporting activities affecting strategic prioritisation and/or resource allocation

Growth Strategy: Ansoff's Matrix

Focuses on an assessment of opportunities/risks associated with market penetration, market development, product development and diversification options into existing and/or new markets.
https://www.thestrategyinstitute.org/insights/the-ansoff-matrix-a-powerful-tool-for-business-strategy-and-growth

Resource Allocation: Boston Consulting Group (BCG) Matrix

A 2 x 2 matrix which enables organisations to categorise their products, services/activities and business units as Cash Cows, Stars, Question Marks or Pets.
https://www.bcg.com/about/overview/our-history/growth-share-matrix

Strategic Activity Timeframes: McKinsey Three Horizons

A framework for classifying an organisation's strategic initiatives into three distinct time horizons – H1 (core); H2 (emerging); H3 (future). The length of these horizons is organisation specific.
https://mark-bridges.medium.com/navigating-business-success-a-deep-dive-into-mckinseys-3-horizons-of-growth-framework-6b9072a731a2

Performance Management: The Balanced Scorecard

A tool for measuring performance against strategy across four general areas: Financial, Customer, Operations/Processes and People (these definitions may vary). **https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2**

Strategic Alignment: McKinsey 7s Framework

A diagnostic tool enabling an assessment by an organisation of its strategic alignment w.r.t. seven organsiations elements, being strategy, structure, systems, skills, style, staff and *shared values*.
https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework