

# Airport Collaborative Decision Making at Brussels Airport

Implementation – beyond A-CDM – *stating the (less) obvious*

Kris De Bolle – OPS/Data Services & Quality - 2<sup>nd</sup> line CDM management

October 16<sup>th</sup> 2013



**Brussels Airport**  
Welcome to Europe

- ✓ A-CDM: operational concept development at Brussels Airport (as early as 2001)
- ✓ “On-line” on June 29<sup>th</sup> 2010; Europe’s second
- ✓ 6 A-CDM concept elements deployed, but basic set-up for adverse conditions data sharing.
- ✓ Phased implementation approach:
  - One AO, one GH for 2 weeks: procedure review & ACISP performance analysis
  - 2 months monitoring & steering before “penalizing “ non-adherence to procedures
- ✓ Programme governance: steerco (internal & external) – advisory group – “core” meetings (internal & external)

## ✓ Upcoming:

- Deploying the ECTRL de-icing milestones (final IT developments – testing – documenting – training...)
- Reduced capacity management when operating in adverse conditions – investigating self-imposed “regulations” iso Network regulations – investigating the options to “redistribute” flights

## ✓ Lessons learned:



The **BRU Central database**: existing infrastructure & data sharing  
Culture/procedures



Procedure adherence, AO scepticism due unaligned A-CDM setups & lack of a pan-European data sharing platform

- ✓ Brussels Airport Company Strategic Development Team: analysing terminal operations
- ✓ Broadening the scope to check-in, border/access control and screening punctuality to anticipate pax transit irregularities, in order to steer current A-CDM operations (“curbside” operations not considered yet)
- ✓ Set-up of permanent APOC. Location selection ongoing. Target date for relocation of stakeholder duty management: Q4 2014. Phased approach.
- ✓ Intermediate: ad hoc winter operations centre

✓ **The performance of your A-CDM programme is not measured by the interface features of your CSA tool, but by the quality of the ramp agent's TOBT**

*Airport ops evolve in a VUCA environment, marked by **V**olatility, **U**ncertainty, **C**omplexity and **A**mbiguity. The chain of events does not let itself predict by algorithms, but gets channelled by sound operational procedures at best .*

✓ **Where are the handling agents?**

*Mastering the turnaround process, GH play a pivotal role in A-CDM and their commitment is key for A-CDM success. Yet, up until now their opinion is largely unheard-of and they're invisible...*

✓ **A-CDM is dragged down by the accusation for having no influence on punctuality, but let the industry first come to terms with the interpretation of "punctuality"**

*Offblocks punctuality, take-off punctuality, ... why not arrival punctuality? Non-aligned KPI's lead us all to compare apples with oranges, and we are stuck in a blocking discussion.*

✓ **"A little less conversation (a little more action)"**

*Lots of babble on A-CDM out there, but why only 8 of us since 2007? Lacking is a healthy dose of voluntarism to kick into action*