

### **Background and Objectives**

Airports are complex and dynamic commercial enterprises serving the broad and diverse needs of 21st century communities in a globally connected world. Collectively, as curators of a commercial airport ecosystem, North America's Airport [Executive] Directors/Chief Executive Officers are leading organizations responsible for millions of jobs and trillions of dollars of economic impact within their communities. To achieve maximum organizational effectiveness and impact, these executives require excellence in visionary leadership to lead their organization's diverse and varied stakeholder groups, coordinating complex commercial activities for the collective good.

Recognizing the exceptional level of skill required to lead a successful 21st century airport, the Airports Council International – North America (ACI-NA) Human Resources Committee is excited to announce that nominations are open for the annual Excellence in Visionary Leadership Award. Each year, this award will recognize the extraordinary leadership of an Airport Director, Executive Director, or President/CEO who best exemplifies the following competencies: relationship management, consultation, leadership & navigation, communication, global and cultural effectiveness, ethical practice, critical evaluation, people practice and business acumen. It will be presented at ACI-NA's annual conference to the airport leader who is judged best at leveraging the talents of an organization's stakeholders to achieve the airport's strategic goals. Leading an airport requires an unwavering commitment to bringing a vision to life coupled with excellence in each functional area of a 21st century commercial airport. The Committee believes it is appropriate to recognize this commitment.

Through ACI-NA's collaboration with the Society of Human Resources Management (SHRM), an extensive review of professional and academic literature was undertaken to identify existing models and best practices. To develop the competencies and the overall model, SHRM followed best practices, as delineated by the Society for Industrial and Organizational Psychology (SIOP) taskforce on competency modeling, as well as by relevant academic and professional literature about competency modeling. More than 100 focus groups were conducted with HR professionals around the world to gather input about the content of the model. The model was validated through extensive surveys and interviews with executive leaders of global companies.

ACI-NA is the oldest international airport owners and operators' organization in the world, and the largest of the five worldwide regions of Airports Council International (ACI) and is a key leader of innovation to the industry.

The SHRM is a preeminent and globally recognized authority whose leadership, perspective, resources and expertise are sought and utilized to address the most pressing, current and emerging people management issues. SHRM represents more than 275,000 professionals within Fortune 500 companies in 160 countries.

The nine (9) competencies listed throughout this document will be described in detail in the "Recognition Criteria" section of this document.



### Recognition

Only the applicant with the highest score based on the above criteria will be awarded the Excellence in Visionary Leadership Award.

### **Application**

Any ACI-NA airport member, in good standing, is eligible to nominate and apply by submitting one (1) written report and five (5) collateral pieces of information, that demonstrate relevant competencies (i.e. collateral pieces may include press releases, magazines, newspapers, published articles, social media communication/information, interviews, podcasts, web-site analytics, audio or video clips, etc.).

### Written Report

The written report submitted must detail how the Airport Director, Executive Director, or President/CEO exemplifies the competencies listed in this document. The written report should be insightful and contain structural analysis with examples on how the Airport Director, Executive Director, or President/CEO demonstrates the nine competencies.

#### **Collateral Pieces**

A characteristic of a strong and effective leader is to lead by example. Along with a written report, and five (5) collateral pieces of information may be submitted that demonstrates how the Airport Director, Executive Director, or President/CEO exemplifies the competencies listed in this document.

Please note that video submissions will be used for future ACI-NA marketing purposes.

## **Scoring**

The award will be based on a total percentage of 100% (Written Report = 75% and Collateral Materials= 25%)

### **Selection Committee**

The Selection Committee will consist of representatives from each ACI-NA Committee operating as a judge so that the award represents all facets of an airport's business model (15 committees represented). In no event will there be more than one representative selected from a committee representing the same airport. The intention is that no airport has more than one vote in the selection process.



Judges are given submissions as-is and the identical category criteria that airport participants are given to score each entry.

### **Entry Fee**

There is no fee for each entry.

### **Submission Deadlines and Guidelines**

The deadline for submission will be 5 p.m.ET, March 11, 2026. All submissions must be in English.

The written report should be **no more than 1800 words.** References and appendices can be included and will not count towards the 1800 words maximum limit. All submissions must be in PDF file.

The collateral pieces of information must not be greater than two (2) years of age, and the total number of any form of collateral pieces shall not exceed five (5). If any video/audio clips are submitted these pieces shall not exceed five (5) minutes collectively. In addition, one collateral piece of information may be used to demonstrate more than one (1) competency. All collateral pieces of information must demonstrate project/initiatives within the nominee's current organization.

If submitting video/audio clips, applicants must upload their video on a host server e.g. YouTube and Vimeo and submit the hyperlink to ACI-NA during submission. The video hyperlink can be private so that the video is only available to ACI-NA and the judging committee.

Receipt of the written report and supporting materials by the said deadline will be considered a formal submission.

All applicants must create an account to submit required materials. Please email Zarina Manapova at <a href="mailto:zmanapova@airportscouncil.org">zmanapova@airportscouncil.org</a> if airports encounter any difficulties completing the submissions.



## **Recognition Criteria**

Applicants should submit their written report and video addressing all the competencies listed below. There are nine (9) competencies:

- 1. People Practice Expertise
- 2. Relationship Management
- 3. Consultation
- 4. Leadership and Navigation
- 5. Communication
- 6. Global and Cultural Effectiveness
- 7. Ethical Practice
- 8. Critical Evaluation
- 9. Business Acumen



Each competency consists of five distinct elements, title, definition, sub-competencies, behaviors, and proficiency standards. These elements are discussed in the key below.

KEY				
TITLE	This is the title of the competency			
DEFINITION	• This is the overall definition of the competency			
SUB-	<ul> <li>These are competencies related to and/or subsumed by the</li> </ul>			
COMPETENCIES relevant competency				
BEHAVIORS	<ul> <li>These are behaviors demonstrated by individuals at the</li> </ul>			
	highest level of proficiency on the indicated competency			
PROFICIENCY	<ul> <li>These are standards for proficiency at executive level of</li> </ul>			
STANDARDS	career stages. Each proficiency standard represents			
	behavioral standards in which a professional at the executive			
	level should engage to be successful.			



### **COMPETENCY 1: PEOPLE PRACTICE EXPERTISE**

Definition: The knowledge of principles, practices, and functions of effective people management.

Management relevant laws, legal rulings,  Workforce Planning and and regulations	<ul> <li>Ensures establishment of criteria for compliance responsibilities</li> </ul>
<ul> <li>Compensation and Benefits</li> <li>Risk Management</li> <li>Employee &amp; Labor Relations</li> <li>Technology</li> <li>Global and International People Capabilities</li> <li>Talent Management</li> <li>Change Management</li> <li>Develops and utilizes best practices</li> <li>Delivers customized human resource solutions for organizational challenges</li> <li>Seeks professional development in</li> </ul>	<ul> <li>Assesses strategic organizational people practice or workforce needs</li> <li>Requires executive team to be fully engaged in strategic issues as a factor in decision-making</li> <li>Demonstrates, through actions, awareness of broad-based knowledge to business needs in a proactive manner</li> <li>Requires alignment of policies and procedures with organizational values and goals</li> <li>Demonstrates exemplary vision for the organization's people practices</li> <li>Ensures that the organization's people functions are proactively involved with establishing and executing organizational initiatives</li> <li>Assesses business situations and develops strategies to improve organizational performance</li> <li>Provides balanced long-term and short-term strategic vision</li> </ul>



Sub Competencies:	Behaviors:	Executive Level Application: (continued)
		<ul> <li>Remains aware of, and as necessary, involved in managing issues involving legal and financial risk to the organization</li> <li>Provides vision for achieving mission objectives through human capital strategy</li> <li>Evaluates strategic position in relation to internal and external forces</li> <li>Supports the establishment and maintenance of an effective people practice technology strategy</li> </ul>



#### **COMPETENCY 2: RELATIONSHIP MANAGEMENT**

Definition: The ability to manage interactions to provide service and to support the organization.

Sub Competencies: Behaviors:	Executive Level Application:
Business Networking Expertise  Visibility  Customer Service (internal and external)  People Management  Advocacy  Negotiation and Conflict Management  Credibility  Community Relations  Transparency  Proactivity  Responsiveness  Mentorship  Influence  Employee Engagement  Teamwork  Mutual Respect  Mutual Respect  Benaviors:  Establishes credibility in all interactions  Treats all stakeholders with respect and dignity  Builds engaging relationships with all organizational stakeholders through trust, collaboration, and direct communication  Demonstrates approachability and openness  Ensures alignment with HR when delivering services and information to the organization  Guarantees customer service to organizational stakeholders  Promotes successful relationships with stakeholders  Manages internal and external relationships in ways that promote the best interests of all parties  Champions the view that organizational effectiveness benefits all stakeholders  Serves as an advocate when appropriate	improvement of relationship management performance metrics Promotes networking with, and influencing of, legislative bodies, and external business leaders Champions the development of organizational customer service strategies and models Requires being apprised of negotiations with internal and external stakeholders to advance the interests of the organization Provides strategies to ensure a strong customer service culture Ensures the creation of conflict resolution strategies and processes throughout the organization Remains aware of decision-making process to ensure consistency with organization's people practices and business strategy Promotes strategic relationships with internal and external stakeholders Leads a culture that supports intra- organizational relationships throughout the organization (e.g., silo busting)



Sub Competencies:		Behaviors: (continued)	Exe	ecutive Level Application: (continued)
		Fosters effective collaboration among stakeholders	•	Proactively develops relationships with peers, clients, suppliers, board members, and senior leaders
	000000000000000000000000000000000000000	Demonstrates ability to effectively build a network of contacts at all levels within the organization and in the community, both internally and externally		



### **COMPETENCY 3: CONSULTATION**

Definition: The ability to provide guidance to organizational stakeholders.

Sub Competencies:	Behaviors:	Executive Level Application:
<ul> <li>Demonstrated ability to integrate all organizational functions into business strategy</li> <li>Relationships with all functional leaders</li> <li>Promulgates to executives the functional capabilities expected to demonstrate support of business strategy</li> <li>Documented identification of organizational success metrics associated with business strategy</li> <li>Requires alignment of business strategy calendar with functional calendars</li> <li>Creates dialogue to support all function's understanding of business strategy</li> <li>Requires a customized employee communications plan for all stakeholders</li> <li>Requires all functions to annually adapt their strategies to business conditions</li> <li>Requires that data is used to inform business strategy</li> <li>Requires all functional leaders to understand business leader's points of view and working styles</li> </ul>	<ul> <li>Develops consultative and coaching skills</li> <li>Focuses investments on capability improvements</li> <li>Maintains capabilities funding</li> <li>Ensures a unified employee experience with business outcomes</li> <li>Prepares staff and executives for change and ambiguity</li> </ul>	<ul> <li>Listens to business leaders' challenges</li> <li>Encourages strategic HR and business solutions</li> <li>Tailors high level communication to high influence stakeholder groups</li> <li>Proactively communicates business strategy updates to influence decision making</li> <li>Provides context in all organizational communications</li> <li>Uses appropriate analytic tools to provide leaders input on strategic decisions</li> <li>Supports opportunities to provide business solutions that provide return-on-investment for the organization</li> <li>Supports vision for critical solutions to organizational human capital challenges</li> <li>Supports leadership coaching on people-management issues</li> <li>Defines and supports what success looks like</li> </ul>



#### **COMPETENCY 4: LEADERSHIP AND NAVIGATION**

Definition: The ability to develop, direct and influence initiatives and processes within the organization to achieve sustained organizational success.

Sub Competencies: Behaviors:	Executive Level Application:
<ul> <li>Transformational and Functional Leadership</li> <li>Results and Goal-Oriented</li> <li>Resource Management</li> <li>Succession Planning</li> <li>Project Management</li> <li>Change Management</li> <li>Political Savvy</li> <li>Influence</li> <li>Consensus Builder</li> <li>Sets the vision for organizational initiatives or when supporting the initiatives or organizational stakeholders</li> <li>Leads the organizational mongst stakeholders</li> <li>Understands the most effective and efficient way to accomplish organizational objectives within the parameters of organizational governance, processes, systems, and policies</li> <li>Develops solutions to overcome potential obstacles to successful implementation of initiatives</li> <li>Demonstrates agility and expertise when leading organizational initiatives or when supporting the initiatives or when supporting the initiatives or when stakeholders</li> <li>Leads the organization through adversity with resilience and tenacity</li> <li>Engages and inspires organizational stakeholders (e.g., employees, business unit leaders, informal leaders) when proposing new initiatives</li> <li>Serves as a transformational leader for the organization by leading change</li> </ul>	<ul> <li>Leads staff in maintaining or adapting organizational culture to be aligned with business strategy</li> <li>Works with other executives to design, maintain, and champion the mission, vision, and strategy of the organization</li> <li>Identifies the need for and facilitates strategic organizational change</li> <li>Ensures alignment between the various business units' vision, mission, and organizational business strategy</li> <li>Serves as the influential voice of the organization's strategies, philosophies, and initiatives with external stakeholders</li> <li>Effectively manages risk, opportunities, and gaps in business strategy</li> <li>Oversees critical large-scale organizational changes, with agility engaging and aligning the support of business unit leaders</li> <li>Ensures appropriate accountability for the implementation of plans and change initiatives</li> <li>Sets tone for maintaining or changing organizational culture</li> <li>Champions the organizational mission and vision within the broader community</li> </ul>



### **COMPETENCY 5: COMMUNICATION**

Definition: The ability to effectively exchange information with stakeholders.

Sub Competencies:	Behaviors:	Executive Level Application:
• Relatable	Listens actively and empathetically	Solicits feedback and buy in from
presentation skills	to the views of others	executive-level/senior leader
<ul> <li>Verbal</li> </ul>	<ul> <li>Considers how stories can be used</li> </ul>	stakeholders
communication skill	to persuade and teach various	Comfortably communicates with all
set through	lessons	size audiences
storytelling	Tailors stories to specific audiences	Continually communicates
<ul> <li>Persuasion</li> </ul>	Assesses listeners' overall reactions	organization mission and vision to
<ul> <li>Diplomacy</li> </ul>	to stories	all external stakeholders
<ul> <li>Active listening</li> </ul>	Leads effective and productive	Inspires confidence through clear
<ul> <li>Social technology</li> </ul>	meetings	and honest communication
and social media	Supports communication	Communicates consistently and
savvy	technology and social media	regularly with senior leaders
<ul> <li>Public relations</li> </ul>	Supports and acknowledges new	Ensures that senior leaders support
<ul> <li>Written</li> </ul>	perspectives	the effectiveness of organizational
communication skill	Supports opportunities to debate	communication
set	and discuss competing points of	Ensures that senior leaders'
<ul> <li>Ability to tailor</li> </ul>	view	behavior and conduct are aligned
stories to specific	Reflective	with, and promote, organizational
audiences	Ensures and provides proactive	culture and strategy
<ul> <li>Ability to target</li> </ul>	communication	Ensures that senior leaders adopt
audience's feelings	Delivers critical information to all	communication with their
<ul> <li>Ability to tailor the</li> </ul>	stakeholders	immediate team as a daily practice
story for specific	Provides thoughtful feedback in	Ensures timely executive
objectives	appropriate situations	communication on all high-visible
	Encourages managers to	organizational issues
	communicate	



### **COMPETENCY 6: GLOBAL AND CULTURAL EFFECTIVENESS**

Definition: The ability to value and consider the perspectives and backgrounds of all parties.

Sub	Competencies:		Behaviors:		Executive Level Application:
•	Global	•	Maintains a strong set of core	•	Establishes the strategy to leverage
	Perspective		values while operating with		global competencies for competitive
•	Differing		adaptability to particular		business advantages
	Perspectives		conditions, situations, and people	•	Uses global economic outlook to
•	Openness to	•	Maintains openness to others'		determine the impact on the
	Various		ideas and makes decisions based		organization's business strategy
	Perspectives		upon experience, data, facts and	•	Maintains expert global and cultural
•	Empathy		reasoned judgment		knowledge/experience, as appropriate
•	Openness to	•	Demonstrates nonjudgmental	•	Maintains expert knowledge of global
	Experience		respect for other perspectives		economic trends and how they may
•	Tolerance for	•	Works effectively with diverse		impact the organization
	Ambiguity		cultures and populations	•	Understands global markets and
•	Adaptability	•	Conducts business with an		associated legal complexities, as
•	Cultural		understanding and respect for the		applicable
	Awareness and		differences in rules, customs, laws,	•	Fosters the organization's cultural norms
	Respect		regulations, and business		and evaluates the stakeholders
			operations between own culture		experience, to ensure an open and
			and all cultures		equitable environment
		•	Appreciates the commonalities,	•	Demonstrates an understanding of the
			values, and individual uniqueness		return-on-investment of a diverse and
			of all human beings		inclusive workforce
		•	Possesses self-awareness and	•	Manages contradictory or paradoxical
			humility to learn from others		practices, policies, and cultural norms to
		•	Adapts perspective and behavior		ensure multi-cultural harmony and
			to meet the cultural context		organizational success
		•	Navigates the differences between	•	Integrates perspectives on multi-cultural
			commonly-accepted practice and		differences and their impact on the
			law when conducting business in		success of the organization
			other nations	•	Sets the vision that defines the strategic
		•	Operates with a global, open		connection for differing viewpoints for
			mindset while being sensitive to		stakeholders and organizational success
			local cultural issues and needs	•	Builds multi-cultural relationships and
					partnerships
				<u> </u>	



Sub Competencies:	Behaviors (continued):	Executive Level Application:
Sub competences.	<ul> <li>Operates with a fundamental trust in other human beings</li> <li>Takes responsibility to educate others about the differences and benefits that multiple cultures bring to the organization to ensure involvement</li> <li>Incorporates global business and economic trends into business decisions</li> <li>Maintains awareness of new frontiers and horizons when it comes to open and equitable practices.</li> </ul>	Executive Level Application.



### **COMPETENCY 7: ETHICAL PRACTICE**

Definition: The ability to integrate core values, integrity, and accountability throughout all organizational and business practices.

Sub Competencies:	Behaviors:	Executive Level Application:
Rapport Building	Maintains confidentiality	Empowers senior leaders to maintain internal
Trust Building	Acts with personal,	controls and create an ethical environment to
<ul> <li>Personal,</li> </ul>	professional, and	prevent conflicts of interest
Professional, and	behavioral integrity	Maintains contemporary knowledge of ethics,
Behavioral	Responds immediately to	laws, standards, legislation, and emerging
Integrity	all reports of unethical	trends that may affect organizational practices
<ul> <li>Professionalism</li> </ul>	behavior or conflicts of	Establishes oneself as a credible and
<ul> <li>Credibility</li> </ul>	interest	trustworthy source for people to voice
<ul> <li>Personal and</li> </ul>	Empowers all employees to	concerns
Professional	report unethical behavior	Challenges other executives and senior leaders
Courage	or conflicts of interest	when potential conflicts of interest arise
	without fear of reprisal	Withstands politically motivated pressure when
	Shows consistency	developing strategy
	between espoused and	Demonstrates, through actions, the standard
	enacted values	for being a role model of ethical behavior by
	<ul> <li>Acknowledges mistakes</li> </ul>	consistently conforming to the highest ethical
	Drives the corporate	standards and practices
	ethical environment	Ensures the balance of organizational success
	Applies power or authority	and people advocacy when creating strategy
	appropriately	Requires policies and internal controls to
	Recognizes personal bias	minimize organizational risk from unethical
	and others' tendency	practice
	toward bias, and takes	Provides an approach that holds employees
	measures to mitigate the	accountable for their actions
	influence of bias in	Encourages decision making that is aligned with
	business decisions	organizational strategies and values
	Maintains appropriate	Communicates the vision for an organizational
	levels of transparency in	culture where espoused and enacted values
	organizational practices	align
	Ensures that all stakeholder	Leads a culture that requires all employees to
	voices are heard	report unethical practices and behavior
	Manages political and	Requires that all business practices be aligned
	social pressures when making decisions	with ethics and standards and compliant with
	making decisions	laws



#### **COMPETENCY 8: CRITICAL EVALUATION**

Definition: The ability to interpret information to make business decisions and recommendations.

Sub Competencies:	Behaviors:	Executive Level Application:
<ul> <li>Measurement</li> </ul>	Makes sound decisions based	Maintains expert knowledge in the use of
and Assessment	on evaluation of available	data, evidence-based research and
Skills	information	benchmarks business metrics to make
<ul> <li>Objectivity</li> </ul>	Assesses the impact of changes	critical decisions
<ul> <li>Critical Thinking</li> </ul>	within the regulatory and	Maintains expert knowledge and ability to
<ul> <li>Problem Solving</li> </ul>	legislative environment on	interpret data and make recommendations
<ul> <li>Curiosity and</li> </ul>	organizational human resource	Makes decisions with confidence based on
Inquisitiveness	management functions	analysis of available information to drive
<ul> <li>Research</li> </ul>	<ul> <li>Transfers knowledge and best</li> </ul>	business success
Methodology	practices from one situation to	Sets the direction of the organization
<ul> <li>Decision-making</li> </ul>	the next	through evaluation of risks, economic and
<ul> <li>Auditing Skills</li> </ul>	Applies critical thinking to	environmental factors within the business
<ul> <li>Knowledge</li> </ul>	information received from	Seeks information in a strategic, systematic
Management	organizational stakeholders	manner to use in decision-making
	and evaluates what can be	<ul> <li>Analyzes information needed to direct,</li> </ul>
	used for organizational success	evaluate, and use data and other
	Gathers critical information	information to make effective decisions
	Analyzes data with a keen	Sponsors process improvement initiatives
	sense for what is useful	using evidence-based solutions
	Delineates a clear set of best	Communicates the impact on
	practices based on experience,	organizational strategy of relevant and
	evidence from industry	important findings from data analysis
	literature, published peer-	Applies, translates, and interprets findings
	reviewed research, publicly	from evaluations towards building effective
	available web-based sources of	and creative policies within organizational
	information, and other sources	context
	Analyzes information to	Utilizes external/environmental awareness
	identify evidence-based best	and experience in decision-making
	practices	Challenges assumptions and critically
	Identifies leading indicators of	examines all initiatives and programs
	outcomes	Provides strategic view to direct and
	Analyzes large quantities of     information from research and	prioritize decision-making
	information from research and	
	practice	



#### **COMPETENCY 9: BUSINESS ACUMEN**

Definition: The ability to understand and apply information to contribute to the organization's strategic plan.

	Sub Competencies:		Behaviors:		Executive Level Application:
•	Strategic Agility	•	Demonstrates an understanding	•	Establishes airport-wide
•	Business Knowledge		of the strategic relationship		considerations in all proposed
•	Systems Thinking		between effective human		business cases for projects and
•	Economic Awareness		resource management and core		initiatives
•	Effective		business functions	•	Benchmarks the competition and
	Administration	•	Demonstrates a capacity for		other relevant comparison groups
•	Knowledge of Finance		understanding the business	•	Communicates direction on local
	and Accounting		operations and functions within		and global market forces and their
•	Knowledge of Sales and		the organization		relation to organizational success
	Marketing	•	Understands the industry and	•	Maintains expert knowledge of
•	Knowledge of		business/competitive		business lines and
	Technology		environment within which the		products/services, as well as the
•	Knowledge of Labor		organization operates		competitive market
	Markets	•	Considers the business case for	•	Develops and supports business
•	Knowledge of Business		management (e.g., Return on		strategies to drive key business
	Operations/Logistics		Investment/ROI) as it relates to		results
•	Knowledge of		efficient and effective	•	Maintains expert knowledge of
	Government and		organizational functioning		economic factors and the economic
	Regulatory Guidelines	•	Understands organizational		environmental impact on industry
•	Organizational		metrics and their correlation to		and organization operations
	Metrics/Analytics/Busi		business success	•	Evaluates critical activities in terms
	ness Indicators	•	Optimizes organizational		of value added, impact, and utility
			resources to learn the business		derived from a cost-benefit analysis
			and operational functions	•	Maintains expert knowledge of key
		•	Uses organizational metrics to		industry and organization metrics –
			make decisions		'knows the business'
		•	Champions the value of HR to the	•	Includes all functions within
			business, both internally (i.e., ROI		broader business technology
			of HR initiatives) and externally		strategies to solve business
			(e.g., employment branding)		problems and needs
		•	Leverages technology to solve	•	Serves as strategic contributor to
			business problems		organizational decision-making
					regarding fiscal, product/service
					lines, operations, human capital,
					and technological areas
		<u> </u>			



Sub Competencies:	Behaviors:	Executive Level Application: (Continued)
		<ul> <li>Influences government policy and proposed regulations</li> <li>Develops business strategy with top leaders of the organization</li> <li>Defines strategy for managing talent within the confines of the labor market</li> <li>Ensures all business initiatives have ROI that adds to value</li> <li>Ensures alignment of HR strategy, goals, and objectives to overall business strategy and objectives</li> <li>Demonstrates fluency in the language of business administration with senior leaders</li> <li>Assesses and develops solutions with analysis of impact on ROI, utility, revenue, profit and loss estimates, and other business indicators</li> <li>Examines organizational challenges and opportunities with a sense for integrating solutions designed to maximize ROI, profit, revenue, and strategic effectiveness</li> </ul>



## **Questions?**

If you have any questions, please contact Zarina Manapova at <a href="mailto:zmanapova@airportscouncil.org">zmanapova@airportscouncil.org</a>.