

TSC Category	Commercial Management					
TSC	Airline Revenue Management					
TSC Description	Develop and implement pricing strategies and revenue management models to maximise airlines revenues					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			ATP-CMG-3003-1.1	ATP-CMG-4003-1.1	ATP-CMG-5003-1.1	ATP-CMG-6003-1.1
			Monitor factors affecting air travel demand and utilise revenue management models to generate yield and revenue analyses in order to facilitate decision-making	Leverage on revenue management models and seat inventory control principles to propose adjustments to price and seat capacity	Develop revenue management strategies to build presence in new markets and assay the impact of revenue management strategies on other aspects of airline operations	Drive the development of new strategies, programmes and proration contracts to maximise airline revenues
Knowledge			<ul style="list-style-type: none"> • Principles of airline operations • Airline cost structures • Differential pricing theories and strategies • Budget analysis • Concept of revenue management models • Factors affecting demand and supply in the aviation industry • Cost-benefit analysis • Alliances and partnerships in the aviation industry • Airline regulation and deregulation • Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Rules of the Air 	<ul style="list-style-type: none"> • Principles of airline operations • Airline cost structures • Customer segmentation strategies • Pricing strategies and schemes of competitors • Concepts of revenue management models and systems • Network optimisation methods • Concept of seat inventory control and booking class protection • Forecasting models to forecast demand for air travel • Factors affecting demand and supply in the aviation industry • Alliances and partnerships in the aviation industry • Local and international guidelines such as 	<ul style="list-style-type: none"> • Principles and theories of airline operations • Aviation industry value chains • Distribution channels and strategies for airlines • Different international revenue management systems and models • Factors affecting demand and supply in the aviation industry • Alliances and partnerships in the aviation industry • Types of pricing strategies adopted by airlines such as cost-based pricing, competition-based pricing and value-based pricing • Financial challenges and constraints in the aviation industry 	<ul style="list-style-type: none"> • Principles and theories of airline operations • Aviation industry value chains • New international developments in the area of revenue management • Factors affecting demand and supply in the aviation industry • Alliances and partnerships in the aviation industry • Types of pricing strategies adopted by airlines such as cost-based pricing, competition-based pricing and value-based pricing • Loyalty programme management in the aviation industry • Strategic management

**SKILLS FRAMEWORK FOR AIR TRANSPORT
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

				International Civil Aviation Organisation (ICAO) Annex for Rules of the Air	<ul style="list-style-type: none"> • Networks and business strategies of airlines and competitors • Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Rules of the Air 	<ul style="list-style-type: none"> • Networks and business strategies of airlines and competitors • Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Rules of the Air
Abilities			<ul style="list-style-type: none"> • Determine factors which affect demand for air travel • Monitor seat capacity and revenues generated from scheduled flight routes • Collect relevant data to analyse the impact of pricing strategies on airline performance • Evaluate pricing strategies used by competitors • Generate and present analysis to project revenues 	<ul style="list-style-type: none"> • Propose methods for optimal seat allocation taking into account overbooking models, booking class protection and no-show rate forecasting • Propose adjustments to price and seat capacity to reduce operational costs of flying • Apply established pricing and revenue optimisation strategies to forecast demand for flights • Recommend improvements to revenue management systems and processes in the organisation 	<ul style="list-style-type: none"> • Channel overall business strategies and commercial objectives into pricing and revenue management objectives • Integrate revenue-optimisation strategies with other aspects of airline operations such as scheduling, fleet-planning and sales and marketing • Develop strategies to develop Point of Sale (POS) presence in new markets for airlines • Propose new distribution channels to maximise revenues and yields • Develop new revenue management systems and models to build revenue forecasting 	<ul style="list-style-type: none"> • Drive overall revenue management strategies for airlines • Proffer inputs to enhance loyalty programmes and increase revenues for airlines • Develop revenue sharing formulas to incentivise alliance partners to utilise own networks and services