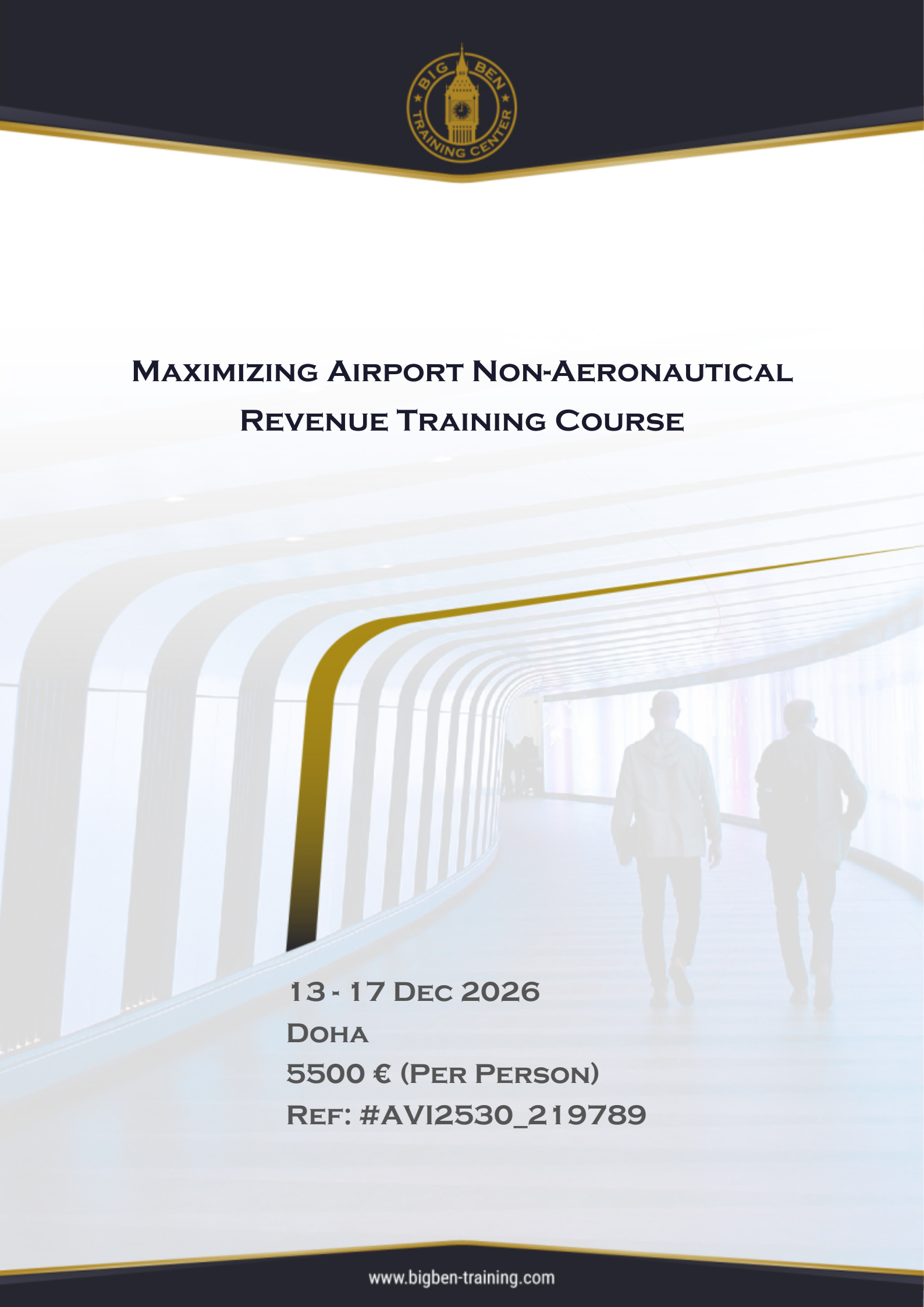
Maximizing Airport Non-Aeronautical Revenue Training Course



13 - 17 Dec 2026

Doha

5500 € (Per Person)

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Course Introduction / Overview:

The global aviation industry is undergoing a profound transformation, with airports evolving from mere transit points into dynamic commercial hubs. The reliance on traditional aeronautical charges is diminishing, paving the way for a new era where non-aeronautical revenue (NAR) is the primary driver of profitability and sustainability. This intensive training course provides a comprehensive exploration of the strategies, models, and innovations essential for maximizing these crucial revenue streams. As noted by leading academic Dr. Anne Graham in her seminal work, "Managing Airports: An International Perspective," a sophisticated commercial strategy is no longer optional but a fundamental requirement for airport survival and growth. This program, offered by BIG BEN Training Center, delves into every facet of airport commercial development, from optimizing retail and concessions to pioneering digital commerce and real estate ventures. Participants will gain a deep understanding of passenger behavior, financial modeling, and strategic planning, equipping them to unlock the full commercial potential of their airport assets and create a resilient, diversified, and highly profitable business model for the future.

Target Audience / This training course is suitable for:

- Airport Commercial Directors and Managers.
- Business Development and Strategy Managers.
- Airport Finance and Revenue Managers.
- Concessions and Retail Managers.
- Airport Operations Managers.
- Real Estate and Property Development Managers.
- Marketing and Customer Experience Professionals.
- Aviation Consultants and Analysts.
- Government Officials involved in airport oversight and regulation.

Target Sectors and Industries:

- Aviation and Airport Operations.
- Air Transportation and Logistics.
- Retail and Food & Beverage Sectors.
- Commercial Real Estate and Property Development.
- Advertising and Media.
- Tourism and Hospitality.
- Governmental bodies and regulatory agencies overseeing transportation.
- Financial and Investment firms focused on infrastructure.

Target Organizations Departments:

- Commercial and Business Development Department.
- Finance and Revenue Management Department.
- Marketing and Communications Department.
- Strategy and Corporate Planning Department.
- Real Estate and Asset Management Department.
- Operations Department.
- Passenger Experience and Customer Service Department.
- Procurement and Contracts Department.
- Course Offerings

By the end of this course, the participants will have able to:

- Analyze the global trends and key performance indicators for non-aeronautical revenue.
- Develop effective strategies for airport retail, duty-free, and food and beverage programs.
- Evaluate and structure profitable concession agreements and commercial contracts.
- Identify and capitalize on opportunities in airport real estate, car parking, and advertising.
- Implement digital transformation initiatives to enhance passenger experience and drive ancillary revenue.
- Utilize data analytics to understand passenger behavior and optimize commercial offerings.
- Create a comprehensive airport commercial development plan aligned with strategic goals.
- Master financial modeling and forecasting for non-aeronautical revenue streams.
- Benchmark commercial performance against industry best practices.

Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, engaging, and practical, ensuring that participants can immediately apply their learning in a real-world context. We move beyond traditional lectures to create a dynamic learning environment that fosters collaboration and critical thinking. The course heavily utilizes case studies from leading international airports, allowing participants to analyze successful non-aeronautical revenue strategies and learn from both triumphs and challenges. Group discussions and workshops are integral to the program, providing a platform for delegates to share experiences, brainstorm innovative solutions, and build valuable professional networks. Practical exercises, such as developing a concession plan or creating a financial model for a new commercial venture, will be used to solidify understanding and build tangible skills. Our expert instructors facilitate the learning process, providing personalized feedback and guiding participants through complex concepts. This blended approach ensures a comprehensive understanding of both the theory and the practical application of airport commercial management.

Course Agenda (Course Units):

Unit One: Foundations of Non-Aeronautical Revenue Management

- The strategic importance of non-aeronautical revenue in the modern airport business model.
- Understanding the key categories of non-aeronautical revenue streams.
- Global and regional trends in airport commercial performance.
- The relationship between passenger traffic, dwell time, and commercial spend.
- Regulatory frameworks and their impact on commercial activities.
- Key performance indicators (KPIs) for measuring commercial success.
- Stakeholder analysis in the airport commercial ecosystem.

Unit Two: Optimizing Core Commercial Concessions

- Best practices in airport retail planning and terminal design.
- Strategies for maximizing duty-free and travel retail sales.
- Developing a compelling food and beverage (F&B) offering.
- Understanding different concession models (e.g., management contracts, joint ventures).
- The art and science of negotiating effective concession agreements.
- Managing concessionaire relationships for long-term success.
- Performance monitoring and auditing of commercial partners.

Unit Three: Diversifying Revenue Through Property and Services

- Unlocking the potential of airport real estate and property development.
- The Airport City concept and its commercial implications.
- Strategies for maximizing car parking revenue and management.
- Developing a successful airport advertising and media program.
- Revenue opportunities in ground transportation and car rentals.
- Managing and monetizing airport lounges and other premium services.
- Exploring opportunities in airport hotels and conference facilities.

Unit Four: The Digital Airport and Passenger-Centric Commerce

- Leveraging digital transformation to enhance the passenger journey.
- Developing an airport e-commerce and digital marketplace strategy.
- Utilizing data analytics and business intelligence to understand passenger behavior.
- Implementing personalized marketing and loyalty programs.
- The role of mobile technology, apps, and Wi-Fi in driving revenue.
- Monetizing airport data ethically and effectively.
- Preparing for future technologies and their impact on airport commerce.

Unit Five: Strategic Planning, Finance, and Future Outlook

- Developing a long-term airport commercial strategy and master plan.
- Financial modeling, budgeting, and forecasting for non-aeronautical revenue.
- Risk management in airport commercial development.
- Integrating sustainability and green initiatives into the commercial strategy.
- The future of airport retail and the impact of changing consumer habits.
- Innovation in non-aeronautical revenue generation.
- Final project presentation: Creating a commercial development plan for a case-study airport.

FAQ:

Qualifications required for registering to this course?

There are no requirements.

How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

Something to think about:

As airports increasingly rely on non-aeronautical revenue, how might the physical and digital design of future terminals evolve to prioritize commercial activity over traditional passenger processing?

What unique qualities does this course offer compared to other courses?

This course distinguishes itself through a holistic and forward-looking approach that integrates strategic theory with practical, actionable insights. Unlike programs that focus narrowly on a single commercial area, this training provides a comprehensive 360-degree view of the entire non-aeronautical revenue ecosystem, from core concessions to emerging digital opportunities and large-scale real estate projects. We emphasize the critical link between passenger experience and commercial success, dedicating significant time to understanding modern traveler behavior and leveraging data analytics for personalization. The curriculum is built upon a foundation of global best practices and real-world case studies, moving beyond abstract concepts to explore what truly works in today's competitive aviation landscape. Furthermore, the course places a strong emphasis on financial acumen, equipping participants with the skills to model, forecast, and build a compelling business case for commercial initiatives. It is designed not just to inform but to empower participants to become strategic leaders who can drive innovation and sustainable profitability within their organizations.