

<b>TSC Category</b>	Commercial Management					
<b>TSC</b>	Airport and Airline Economics					
<b>TSC Description</b>	Analyse factors affecting the performance of airports and/or airlines operations and recommend actions for improvements					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>ATP-CMG-3004-1.1</b>	<b>ATP-CMG-4004-1.1</b>	<b>ATP-CMG-5004-1.1</b>	
			Calculate metrics to evaluate performance of airports and/or airlines operations and identify market trends	Analyse the performance of airports and/or airlines operations and ensure compliance to regulatory requirements	Formulate strategies to enhance airports and/or airlines operations through the study of micro-economic and macro-economic factors impacting the performance of airports and/or airlines	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Aviation industry value chains</li> <li>• Micro- and macro-economic factors impacting airports and/or airline operations</li> <li>• Principles of airports and/or airlines operations</li> <li>• Differences between full service carriers, Low Cost Carriers (LCCs) and charters</li> <li>• Airports and/or airlines organisational structures</li> <li>• Concepts of network planning, hub-and-spoke and point-to-point models</li> <li>• Metrics for benchmarking the performance of airports and/or airlines operations</li> <li>• Local and international guidelines such as International Civil</li> </ul>	<ul style="list-style-type: none"> <li>• Aviation industry value chains</li> <li>• Micro- and macro-economic factors impacting airports and/or airline operations</li> <li>• Impact of significant events, shocks and changes in global indicators on passenger movements</li> <li>• Differences between the economics of full service carriers, Low Cost Carriers (LCCs) and charters</li> <li>• Concepts of network planning, hub-and-spoke and point-to-point models</li> <li>• Airports and/or airlines operational strategies</li> <li>• Roles and responsibilities of stakeholders and/or departments involved in operations</li> </ul>	<ul style="list-style-type: none"> <li>• Aviation industry value chains</li> <li>• Micro- and macro-economic factors impacting airports and/or airline operations</li> <li>• Impact of significant events, shocks and changes in global indicators on passenger movements</li> <li>• Economics related to demand and supply in the aviation industry</li> <li>• Differences between the economics of full service carriers, Low Cost Carriers (LCCs) and charters</li> <li>• Concepts of network planning, hub-and-spoke and point-to-point models</li> <li>• Commercial strategies of airlines and competitors</li> <li>• Performance and financial indicators of</li> </ul>	

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

			Aviation Organisation (ICAO) Annex for Rules of the Air	<ul style="list-style-type: none"> <li>• Metrics for benchmarking airports and/or airlines performance</li> <li>• Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Rules of the Air</li> </ul>	<p>international airports and/or airlines</p> <ul style="list-style-type: none"> <li>• Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Rules of the Air</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Collate relevant data for calculation of key performance metrics to measure airports and/or airlines operations</li> <li>• Calculate performance metrics based on established guidelines</li> <li>• Conduct research to identify trends that impact seasonality and variations in air travel</li> </ul>	<ul style="list-style-type: none"> <li>• Appraise performance of airports and/or airlines operations by benchmarking organisation's performance against industry standards</li> <li>• Evaluate the feasibility of business improvement strategies to ensure compliance to regulatory requirements</li> <li>• Highlight areas of potential cost savings for airports and/or airlines through the adoption of business improvement initiatives</li> <li>• Implement business improvement initiatives to support strategies that improve the performance of airports and/or airlines operations</li> </ul>	<ul style="list-style-type: none"> <li>• Review financial statements to determine the profitability of airports and/or airlines operations</li> <li>• Gauge the impact of overall business strategies on commercial objectives for airports and/or airlines</li> <li>• Lead environmental scans to identify market trends which may impact passenger movements</li> <li>• Develop commercial objectives for airports and/or airlines taking into account changes in regulatory requirements and factors which impact passenger movements</li> <li>• Develop strategies to improve performance of airports and/or airlines operations</li> </ul>	