



## Adapting and Managing Airport Common Use Programs



WebResource Fast Track PDF

Welcome to the Fast Track PDF for the ACRP WebResource for Developing a Holistic Airport Common Use Program. This document provides a summary of all chapters within the WebResource for those who prefer a more traditional reading experience. However, for more depth in any area, visit the associated Deep Dive version located on the WebResource.



### Chapter 1: Defining Common Use—A Broadening Term

#### WHAT IS COMMON USE AND WHY IS IT BENEFICIAL?

##### An Operating Philosophy

Foundationally, common use is an operating philosophy that refers to the use of facilities, services, and infrastructure in a shared manner by multiple airport stakeholders (such as airlines, federal agencies, business partners, concessionaires, and any other entities doing business at the airport). The basic reason a common use approach can be so beneficial is the operational flexibility it enables.

##### Enhanced Flexibility = Improved Efficiency, Customer Service, and Sustainability

The flexibility enabled by a common use approach can *greatly* improve the efficiency of airport operations, perhaps most evidently when applied to terminal management. Put simply, when

an area is statically leased or dedicated to an airline, space will go unused much more often than it would otherwise need to be. One airport operator thinking of terminal expansion said, “Why build a new airside terminal facility when we could use what we have more efficiently?” This idea can be applied to the entire ecosystem, beyond just terminal management.

The need for flexibility in operations was abundantly evident during the COVID-19 pandemic, given the massive changes in passenger flows and flight adjustments.

A common use program can also benefit the customer service by working with airline partners to spread flights across their facilities to ensure areas are not overbooked, leaving passengers sitting on the floor, unable to get food or recharge devices, and waiting for the restrooms. This leads to less money spent and the build-up of a very negative perception of the airport and the overall travel experience.

### The Effects of Common Use

A common use approach has wide-ranging impacts, *affecting all stakeholders*—many in a very fundamental way. For example, **a change in the check-in/bag drop hall** (enabled by common use) which moves an airline to another location also changes their curb drop-off location. This impacts signage, landside operations, and perhaps even roadway congestion, particularly during peak periods. In fact, such a move could also consist of a shift from one terminal to another, necessitating a change to roadway signage, to ensure that both passengers and meeters and greeters find their way to the correct terminal, often via their transportation network company (TNC), taxi, or friend/relative drop-off.

A holistic approach to common use involves all impacted stakeholders—and these do truly extend across the entire airport ecosystem to ensure each element of the operation and customer experience is considered and properly managed.

### THE RANGE OF COMMON USE POSSIBILITIES

To what can this operating philosophy of holistic common use be applied? Well...**potentially everything**. The following provides a summary of what could be on the table at your airport—the specifics just depend on your needs.



Figure 1.1: The Range of Common Use Possibilities

### Even in a Proprietary Terminal...

When you look at this list, you are probably already ruling out that proprietary terminal that “has been and always will be” dedicated to (Fill-In-The-Blank) Airlines. But even in this case, a holistic common use program has a role to play; specifically, the program leaders need to drive the consideration that the predominant airline may be leaving gates (or other critical space) unused, or may, over the course of time, reduce their activity or even depart altogether.

Progressive airports in this category, dominated by a strong hub airline, often provide a common network on which services (even proprietary services) ride, or dynamic signage to be used by all. Some of these airport operators have even moved to a fully common use model with their terminal replacement/remodeling programs, shifting the new facilities over as they come online. Newark is one such example.

### Beyond the gates

Whether in a proprietary *or* common terminal, consider the elements in the journey before or after the gates. Even in normal periods (e.g., not during a pandemic), airlines will always be riding a veritable roller coaster of events. And if the airport does not own, for example, the janitorial services in the publicly accessible areas, it is possible that the *consistency* of cleanliness will drop in locations that the airlines manage—both back and front of house. Another major consideration is the network. The airport can have trained staff ready to deal with airport owned equipment in a way that may not be possible with equipment owned by other stakeholders. Another example where a disconnect can occur is that of concession planning. The airport can implement a consistent program after researching different business models and desires related to specific passenger demographics.

## THE BOX: BACKGROUND OF COMMON USE AT AIRPORTS

In the mid-1980s–early 2000s, several airports began using systems that enabled flexible use of check-in, gate, and ramp locations among various airlines. Specifically, the term “common use” got its start through IATA (RP 1797: Common Use Terminal Equipment—“CUTE”). When an airport procured common use, this range of systems is what they implemented, typically including the following:

- Agent-facing systems with associated peripheral devices (boarding pass printers, bag tag printers, card swipes, boarding gate equipment, and bar code reading equipment)
- Customer-facing systems, such as self-service kiosks, with the Common Use Self-Service (“CUSS”) standard confirmed by IATA and rolled-out by airports and airlines in the early 2000’s
- Associated dynamic signage systems, which in the early days were not well-integrated and comprised rather tedious manual systems and monitors that may or may not have displayed the precise color used by the air airline logos

This is “The Box” of common use, as summarized in Figure 1.2.



## The Box Of Common Use

Core systems that enable flexible utilization of curbside, check-in, and gate (and ramp) locations among various airlines.

*Figure 1.2: The Box of Common Use*

### Leaders in the Industry

The following agencies have helped guide the aviation industry to best practices and have impacted the deployment and adoption of common use systems. And though some are starting to expand, for the most part, efforts from these organizations have been focused on The Box.

- International Air Transport Association (IATA)
- Airports Council International (ACI)
- International Civil Aviation Organization (ICAO)
- Airlines for America (A4A)
- American Association of Airport Executives (AAAE)

### OPENING THE BOX: THE CURRENT STATE OF COMMON USE AT AIRPORTS

After years of lessons learned and through the progression of technology, several airport operators are starting to open The Box, as shown in Figure 1.3.



## Opening The Box Of Common Use

The incorporation of numerous systems and innovations across the airport ecosystem, extending from roadway to ramp.

*Figure 1.3: Opening The Box of Common Use*

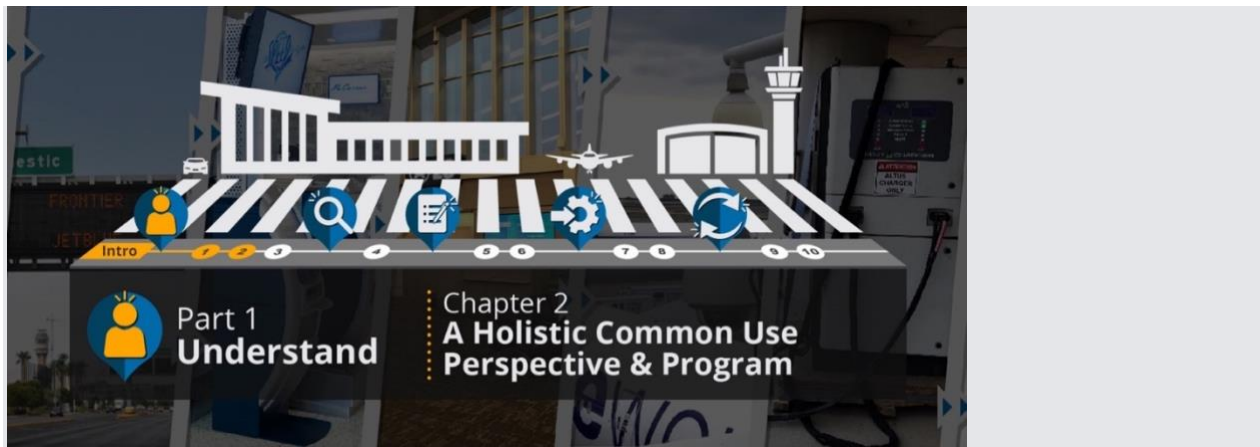
This open box includes systems and processes that directly support airport, airline and passenger needs, such as: signage, including all types and functionality; curbside check-in and self-bag drop functionality; VOIP phone system integration; outbound and inbound baggage processing; wired and wireless network infrastructure; ramp systems and control; electrical recharge units; analytics systems; biometrics-based systems; airport operational databases (AODB); resource management systems (RMS); and many others spanning all facilities, services, and stakeholders in the airport environment.



## Why Change is Needed

Throughout the industry, airport operators are finding *many* opportunities to leverage a common use approach beyond The Box described in this chapter. However, they are also running into barriers and experiencing pain points in their common use efforts—both inside and outside The Box. And the reality for most U.S. airports is that they do not have the **holistic common use program** needed to handle these opportunities and challenges.

One airport leader put it this way: “You don’t need to swallow the apple all at once. But you do need to know it’s there.” A holistic common use program helps you do just that; and for more on this, keep reading into Chapter 2.



## Chapter 2: A Holistic Common Use Perspective and Program

### WHAT IS A HOLISTIC COMMON USE PERSPECTIVE & PROGRAM?

A *holistic* common use perspective is one in which everything is on the table and everyone is involved, as shown in Figure 2.1.



Figure 2.1: Holistic Common Use Perspective

A holistic perspective to common use ensures those who would consider these details are brought to the table to ensure that no stone is left unturned. However, This perspective is *not* one in which the airport operator dictates every small operational factor and micromanages all stakeholders. This would be ineffective (let alone impossible). The airport operator does not need to own and operate everything; it is simply their role to coordinate activities and ensure that they are happening with the customers and future in mind.

### Key Elements of a Holistic Common Use Program

An airport operator with a holistic common use perspective needs an accompanying program to plan and manage common use efforts. Figure 2.2 presents the key elements of such a program.



Figure 2.2: Key Elements of a Holistic Common Use Program

These elements are further described in Chapters 5-10, leading you through the pieces needed to develop a holistic common use program at your airport.

### WHY A HOLISTIC COMMON USE PROGRAM IS NEEDED

The Box of common use (described in Chapter 1) is already in place at several airports—or at least in specific terminals—and there is no question as to the benefit, even in a rather limited implementation. Yet most of these programs have yet to embody a truly holistic perspective. But is this really that important? And if so, why would that be the case?

The following reasons shown in Figure 2.3 make a holistic common use program a *necessity* for those that wish to operate their airport efficiently and serve their airline partners, stakeholders, and customers effectively.

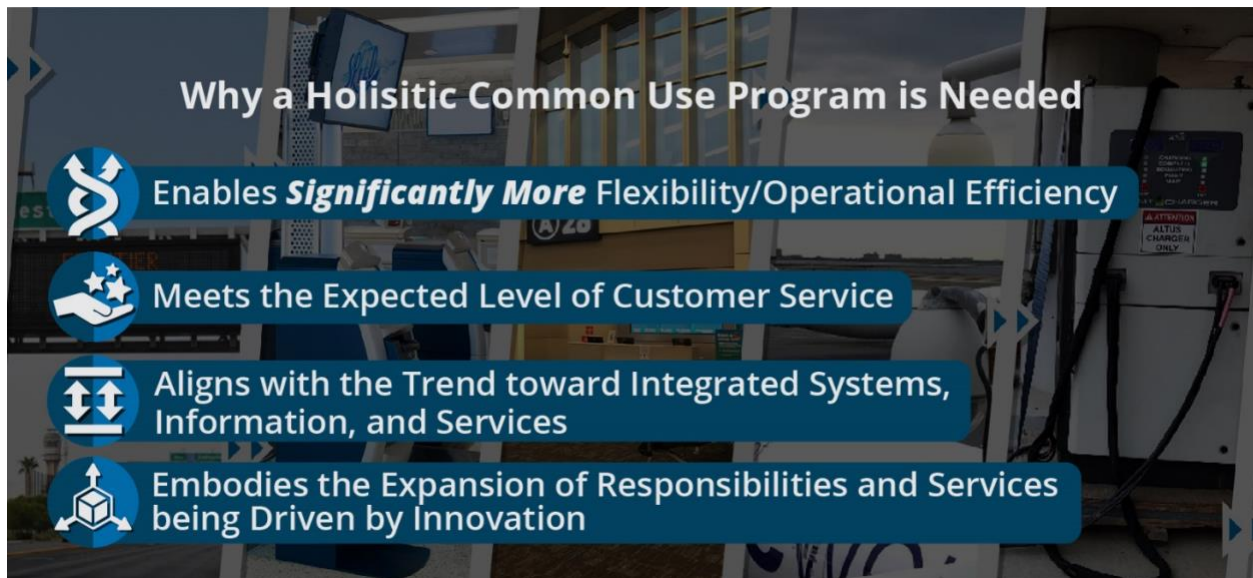


Figure 2.3: Why a Holistic Common Use Program is Needed

See the Deep Dive for this chapter for an expansion of each of these points.



## Chapter 3: How the Holistic Common Use Perspective Plays Out in an Airport

### KEY FACTORS THAT DRIVE SPECIFIC NEEDS OF A HOLISTIC COMMON USE PROGRAM

Individual airports have different needs that will provide a basis for moving in the direction of a holistic common use approach. By understanding the key factors that drive specific needs of a holistic common use program, airport operators can begin to envision the way in which their specific airport environment has begun to move toward a holistic operating model and where the opportunities to progress to the next level are likely to originate. In the context of a holistic operating model, every airport has a mix of criteria that makes them truly unique, starting from



different points and perspectives, and needful of their own roadmap. Figure 3.1 presents these Key Factors.



Figure 3.1: Factors that Drive Specific Needs of a Holistic Common Use Program

Each of these characteristics comes with challenges and opportunities that, when identified, can help you identify your starting point with common use. See the Deep Dive for this chapter for a full break out of these challenges and opportunities.

**PROGRESSION AND NEED FOR ADVANCING AT DIFFERENT LEVELS**

The scope and scale of the holistic common use program is influenced by the key factors described in the previous section. And since the needs of every airport will be unique, each operator should develop a personalized program within the overall framework defined in Parts 3 and 4. However, the progression of the core common use elements over time will largely look similar at most airports, with the scope and scale varying based on the extent that each element brings value to each given airport. For illustration purposes, Figure 3.2 presents 5 levels to describe the typical progression of common use at airports.



Figure 3.2: Progression of Common Use at Airports



See the Deep Dive for this chapter for full descriptions of each progression level. It is worth noting that though this general progression does fit most airports, the underlying motivations and factors that drive scope and scale of individual initiatives can be quite different.

## AIRPORT STAKEHOLDERS LEADING AND INVOLVED

Virtually every airport employee has some level of involvement in a holistic common use program because the program itself becomes the new operating culture of the airport. The following summarizes the general role that the different stakeholder groupings have in establishing and operating a holistic common use program.

### Executive

The role of the airport or airline executive in a holistic common use program is to be a champion for the proper and full use of the program.

### Operations / Facilities / Maintenance / Planning

This group collectively works to address the physical and operational aspects of a common use program.

### Business / Properties / Air Service Development

This group addresses the business aspects of a common use program.

### Public Affairs / Customer Service / Passenger Experience

The public-facing divisions of the airport address the entirety of the common use program from the passenger experience perspective.

### Technology / Innovation

The technology group is often considered the “owner” of common use because most airports think of common use as a technology system. However, in a holistic common use program, the technology and innovations groups act as a partner to ALL of the airport divisions in providing the needed systems and support to facilitate the common use of the facility.

## ISSUES AND CHALLENGES BY STAKEHOLDER GROUP

In the early years of common use, there were several challenges with common use solutions not enabling airlines to provide the same level of quality experience for their passengers as they did in their proprietary environments. Over the past decade, common use solutions have matured as solution providers have sought to address many of these concerns, but some do still exist. Moving forward, as more stakeholders get involved and more systems are being integrated, there are new challenges that need to be addressed.

The following provides a summary of the ongoing issues and challenges with common use at airports, gathered from interviews and case studies with over 25 entities in the aviation industry. Be aware of these as you plan for common use at your airport.

- **Airports** have issues with inconsistent experience and capability and support & buy-in.
- **Airlines** find challenges with inconsistency between airports and quality of support
- **Regulatory agencies** have issues with data sharing, funding, innovation, and market access
- **Business Partners** have found issues as well, specifically the following:
  - **Common use solution providers** have issues with data sharing. They also wish to be viewed as *service* providers and not just solution providers.
  - **Ground handlers** find it challenging that equipment is many times antiquated and goes missing. There are several others identified in the Deep Dive.
  - **Cyber security service providers** find challenges in increased risk of security breaches due to integration with outside systems and databases.
  - **Architects/engineers** note that there is a need for space and flow to be priorities when an airport is constructing new facilities.
- **Passengers** experience trickle-down effects such as the lack of support, airport app issues, and communication.

## SYSTEMS, EQUIPMENT, EMERGING TECHNOLOGIES, DATA, AND SERVICES

Traditional common use systems are generally those that facilitate passenger processing, passenger information, and resource allocation requirements within the airport. A holistic view of common use systems includes any airport-owned systems that support the airport stakeholders' ability to perform their operational duties. In addition to systems, the holistic perspective considers equipment, emerging technologies, and a number of services that airports may provide in support of airline operations and passenger experience. See the Deep Dive for a very in depth description of the following areas:

- Passenger Processing Systems
  - Common Use Passenger Processing Systems (CUPPS)
  - Common Use Self-Service (CUSS)
  - Local Departure Control Systems (LDCS)
  - Remote Baggage Check
  - Self-Service Bag Drop (SBD)
  - Automated Self-Boarding Gates (SBG)
- Airport Systems
  - Airport Systems – Direct Common Use Support
    - Airport Operational Database (AODB)
    - Asset Management System
    - Resource Management Systems (RMS)
    - Dynamic Signage
    - Baggage Information Displays Systems (BIDS)
    - Flight Information Display Systems (FIDS)
    - Gate Information Display Systems (GIDS)

- Premise Distribution System (PDS)
    - Ramp Information Display Systems (RIDS)
    - Voice over IP Phones (VoIP)
  - Airport Systems – Enhance Airline Experience
    - Content Management Systems (CMS)
    - Visual Docking Guidance Systems (VDGS)
  - Airport Systems – Enhance Passenger Experience
    - Interactive Directories
    - Visual Paging
    - Virtual Queuing (VQ),
    - Wayfinding/Indoor Navigation System
  - Airport Systems – Support Airport Operations
    - Airport Management Systems (AMS)
    - Audio Paging
    - Baggage Handling Systems (BHS)
    - CCTV Systems
    - Distributed Antennae Systems (DAS)
    - Digital Twin
    - Surface Management Systems
    - Virtual Ramp Control Systems (VRC)
    - Weather Data Systems
    - Wi-Fi
- Airline Systems and Equipment
  - Baggage Tracking and Reconciliation System (BTRS)
  - Back Office Computer Equipment
  - Mobile Passenger Processing Devices
  - Operations Radio System
  - Ground Service Equipment (GSE),
  - GSE Charging Stations
- Emerging Technologies
  - Robotics
  - Software / Analytics Tools
- Data
  - Storage, Protection, and Privacy
  - Policies and Procedures
  - Regulation
- Services

## COMMON USE INFRASTRUCTURE PLANNING AND DESIGN

Implementing common use applications in a terminal requires demonstrating the benefits of common use passenger processing and terminal operations to all stakeholders. The initial capital costs for infrastructure in a common use terminal facility are typically presented as a benefit of life cycle costs, which, by itself, does not support some of the associated initial hard construction costs for infrastructure. Given all the competing program and project functional

elements required for an operating terminal, it is imperative that the overriding benefit of common use terminal operations—that of providing a flexible and adaptable environment that enhances the passenger experience—is prioritized in establishing design priorities with all stakeholders. Potential long-term cost benefits for common use infrastructure need to be addressed in the early development of the terminal design and stakeholders need to be involved in the planning, programming, and budgeting of these systems.



## Chapter 4: Common Use Self-Assessment

This chapter is dedicated to providing you with an opportunity to assess your airport’s alignment with the holistic common use perspective and readiness moving forward. Consider the questions presented and document your answers in your Assessment and Planning Worksheet (click here if you need a copy).

### COMMON USE OPERATION

#### Visionary Philosophy / Methodology

Review the questions below and make notes in your Assessment and Planning Worksheet on the aspects of each that describe your current common use program. Also, make notes on the aspects that describe areas where you would like to see the program develop:

- Is your airport operating (a) under the traditional model of facility management, in the manner of a landlord-tenant relationship with statically leased space and disparate (usually proprietary) systems deployed; or (b) as a facility operator that is seeking to maximize overall flexibility and enhance the opportunities across the passenger journey?
- Is your airport leasing common use locations (a) statically in such a way that would make it difficult to move an airline if needed; or (b) in a fully flexible installation to maximize the operational efficiency of the airport? Has the airline operating agreement addressed the ability to place other airline operations on preferentially assigned facilities? Does it also allow for the airport to direct the push of an aircraft off a preferential gate to an off-gate parking position—and is there adequate off-gate parking?



- Does your airport currently consider passenger experience to be a responsibility of the airline, the airport, or both—extending even to other stakeholders in the environment?
- Is your airport currently (or prepared to begin) integrating data into a central data repository to facilitate the sharing between systems for increased revenue opportunities, flexibility, and efficiency? If that system and/or capability exists, is there a plan for expansion?

### Challenges and Opportunities

Review the common challenges and opportunities described in Chapter 3 and assess the specific challenges and opportunities your airport has relevant to the key factors from Chapter 3. Download the Assessment and Planning Worksheet for a table to document your assessment.

### Holistic Progression Level

Review the holistic progression levels listed below (which are described in Chapter 3 and included in your Assessment and Planning Worksheet) and make notes on the aspects in each that describe your current common use program. It is likely that your specific program may have aspects that appear in different levels. Also, make notes on the aspects that describe where you would like to see the program develop.

- Level 0: No Common Use
- Level 1: Basic Common Use Systems and Services
- Level 2: Air Service Focused Basic Common Use Systems and Services
- Level 3: Air Service Focused Significant Common Use Systems and Services
- Level 4: Passenger Journey Focused Significant Common Use Systems and Services
- Level 5: Passenger Journey Focused Airport-wide Common Use Systems and Services

### COMMON USE READINESS

Based on the details in Chapter 3 regarding the topics below, answer the questions included in your Assessment and Planning Worksheet to determine your common use readiness. In doing so, make notes on the aspects that need to be addressed as priorities and where you see opportunities to make some progress.

#### Stakeholders Leading and Involved

- Executive
- Operations / Facilities / Maintenance / Planning
- Business / Properties / Air Service Development
- Public Affairs / Customer Service / Passenger Experience
- Technology / Innovation

#### Issues and Challenges by Stakeholder Group

- Airport
- Airline
- Regulatory Agency
- Business Partners
- Passengers

## Systems, Equipment, Emerging Technologies, Data, and Services

- Passenger Processing Systems
- Airport Systems
- Airline Systems and Equipment
- Emerging Technologies
- Data
- Services



## Chapter 5: Establish Common Use Governance

*Note: This section includes all content for this chapter (there is no specific Deep Dive)*

Part 1 of this WebResource set the stage: having a holistic common use program is foundational to meeting the needs of customers and business partners in the modern airport environment. However, a critical but often overlooked first step in developing such a program is the establishment of a formal governance framework. The reason this is a key to success is simple: since the move toward a more holistic approach to common use is rooted in the desire to *best meet stakeholder needs*, the common use program should have checks and balances to *ensure any future efforts fully align* with the needs of the airport and its stakeholders. A governance program provides these needed checks and balances.

This section leads you through key considerations in establishing common use governance, and it is the result of applying the research findings for this project against airport expertise and industry best practices in governance as found in COBIT 5, an ISACA Framework. For more detailed guidance on the principles and practices of governance and management, see ISACA COBIT 5, © 2012 ISACA. All rights reserved. Used with permission.

### BIG PICTURE OF COMMON USE GOVERNANCE

The ongoing governance of common use is comprised of effective principles, processes, and practices that define the authority levels and responsibilities necessary to achieve the airport's mission, vision, and objectives—all in complete alignment with the airport governance approach. Common use-related decisions should be made in accordance with the airport's

strategies, objectives, and processes overseen effectively and transparently, in compliance with legal and regulatory requirements.

This means that a governance committee should include representation from virtually all airport divisions, including executive, business development, facilities, finance administration, information technology, legal, operations, procurement, and public affairs. It may also include other external stakeholders, such as airlines, ground handlers, and/or federal agency personnel.

As you evaluate the right approach for common use governance at your airport, consider the following questions:

- Do you engage with all airport stakeholders to understand their requirements?
- Do you keep leaders informed and obtain their ongoing support, buy-in, and commitment?
- Are you guiding the processes and practices for the common use governance?
- Have you defined the information required for effective decision-making?
- Are you monitoring the effectiveness and performance of the common use governance?
- Have you assessed whether the governance system is operating effectively and provided appropriate oversight of common use?
- Does your common use governance flow from the following overarching organizational functions?
  - Long Range Planning: Greater than 5 years
  - Strategic Planning: Next 5 years
  - Capital Planning: Next 5 years
  - Business Planning: Annually revised years 1-5
  - Budgeting: Annually

## SPECIFIC OUTCOMES OF COMMON USE GOVERNANCE

In building effective governance structures, there are four outcomes or objectives that you should seek, as shown in Figure 5.1:



*Figure 5.1: Specific Outcomes of Common Use Governance*

The following sections focus on these areas and provide further questions for you to consider.



### Delivery of Benefits

Proper governance will maximize the value that the common use program provides to the airport business functions through good business processes, effective common use services, and appropriate common use assets. It will deliver value from common use-enabled initiatives, services, and assets; cost-efficient solution and service delivery; and an accurate and reliable view of costs and benefits to effectively support the airport business needs.

For example, the primary benefit of common use self-service kiosks is to enable passengers to move through the check-in, bag-tag, and payment remittal process quickly and efficiently. However, if the kiosks are installed in clusters without sufficient separation between groupings, it may hinder the ability for passengers to access available kiosks or to even get to an open check-in or bag-drop position. It may also hinder access to the units that facilitate the needs of passenger with disabilities (PWD). Without a governance process in place to monitor key performance indicators, this condition could go unresolved for a very long time due to a lack of accountability to any specific person or group to resolve it.

Consider the following questions as you seek to develop or improve your common use governance approach:

- Do you regularly evaluate the common use-enabled services and assets to determine to what extent they are achieving airport objectives and delivering value?
- Do you use value management principles and practices to identify value created from common use-enabled investments throughout their full life cycle?
- Do you monitor the key metrics and goals to identify whether the business is generating the expected value and benefits for the airport from common use-enabled investments and services?



### Optimization of Risk

It is important to identify the risk to airport value (i.e., whatever the intended benefit would produce, such as greater efficiency, improved passenger experience, or flexibility) that is related to common use. This starts with clearly defining and communicating the airport's risk appetite and tolerance, then, managing the common use-related risk to ensure it does not exceed the airport's risk appetite and tolerance.

An example can be seen relative to the implementation of biometric identification for self-bag drop or automated boarding. In the early days of this innovation, there was plenty of risk associated with the level of adoption by airlines and passengers. Most airports exercised restraint due to the airport's level of risk tolerance, but a few with the early-adopter mindset took the risk and launched significant common use biometric identification programs. This has



provided the basis for other airports to make informed decisions on how to proceed in this area.

Speaking of risk, as an airport moves into a holistic common use program—doing more to provide the entire operating environment across the environs—a clear explanation of the program will have to be made with the insurers (those that have contracted to provide liability coverage to the owner/sponsor). To an insurer, the fact that the airport is playing a larger role can initially be somewhat concerning. However, with adequate explanation (which will likely involve an onsite meeting or two), the full program can usually be described, and the insurer can be brought to level of comfort. They need to have the understanding that a well-crafted implementation does not adversely impact the overall risk profile in any significant way, and that appropriate safeguards, process, governance, and support have all been put into place.

This should not be expected to be a one-time conversation to be had; it will likely necessitate annual updates on the program. The personnel managing the overall risk program at the airport will need to be brought into the loop regarding the planned implementation and other details, and this should be done sooner rather than later.

Consider the following questions as you seek to develop or improve your common use governance approach:

- Do you regularly evaluate the effect of risk on the current and future use of common use in the airport?
- Have you developed common use risk management practices that are appropriate to ensure that the actual common use risk does not exceed the governance risk appetite?
- Have you developed and do you monitor key metrics and goals of the risk management processes and have the means to identify, track, report, and resolve issues?
- Have you involved the risk management personnel in the discussions?



### Optimization of Resources

A common use operating model relies on maintaining an appropriate level of people, process, and technology to support airport objectives effectively. This will help to address resource needs successfully at appropriate costs.

Oftentimes, airports who are replacing an existing set of common use hardware will identify the number of workstations currently deployed and procure a one-for-one replacement, without evaluating the extent to which each workstation is actually used. Optimization of resources would involve monitoring the resource requirements and identifying cases in which the resources may not be needed. For example, some airlines may be using a check-in position simply for the physical space it allows them for queuing and operational movement, without actually needing additional workstations.

Consider the following questions as you seek to develop or improve your common use governance approach:

- Do you regularly evaluate the current and future need for common use-related resources, options for resourcing, and allocation and management practices to meet the needs of the airport stakeholders?
- Do you have resource management principles in place to maximize the value of common use resources throughout their full economic life cycle?
- Do you monitor the key metrics and goals of the resource management processes and have the means to identify, track, report, and resolve issues?



### Stakeholder Transparency

Since a holistic common use program is an elevated, organization-wide initiative, it is important to ensure transparency of the associated performance measures among the stakeholders that are approving the goals and metrics and taking the necessary remedial actions. This communication must be effective and timely, focused on increasing performance, identifying areas for improvement, and ensuring that common use-related objectives and strategies are in line with the airport’s strategy.

In most cases, the stakeholders that are directly involved in the common use program are internal to the airport management team. But in some cases, there are airline representatives either as part of a consortium or as individual stakeholders who are part of the communication process. It is important to note that an assumption should not be made—particularly with significant elements of the program—that the local airline station management personnel are effective communicators to and from their respective corporate offices, or that they have significant decision-making authority. Local personnel should always be kept in the communication loop; however, the lines of communication should also be firmly established directly into the corporate environments. Where there is ever a question as to whether to communicate with corporate or local personnel, the answer should be a firm “YES!” Communicate effectively with both.

Seeking such clarity in communication, Seattle-Tacoma International Airport established the following:

- A formal addendum regarding common use and resource allocation was included in the Signatory Lease and Operating Agreement (SLOA) which guided the contractual agreement between parties. This is critical for the airport to successfully implement and manage common use.
- A Common Use Facilities Advisory Committee (CUFAC) was formed of the AAAC (the Airline Airport Affairs Committee established at the airport by the Signatory Carriers), Airport Properties, and Operations to collaborate and determine resource allocation on a monthly basis
- A Common Use Deployment Agreement (CUDA) document was developed to outline the various stages of common use equipment deployment, over time and across the airport campus

Consider the following questions as you seek to develop or improve your common use governance approach:

- Do you regularly evaluate the current and future requirements for stakeholder communication and reporting?
- Have you established effective stakeholder communication and reporting that provides complete and high-quality information, an oversight process for mandatory reporting, and a communication strategy for stakeholders?
- Do you monitor the effectiveness of stakeholder communication and assess for accuracy, reliability, and effectiveness, and determine if the requirements of different stakeholders' groups are met?

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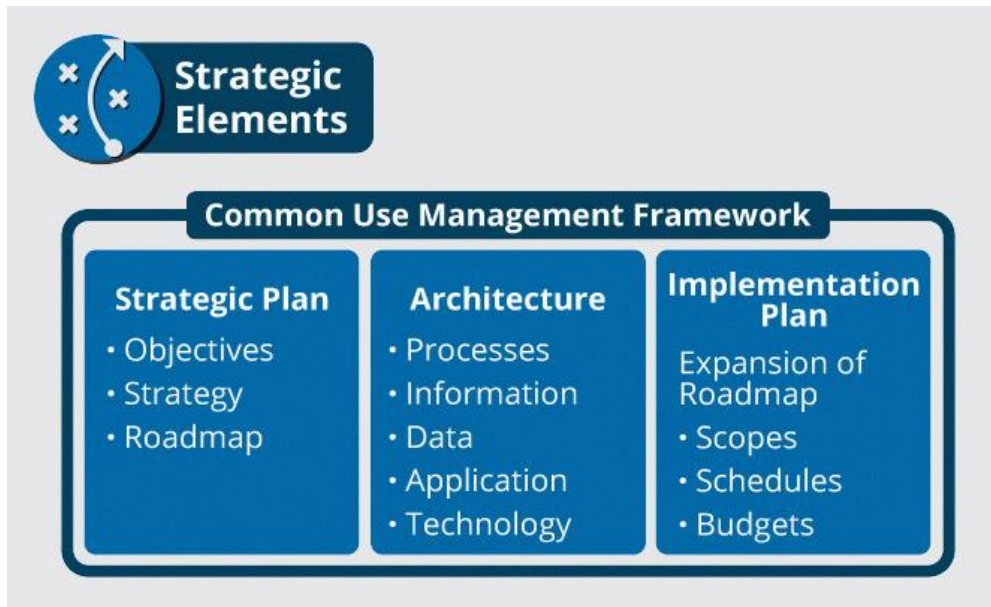
As previously noted, the purpose for governance is to ensure that needs of the airport and its external stakeholders are being met. What has been presented here is merely a general framework, which should be adapted as appropriate to fit your specific program. For some airports, there may be a formal governance committee already in place being championed by the Operations, IT, or even Business Development functions. But for some, this may start off as a single individual with a holistic vision who takes on the challenge of creating a structure that can grow over time as more internal stakeholders are brought on board. The strategic elements described in the next chapter will certainly create that opportunity to engage more stakeholders. For more detailed guidance on the principals and practices of governance and management, see ISACA COBIT 5, © 2012 ISACA. All rights reserved. Used with permission.



## Chapter 6: Establish Strategic Elements

*Note: This section includes all content for this chapter (there is no specific Deep Dive)*

With a governance framework in place, you are ready to develop the specific strategic elements required to define the common use program's management framework, including a strategic plan, architecture, and implementation plan, as shown in Figure 6.1.



*Figure 6.1: Strategic Elements of a Holistic Common Use Program*

The strategic elements start with the development of a management framework that defines the overall structure needed to achieve the governance objectives of ensuring benefits delivery, risk optimization, resource optimization, and stakeholder transparency. Within the management framework, the common use objectives define what you want to accomplish, the strategy defines how you are going to accomplish it, and the roadmap identifies the milestones along the journey. Then, the architecture defines how you are aligning within the existing environment, and the implementation plan defines the needed details for the initiatives along the roadmap.

This will require significant collaboration across the airport business units, as well as with external stakeholders, such as the airlines, CBP, TSA, concessionaires, and business partners. During this process, it is important to plan and develop these elements at a level that is consistent with your airport’s current common use maturity level and the roles and responsibilities based on your unique starting point.

## COMMON USE MANAGEMENT FRAMEWORK

A common use management framework is an essential component of the overall common use program and is the means through which the governance of the airport’s common use vision and objectives are maintained. It is through this framework that the airport implements and maintains mechanisms and authorities to manage information and the use of common use in the airport in support of governance objectives and in line with guiding principles and policies. The management framework provides a consistent management approach to enabling the airport governance requirements to be met through management processes, organizational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies. See Chapter 9 for more details on the management responsibilities.

Consider the following questions as you develop a common use management framework:



- Does your framework have an organizational structure that reflects business needs and common use priorities with management committees in place to enable management decision-making in an effective and efficient manner?
- Have you established and communicated roles and responsibilities for common use staff and stakeholders that reflect the overall business needs and common use objectives?
- Do you communicate awareness and understanding of common use objectives and direction to appropriate stakeholders and users throughout the airport?
- Is the common use program reflected appropriately in the overall airport's organizational structure to properly align with the airport strategy and the level of operational dependence on common use?
- Are the responsibilities for ownership of common use-related data and information systems adequately defined and maintained?
- Is the continual improvement of processes and their maturity assessed to ensure that they can deliver against airport, governance, and management objectives?
- Are procedures in place to maintain compliance with and performance measurement of policies and procedures and address non-compliance or inadequate performance?

## ESTABLISH YOUR COMMON USE STRATEGIC PLAN

To establish the path forward for the common use program, you need to establish a holistic view of the current business and common use environment, the future direction, and the initiatives required to migrate to the desired future environment. You should leverage the existing airport organizational components, including externally provided services and related capabilities to achieve strategic objectives and develop a common use strategic plan in alignment with airport business objectives.

In the common use strategic plan, you need to clearly communicate the specific common use objectives, shown in alignment with the airport objectives, so they are understood by all, with the common use strategic options identified, structured, and integrated with the business plans into the common use roadmap.

Consider the following questions as you develop a common use strategy:

- Does your strategy consider the current airport architecture, including the organizational structure, systems and processes, skills and capabilities, and culture, as well as the airport strategy and future objectives?
- Does your strategy consider the external environment of the airport, including industry drivers, relevant regulations, passenger needs, and basis for airline competition?
- Have you assessed the performance of current internal business and common use capabilities and external common use services and developed an understanding of the airport architecture in relation to common use?
- Have you identified issues currently being experienced and developed recommendations in areas that could benefit from improvement?

- Have you assessed service provider differentiators and options and the financial impact and potential costs and benefits?
- Have you defined the target business and common use capabilities and required common use services based on the understanding of the airport environment and requirements; the assessment of the current business process and common use environment and issues; and consideration of standards, best practices, and validated emerging technologies or innovation opportunities?
- Have you identified the gaps between the current and target environments and considered the alignment of resources with business outcomes?
- Have you defined the critical success factors to support strategy execution?
- Have you created a strategic plan with a high-level roadmap that defines, in cooperation with relevant stakeholders, how common use-related objectives will contribute to the airport's strategic goals?
  - How will the common use program support common use-enabled initiatives, business processes, common use services, and common use assets?
  - What are the initiatives that will be required to close the gaps?
  - What is the sourcing strategy?
  - What are the measurements to be used to monitor the achievement of objectives?
  - How are the initiatives prioritized in the common use roadmap?
- Have you created awareness and understanding of the business and common use objectives and direction, as captured in the common use strategy, through communication to appropriate stakeholders and users throughout the airport?

## DEVELOP YOUR COMMON USE ARCHITECTURE AND IMPLEMENTATION PLAN

After developing the objectives, strategy, and roadmap, you need to develop a common use architecture that includes business process, information, data, application, and technology architecture layers for achieving airport and common use strategies. You should define requirements for standards, guidelines, procedures, and tools that will help improve alignment, increase agility, improve quality of information, and generate potential cost savings. Consider the different components that make up the airport and their inter-relationships as well as the principles guiding their design and evolution over time to enable the accomplishment of operational and strategic objectives.

You will then be prepared to expand the common use roadmap into an implementation plan that goes beyond the phasing of strategic initiatives into the definition of the scopes, means, and methods required for implementation. Consider the following questions as you develop a common use architecture and implementation plan:

- What are the gaps between baseline and target architectures from both business and technical perspectives?
  - What are the logical groupings that will make up project work packages?

- How do these work packages integrate with related programs to ensure that the initiatives are aligned with overall airport organizational change?
- What key airport stakeholders from business, operations, and IT need to collaborate to assess the airport’s transformation readiness?
- What are the opportunities, solutions, and implementation constraints?
- What is the practical implementation and migration plan?
  - How do the initiatives in the implementation plan align with current program and project portfolios?
  - How is the plan coordinated to make sure that value is delivered, and the required resources are available to complete the necessary work?

When considering the strategic elements described in this chapter, it may seem like an overwhelming and impractical amount of effort to take on in addition to the workload that you are already managing. The French writer Voltaire is quoted as saying, “Perfect is the enemy of good,” and in this case that is true. In developing this holistic common use program, you are not striving for perfection, but rather progress. Within each of these strategic elements, identify those things that are obvious priorities, and start making progress. Then you will be ready to jump into implementation, as outlined in Part 4.



## Chapter 7: Launch Common Use Initiatives

*Note: This section includes all content for this chapter (there is no specific Deep Dive)*

*Chapters 7 and 8 provide valuable considerations applying to the implementation of many kinds of systems and initiatives. Treat these chapters as evergreen content to be referenced during each of your common use implementation processes.*

Project definition and requirements development activities establish the critical foundational elements needed for success in launching new common use initiatives. For example, your first initiative may be a small common use passenger processing system (CUPPS) implementation along with some self-service options; or it may be an airport-wide CUPPS expansion including

the latest innovations. It could be a rule-based gate allocation methodology, or perhaps an implementation of digital-twin that enables the integration of data from all common use and airport operational systems to create situational awareness and predictive analytics.

Regardless, you can use the following best practices in project definition and requirements development, as summarized in Figure 7.1. Though these are more typically seen in system implementation projects, keep in mind that much of this can be applied to other initiatives such as new methodologies or processes.



Figure 7.1: Project Definition and Requirements Development

## PROJECT DEFINITION

It is essential to clarify and document the relevant parameters that define each specific project. Though the common use management framework described in Chapter 6 will have already documented the overall program purpose, goals, and objectives, each initiative needs to define those elements as they specifically relate to each unique project.

The following items encompass important starting points to ensuring project success and should be defined at the level of depth and formality that is appropriate for the scope and scale of the project. The project definition is key to initiating the project and moving it forward; in addition, a more detailed project management plan will be highly beneficial to enabling effective management of the project, whether developed internally or by a contracted solution provider.

### Scope

A clear and unambiguous project scope must be developed that defines what the project is intended to accomplish. It should speak to the relevant stakeholder needs or challenges that it is intended to address, as well as to any known assumptions or constraints. It should also consider any related projects and define the expected deliverables of the project.



## Schedule

A schedule should then identify key milestones and any critical dependencies, including a high-level work breakdown structure (WBS) of key tasks required to achieve each key milestone. A detailed WBS should be created within the detailed project management plan.

## Budget

The budget needs to be clearly established along with any conditions or constraints that must be considered. This could include allocations tied to fiscal years or the specific items that the funds can and cannot be spent on based on the source of the revenue.

## Project Team

The project team members, including a project manager, subject matter experts, and other support resources need to be identified to the extent possible. Depending on the scope and scale of the project, it may also be necessary to identify a project-specific steering committee. This committee should have representation from the key stakeholders that are affected by the project, including airlines, TSA, CBP, and others where appropriate. In many cases, projects will be overseen by airport staff and executed by contracted firms. Either way, the roles and responsibilities should be defined for internal resources as well as any outsourced resources.

## Risk and Quality Planning

A high-level risk assessment and quality plan should be conducted as part of the project definition with expectations of a detailed risk assessment and quality management and control plan as part of the project management plan. Known risks to the scope, schedule, budget, and quality should be defined with general mitigation plans for each.

## REQUIREMENTS DEVELOPMENT

One of the most critical aspects in determining the success or failure of a technology-related project is the quality of the solution requirements and the thoroughness of the evaluation. All too often, an airport releases an RFP for a system that either has insufficient requirements defined or is reusing the requirements from an RFP that another airport previously released. In some cases, these requirements may provide much of the needed value. However, there are requirements that should be uniquely tailored to your airport that, when left generic, can result in the need for several change orders, or even a failed project.

One way to mitigate these risks is by including a professional business analyst on your project team. Regardless, when done right, the following activities will help ensure the solution procured is in full alignment with the needs of your airport.

### Requirements Analysis

The requirements development process should start with the identification and analysis of relevant information related to the airport's objectives and current capabilities, as well as the specific pain points and challenges being faced. To get the best information possible, this should include documentation review and interviews with all of the relevant business units, and other stakeholders as appropriate, with the purpose of defining the functionality of the existing systems, current and proposed requirements of the system processes, and the airport's policies, procedures, and standards regarding maintenance, operation, and security.

## Process Flow Development

After defining the current requirements, the next step should be to prepare annotated process flows to validate the information collected. These process flows should describe the major functionalities and users of the current system. This helps to resolve one of the primary challenges of existing systems, which is a disconnect with the current business processes. Alternatively, sometimes the need is to transform or streamline the current business process.

## Requirements Development

With the process flows defined, the requirements documentation including functional, integration, and technical requirements can be developed. This effort includes requirements prioritization, definition of interfaces/integrations, technical and business constraints, and assumptions.

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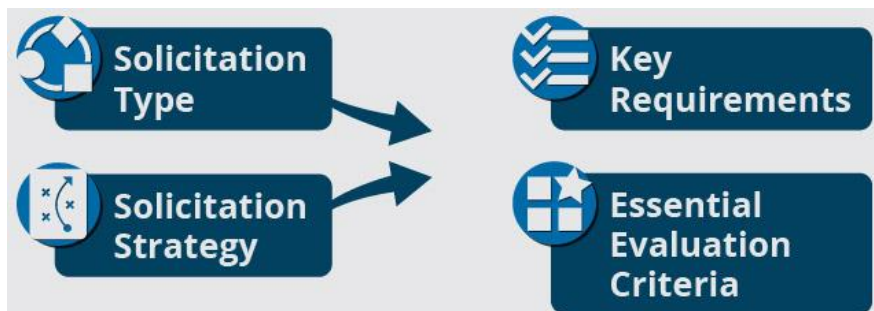
With these elements in place, it is time to procure solutions, which is described in Chapter 8.



## Chapter 8: Procure Common Use Solutions

*Note: This section includes all content for this chapter (there is no specific Deep Dive)*

There are many variables to consider when procuring common use solutions, including the type of solicitation being used and the strategy for solution providers. Based on these variables, there are key solicitation requirements that should be included and essential evaluation criteria that should be considered, as shown in Figure 8.1.



*Figure 8.1: Solicitation Variables, Requirements, and Criteria*

The following sections describe each of these variables, key requirements, and essential criteria.

## SOLICITATION TYPE

Common use solutions are generally procured as a system implementation (either new or replacement) or during a facility construction project (such as a new terminal).

### System Implementation

When common use solutions are being procured directly as a system implementation project, the airport operator has complete control over the requirements. As described in Chapter 7, it is important to identify the right requirements, such as those that align with the business need for maximum integration with other systems in support of the holistic common use program. An airport operator may have this expertise in-house or may look to a consultant for advice.

### Facility Construction

In a design-bid-build construction project, the airport operator has the same influence on the requirements for the technology systems as they would in a system implementation project. However, in a construction management at risk (CMAR) delivery method, the airport operator will have limited influence on requirements. In this method, the construction manager (CM) must deliver the project at a guaranteed maximum price and is responsible for selecting the required solutions. Since the airport operator will have limited influence, the following guidance on solicitation strategies, key requirements, and essential evaluation criteria may not be applicable.

## SOLICITATION STRATEGY

There are a few strategies to consider depending on the existing systems and business needs of an airport. These are summarized in Figure 8.2.

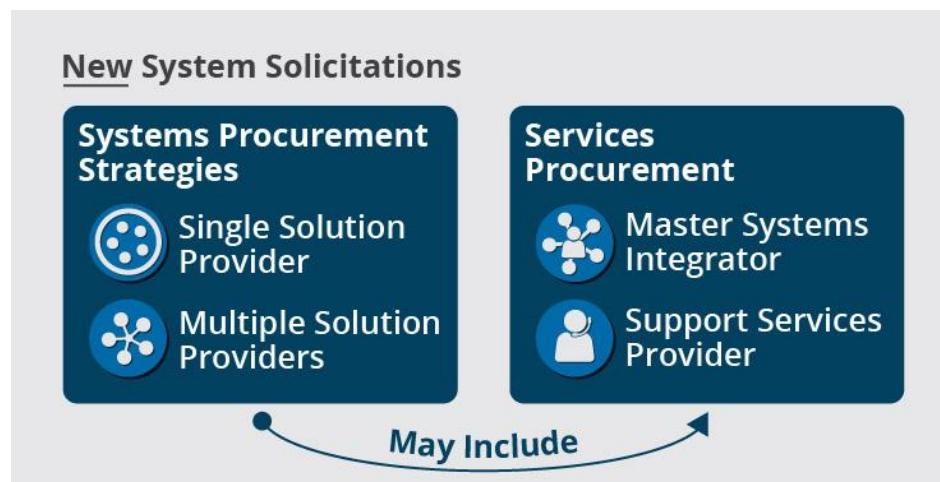


Figure 8.2: New System Solicitation Strategies

The basic two strategies for procuring new systems are through a single-solution provider for all components or multiple solution providers for different components (or “best of breed”).

Further, as shown above, either strategy may include master systems integrator or support services as part of the solicitation; however, some choose to procure these services separately. Another option that some may be considering is to procure a new services provider for existing systems, as shown in Figure 8.3.

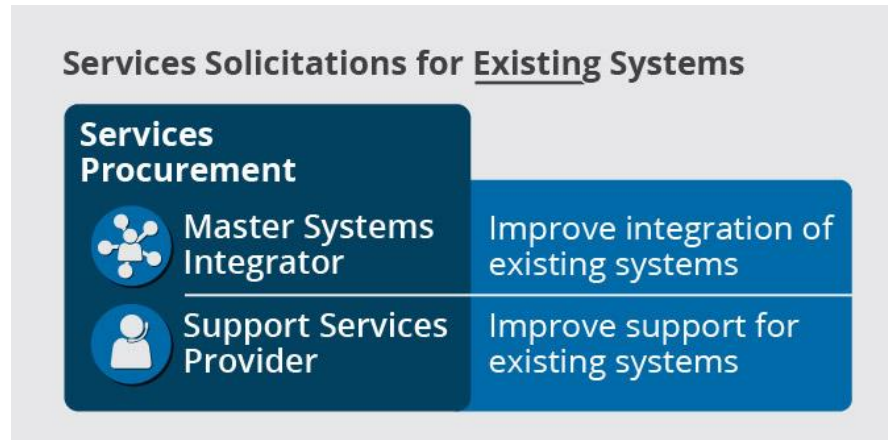


Figure 8.3: Services Solicitations for Existing Systems

The following sections provide further detail for each of these solicitation strategies.

### Single Solution Provider

A frequently used common use solution solicitation strategy has traditionally been the selection of a single solution provider for solutions such as the CUPPS, CUSS, FIDS, and AODB/RMS solutions. This approach is the simplest procurement for a standard common use offering because it only involves a contract with one firm, and the proposed solution does not generally have a high level of integration risk. The individual components may be from different solution providers, but the contracted firm is typically a solution provider with a proven integrated solution.

### Multiple Solution Providers

An increasingly used solicitation strategy is to select multiple solution providers for different systems based on which best meets the airport's specific needs. This is referred to as a best-of-breed strategy. Oftentimes, this does not happen in a single solicitation, or even at the same point in time, but rather at a contract renewal point when one system component may be renewed but another component replaced. When multiple solutions *are* procured at one time in this manner, it can be accomplished through a single solicitation that permits solution providers to propose on one or more scope elements. It can also be done through the issuance of separate solicitations for each scope element.

This strategy is complex, and the solicitations must include requirements for how the separate providers work together and how the systems will integrate with one another. If responsibilities are not thoroughly and clearly defined, this approach has the potential to result in a lack of accountability by anyone when problems arise.

## Master Systems Integrator

A master systems integrator (MSI) is a role specifically designated to address the integration requirements between disparate systems. It is the responsibility of the MSI to drive the system integration strategy and implementation throughout the project lifecycle. They work on behalf of the stakeholders to ensure the successful integration of all systems. In a large construction project, the MSI would be engaged in the program definition, requirements development, design, procurement, construction administration, testing and commissioning, and operational readiness, activation, and transition phases. The MSI helps to mitigate risk, reduce unplanned costs, improve testing across all systems and platforms, minimize schedule impacts, and achieve day 1 operational readiness.

Naturally, the MSI role is most applicable to the multiple solution providers strategy. In this case, the MSI role may be awarded to one of the selected solution providers, or it may be separate from the system solicitation itself. However, the MSI role may be applicable in a single solution provider strategy if the existing common use environment is already well-integrated with other systems. In this case, it may be advisable to include specific requirements for the solution provider to act as an MSI to ensure the new systems provide the same or better level of integration. These services could also be procured separately from the system solicitation itself.

Regarding existing systems, it may be that these systems are not well integrated with other systems in the environment. In this case, an MSI can be very beneficial to improving the integration.

## Support Services Provider

Support services for traditional common use solutions are typically provided by the solution provider for Level 3 – Application Support and Level 2 – System Administration tasks. Then, Level 1 – General Technical Support is provided by either the solution provider or the airport operator through staff or contract support. In a holistic common use program, the support needs of all systems should be considered for the technical and process interdependencies that they have. While Level 3 – Application Support may need to reside with the system provider in most cases, the Level 1 and 2 support needs for all systems may be best provided by the airport operator through staff or contract support.

## KEY REQUIREMENTS

There are several requirements that should be included in the solicitation that go beyond the system-specific functional, integration, and technical requirements addressed in Chapter 7. These requirements help to ensure that the solution chosen is the best fit for the airport.

## Issues and Challenges

Chapter 3 addresses several issues and challenges by different stakeholder groups that need to be considered when selecting a solution. Consider the challenges that exist in your current environment that could be addressed in the common use solution. For example, consider asking solution providers how they address airline proprietary needs, such as ticketing, point-of-sale, service recovery, or adaptability for peripherals.



## Implementation

Require that the solution provider submit a project management plan and a quality management plan.

## Proof of Concept / Demonstration Testing

Consider requiring a proof of concept or demonstration testing phase to the solicitation process if the requested solution requires new or unproven capabilities or complex functionality.

## Design

Require that the solution provider deliver a complete system design document that includes descriptions and drawings for design detail of the system as a whole, individual systems, core system configuration (including servers, services, applications, and connectivity), hardware configuration, and an interface control document (ICD) that defines each system's interface.

## Testing

Require that the solution provider submit a master test plan that defines their approach to the entire testing program, including pre-delivery unit testing, factory acceptance testing, user acceptance testing, installed integration testing, and endurance testing.

## Training

Require that the solution provider develop a detailed training program and provide course outlines, course materials, and syllabi prior to the scheduled training initiation date. Training should be conducted for end users (such as airlines), administrators training (L2 Support), and system support users (L1 Support) as appropriate.

## Acceptance Criteria

During **turnover**, require the solution provider to execute turnover of system requirements to the airport during the endurance testing phase that includes any final training and documentation such as asset management. During **commissioning**, require that the solution provider conduct final system acceptance and full commissioning of the system to the airport and airlines upon successful completion of the endurance test period.

## ESSENTIAL EVALUATION CRITERIA

Evaluation criteria for a common use solution needs to measure the things that matter in a way that truly separates the competition and clearly identifies the best option. Specifically, evaluation criteria should be aligned with a holistic common use perspective and be adequately detailed.

### Aligned with a Holistic Common Use Perspective

An airport operator with a holistic common use perspective should consider the following three questions:

- *To what extent does this solution fit the airport's holistic common use roadmap?*
- *To what extent does this solution have the interoperability needed to share data and integrate processes with other systems within the airport's enterprise architecture?*
- *To what extent will this solution provider be a long-term business partner that will enable the airport to achieve its holistic common use program vision?*

## Adequately Detailed

Break criteria down into a low enough level of detail that will allow for a clear determination by evaluators of whether they believe the item to fit in the following categories:

- Exceed expectations
- Meet expectations
- Minimally acceptable
- Non-compliant

Each of these categories should be weighted based on agreement by the selection panel based on “exceed expectations” having 100% and each level lower having a progressively lower percentage, down to “non-compliant” receiving 0% and assessed as a potential factor for disqualification.

The total score available, after the solution price points are removed, should be allocated to the criteria down to the lowest level of granularity. After the weighting and point distribution have been established, the selection panel can make their judgment on the level of expectations achieved without consideration of the point values that will be attributed. This makes the rating process easier on the panel members and avoids any unintentional bias due to a perception of how the score may turn out.

While some evaluation criteria will be subjective (such as qualifications, design approach, and alignment with strategic objectives), the functional, integration, and technical requirements should be rated with objective scoring. They must be thoroughly evaluated by someone with the right level of expertise to identify the extent of compliance and the impact of any level of non-compliance.

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Airport procurement departments have become quite experienced in dealing with technology related solicitations, but experience alone does not always equate to desired outcomes. Understanding the different solicitation types and strategies will help you choose the approach that will work best in your case. Further, identifying the right solicitation requirements and evaluation criteria will play the biggest role in making the right selection.

Looking beyond the procurement and implementation of solutions, the next chapter addresses the needs for the day-to-day management of the holistic common use program.



## Chapter 9: Manage the Common Use Program

The following sections describe the management team and areas. See the Deep Dive sections for this chapter for the complete detail on each piece.

### MANAGEMENT TEAM

Management of the common use program requires a series of interrelated processes that ensure that the common use program remains in alignment with its governance objectives. It is also best to formally identify a team that is responsible for these areas. A common use management team is needed to create the functional alignment between the various internal stakeholder divisions and the common use governance committee, as shown in Figure 9.1. This figure also presents the key areas of common use management, as presented in the next Deep Dive page.



Figure 9.1: Management Team and Areas

As an example of a common use management team, one airport regularly maintains a group that comes together to discuss common use space allocation. At another airport, the team

includes representation from two airlines, which make up 85% of the flight activity and has an ongoing focus on ensuring that their needs are being met.

Ideally, each division within the airport would provide representation as part of a collective management team that maintains responsibilities for that division’s inputs to the common use program. These responsibilities include the following examples:

Stakeholder Group	Role in Common Use Management
<b>Executive</b>	The Executive leaders need to ensure the airport vision and objectives are communicated and integrated into the common use program and provide visible support to encourage broad participation airport-wide.
<b>Operations / Facilities / Maintenance / Planning</b>	This group collectively works to address the physical and operational aspects of a common use program.
<b>Business / Properties / Air Service Development</b>	This group addresses the business aspects of a common use program. They address the financial impacts, legal, safety, risk implications, and leasing strategies.
<b>Public Affairs / Customer Service / Passenger Experience</b>	These divisions of the airport address the entirety of the common use program from the passenger experience perspective. They work to incorporate the passenger and stakeholder experiences and expected level of service to provide a seamless passenger journey.
<b>Technology / Innovation</b>	The technology group is often considered the “owner” of common use because most airports think of common use as a technology system. However, in a holistic common use program, the technology and innovations groups act as a partner to ALL of the airport divisions in providing the needed systems and support to facilitate the common use of the facility. They

Consider these example responsibilities as a general breakdown to apply against the unique dynamics in your airport organizational matrix.

**MANAGEMENT AREAS**

The ongoing management of common use encompasses the overall areas of governance alignment, implementation, support, and evaluate, as shown in Figure 9.2.



Figure 9.2: Management Team and Areas

There are several pieces within each of these areas, which are described in the following sections. Consider this a sort of checklist as you build or improve your unique common use management approach. Further, as noted for Chapter 5, this section is the result of applying the research findings for this project against airport expertise and industry best practices in management as found in COBIT 5, an ISACA Framework. For more detailed guidance on the principles and practices of governance and management, see ISACA COBIT 5, © 2012 ISACA. All rights reserved. Used with permission.

See below for an outline of what the Deep Dive for this section provides.



### Governance Alignment

- Portfolio
- Budget and Costs
- Human Resources
- Relationships
- Service Agreements
- Suppliers
- Quality
- Risk
- Security



### Implementation

- Programs and Projects
- Requirements Definition
- Solutions Identification and Build
- Availability and Capacity
- Changes
- Change Acceptance and Transitioning
- Knowledge
- Assets
- Configuration





## Support

- Operations
- Service Requests and Incidents
- Problems
- Continuity
- Security Services
- Business Process Controls



## Evaluate

- Performance and Conformance
- System of Internal Control
- Compliance with External Requirements



## Chapter 10: Engage, Innovate, and Expand

*Note: This section includes all content for this chapter (there is no specific Deep Dive)*

This WebResource has presented much information to provide a new viewpoint through which to see the concept of common use—from a broad airport-wide operational perspective—and a framework to organize, plan, and operate it under the governance of the airport’s management structure. As you consider the future of your common use program, remember that you must start from where you are today and take the appropriate next step for your specific situation. There is no “one-size-fits-all” model of common use, so your next move forward must be uniquely tailored to fit your airport. Consider the following ways to help sustain your program into the future, as shown in Figure 10.1 and described in this section.



Figure 10.1: Sustaining Your Common Use Program

### STRENGTHEN COLLABORATION FOR IMPROVED MUTUAL BENEFIT

Since the beginning of common use as a concept, there have always been challenges, also referred to as “pain points” that needed to be addressed. These challenges range from technical, to regulatory, commercial, and political, but every year that passes sees more pain points falling off the list. This is not because a specific airport, airline, or solution provider solved a problem; it is because these stakeholders came together and collaborate on what is needed to overcome the obstacles and create a better solution for the industry.

This plays out in various ways, including through industry associations, airport to airport collaboration, airport to airline collaboration, and multi-stakeholder collaboration between airports, airlines, regulatory agencies, and solution providers. These collaborations may be information sharing regionally, pilot programs nationally, or the development of new standards internationally. Do not hesitate to find the opportunities to join the collaboration and start helping to improve common use for your own benefit and that of the industry.

### INCORPORATE INNOVATION

It is important to maintain an awareness of common use-related service trends to identify innovation opportunities and plan how to increase the benefits provided to the airport through innovation. Through your collaboration with other airports, airlines, industry associations, and solution providers, continue to seek out what opportunities for improvement can be created through emerging technologies, services, or IT-enabled innovation.

Though not all airport environments are conducive to innovation, to the extent possible, consider issues such as culture, reward, collaboration, technology forums, and mechanisms to promote and capture employee ideas. This starts with collaborating with relevant stakeholders to understand their challenges. And regardless of your place in the airport management hierarchy, develop an adequate understanding of airport strategy and the competitive environment, as well as your airport’s unique constraints. This will help you identify opportunities enabled by new technologies and common use solutions.

Further, looking beyond the internal elements, keep track of the airport’s external environment to identify emerging technologies that have the potential to create value. For example, pay attention to proof-of-concept or pilot programs being conducted at airports around the country

and evaluate the results so that you can develop recommendations for your own initiatives and gain stakeholder support.

## EXPAND THROUGH SCALE, SCOPE, OR FORMALITY

In considering your unique situation, the right answer for expansion *may* be growing the scale of your common use passenger processing capability to an airport-wide solution. It could be increasing the scope of the current solution by adding new integrated systems. Or perhaps it is simply taking the next step in formalizing a common use program. Up to this point, you have had numerous opportunities to answer questions posed in your Assessment and Planning Worksheet (click here if you need a copy). Determine your best next step by going back and reviewing your responses to these questions and envisioning a more complete picture of where you are on the holistic common use journey. And above all, start taking action!

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Thanks for reading the Fast Track of the ACRP WebResource for Developing a Holistic Airport Common Use Program. [Visit the website](#) and look for the Deep Dive, which provides the full set of content, rich with examples and analysis of key concepts.

