

Airport Ownership & Operational Best Practices

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- **Lessons Learned**
- **Collaboration for the Win**

1. Introduction

- **Diverse ownership models: public, hybrid, full concessions**
- **Success depends on alignment with performance & service**
- **Best practices are adaptable to global contexts**

2. Ownership Models: Public-Private Partnerships

**Well-structured
contracts &
defined roles**



**Transparent
KPIs and
performance
obligations**



**Government
should oversee,
not interfere**

2. Ownership Models: Full Concessions

**Legal &
regulatory
stability
essential**



**Long-term
planning with
defined
milestones**



**Public
scorecards &
transparency
build trust**

2. Ownership Models: Hybrid Ownership



3. Contractual Best Practices

**Simple, clear language &
annexes**



KPI-linked performance incentives



**CapEx tied to capacity
thresholds**

3. Financial & Legal Structure

- **Equilibrium mechanisms for shocks**
- **Risk matrix: operational, political, force majeure**
- **Legal stability & adaptability clauses**

4. Operational Best Practices

- **ICAO, ISO, ACI standards compliance**
- **Lean, Six Sigma, BPM for efficiency**
- **Dashboards for real-time decisions**

4. Innovation & Technology

**Seamless passenger
journey via data tools**

**AI, biometrics,
digital twins**

**Scalable, demand-
based infrastructure**

4. Stakeholder Engagement

1. User councils, advisory boards
2. Airlines, ground handlers, regulators
3. Transparent public reporting builds trust

5. Resilience & ESG Integration

- **Business continuity & emergency plans**
- **UN SDGs, GHG Protocol alignment**
- **Energy, biodiversity, and inclusive hiring**

6. Leadership & Culture

**Lead with
integrity and
clarity**



**Empower teams,
encourage
innovation**



**Culture drives
performance**

7. Conclusion

- 1. Align ownership, regulation, and operations**
- 2. Adopt best practices, foster people & sustainability**
- 3. Excellence = Learn, Adapt, Anticipate**
- 4. Collaboration for the Win**

THANK YOU!

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