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## Optimizing Strategies for the Integrated Growth Model in Travel, Tourism, and Trade: A KPI-Driven Approach within the Airline Industry

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### Abstract

The dynamic landscape of the airline industry, characterized by evolving consumer preferences, technological advancements, and heightened sustainability concerns, necessitates an integrated approach to travel, tourism, and trade. This paper delves into the strategic implications of Key Performance Indicators (KPIs) within the Integrated Growth Model for Travel, Tourism, and Trade (IGMT3), highlighting the critical role of these metrics in steering airline operations towards enhanced efficiency, customer satisfaction, and sustainable growth. Employing a mixed-methods research framework, the study combines quantitative analysis of industry performance data with qualitative insights from interviews and case studies, offering a comprehensive understanding of how KPI-driven strategies can optimize the IGMT3 framework. The findings reveal that a holistic, data-driven approach, underpinned by strategic alignment of KPIs across travel, tourism, and trade pillars, is essential for achieving integrated growth and resilience in the competitive airline market. Furthermore, the research underscores the transformative impact of digital technologies and the importance of sustainability initiatives in driving industry innovation and competitiveness. This study contributes to strategic management literature by providing a nuanced exploration of integrated growth models in the airline industry and offering practical guidance for leveraging KPIs in strategic decision-making. By fostering a culture of innovation and adaptability, airlines can navigate the complexities of modern travel, tourism, and trade integration, positioning themselves for long-term success in a rapidly evolving global marketplace.

**Keywords:** “Integrated Growth Model“, “Key Performance Indicators“, “Airline Industry“, “Sustainability“, “Digital Transformation“.

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## Introduction

The airline industry is at a pivotal juncture, facing a paradigm shift driven by evolving market demands, technological advancements, and the imperative for sustainable operations. This shift is steering the industry towards a more integrated approach to travel, tourism, and trade, promising to redefine air travel's essence and its contribution to global connectivity and economic development. Traditionally focused on optimizing core operations enhancing route efficiency, passenger experiences, and cargo capacities airlines are now expanding their horizons. The advent of digitalization and changing consumer expectations has broadened traditional operational boundaries, transforming airlines into key players within a larger ecosystem that spans the entire travel experience, from planning and booking to on-ground services and destination exploration. The Integrated Growth Model for Travel, Tourism, and Trade (IGMT3) emerges as a strategic response to these shifts, seeking to leverage the synergies between passenger travel, tourism development, and cargo logistics. This model aims to deliver a seamless experience for travelers and traders alike, unlocking new revenue streams, fostering sustainable tourism practices, and bolstering the economic vitality of served regions. The drive towards this integrated model is propelled by several key factors: the demand for seamless travel experiences, the adoption of digital technologies, the push towards sustainability, the expansion of global trade, and the recognition of the value in collaborative ecosystems.

In today's competitive and complex market environment, the urgency for airlines to adopt a holistic operational view, integrating travel, tourism, and trade, has become paramount. This integration, encapsulated within the IGMT3 framework, is not merely a trend but a strategic necessity. It offers airlines the potential to unlock operational synergies, enhancing customer value, driving revenue growth, and aligning with sustainable development goals. The move towards an integrated model, however, is not without its challenges. Aligning internal processes and systems, adapting to market pressures, and harnessing technological advancements necessitate a strategic focus on Key Performance Indicators (KPIs). KPIs emerge as essential tools, enabling airlines to measure, analyze, and refine strategies across the IGMT3 pillars, driving informed decision-making and ensuring strategic alignment.

The aim of this exploration is twofold: to delineate the effectiveness of specific KPIs in optimizing the IGMT3 strategy and to demonstrate how these KPIs enhance operational efficiency, customer satisfaction, and sustainable growth within the airline industry. Objectives include identifying critical KPIs that span across travel, tourism, and trade; assessing the impact of these KPIs on strategic outcomes; evaluating strategies for KPI optimization; validating KPI effectiveness against industry benchmarks; recommending strategic actions based on KPI insights; and fostering a culture of continuous improvement through dynamic KPI monitoring. This approach aims to provide a robust, evidence-based framework for leveraging KPIs, enhancing decision-making processes, and achieving sustainable growth in the rapidly evolving airline industry.

## Literature Review

### Integration of Travel, Tourism, and Trade

Recent studies have begun to illuminate the multifaceted nature of integrated business models in the airline industry, particularly focusing on the intersection of travel, tourism, and trade. Papatheodorou [1] presents an analytical exploration of air transport's role in tourism development, leveraging microeconomics and economic geography to examine air transport accessibility's implications. This study emphasizes the intricate systemic relationships among airlines, airports, and tourism authorities, advocating for coordinated efforts to harness potential synergies and address conflicts, thereby aiding the post-pandemic recovery of the air transport and tourism sectors. Similarly, Duval [2] delves into the nuanced interdependence between tourism and air transport, exploring the ramifications of aeropolitics, airline operations, and carbon pricing on aviation. The study champions a proactive stance from tourism destinations to comprehend and navigate the external operating challenges airlines face, ensuring continued accessibility and connectivity. Vieira et al. [3] expand the discussion to the integration of management tools within civil aviation, focusing on optimizing the value chain and product lifecycle management for enhancing supply chain, maintenance, repair, and overhaul processes. This research advocates for a comprehensive integration of management tools to address environmental concerns and improve production processes in civil aviation, underlining the strategic significance of such integration in achieving operational and environmental efficiencies.

### Strategic Importance of KPIs

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The role of Key Performance Indicators (KPIs) in strategic planning and execution, especially within integrated models like IGMT3, has garnered attention in scholarly research. Hristov & Chirico [4] investigate the incorporation of sustainability dimensions into corporate strategies via KPIs, suggesting that a well-defined set of sustainability KPIs can facilitate competitive advantage and sustainability value creation. Pineda et al. [5] propose an integrated model that marries data mining with Multiple Criteria Decision Making (MCDM) to identify factors critical to enhancing airline performance. The study highlights the essential role of selecting appropriate KPIs for strategic decision-making, enhancing operational and financial performance. Furthermore, García-Vidal et al. [6] examine the interrelationships among KPIs in small businesses, shedding light on the importance of understanding these dynamics to improve overall business performance. This analysis underscores the utility of KPIs in strategic planning and execution, demonstrating their pivotal role in achieving competitive advantage, sustainability, and customer satisfaction.

#### Identifying Gaps

While the existing literature provides valuable insights into the integration of travel, tourism, and trade and the strategic role of KPIs, there remains a notable research gap in the application of KPI-driven approaches specific to the IGMT3 framework within the airline industry. This gap presents an opportunity for further investigation into developing and validating KPIs tailored to this integrated model, examining the incorporation of sustainability into IGMT3, empirically validating the effectiveness of specific KPIs, and exploring dynamic and adaptive KPI frameworks.

#### Methodology

This study employs a mixed-methods research framework to comprehensively investigate the strategic application and impact of KPIs within the IGMT3 framework. This approach synergizes quantitative and qualitative methodologies to provide a multi-dimensional understanding of KPI-driven strategies in the airline industry. The quantitative component focuses on the analysis of performance metrics across travel, tourism, and trade operations, utilizing statistical methods to evaluate the correlation between KPI performance and strategic outcomes such as operational efficiency, customer satisfaction, and sustainable growth. Concurrently, the qualitative component gathers in-depth insights through case studies and interviews with industry experts, enriching the quantitative data with contextual understanding and narrative depth.

Data collection is bifurcated into primary and secondary methodologies:

**Primary Data:** In-depth semi-structured interviews with airline executives, marketing directors, and other stakeholders directly involved in the IGMT3 strategy implementation provide firsthand insights into the practical challenges, successes, and strategic thinking behind KPI utilization. This primary data collection focuses on capturing diverse perspectives on leveraging KPIs for strategic advantage within the airline industry.

**Secondary Data:** An extensive review of industry reports, academic articles, and case studies forms the basis for secondary data collection. This includes analyzing existing data on airline performance metrics, tourism engagement figures, and trade volume statistics, relevant to the IGMT3 framework. Secondary data offers a benchmark for evaluating KPI performance and identifying industry-wide trends and patterns.

The study employs a dual approach to data analysis, reflective of its mixed-methods framework:

**Quantitative Analysis:** Utilizes statistical software to perform regression analysis, factor analysis, and other relevant statistical tests. This phase aims to quantify the relationship between specific KPIs and the strategic objectives of the IGMT3 model, identifying significant predictors of success across integrated travel, tourism, and trade operations.

**Qualitative Analysis:** Employs thematic analysis to extract patterns and themes from the qualitative data gathered through interviews and case studies. This analysis provides a narrative framework to understand the strategic implications of KPIs, offering insights into effective practices, challenges faced, and the contextual factors influencing KPI effectiveness.

The study adheres to ethical standards in academic research, ensuring confidentiality and anonymity for interview participants, obtaining informed consent, and transparently reporting data collection and analysis methods. Ethical considerations are paramount to ensure the integrity of the research process and the credibility of the findings.

#### Findings

##### KPI Identification and Impact on IGMT3 Strategy

The analysis of both qualitative and quantitative data sheds light on several core KPIs pivotal to the IGMT3 framework's success across its three main pillars: Core Travel Operations, Tourism Development, and Trade and Cargo Expansion. Each KPI's impact on strategic objectives is discussed below:

- Core Travel Operations:
  - Passenger Load Factor (PLF) and On-time Performance Rate (OTPR) emerged as critical indicators of operational efficiency and customer satisfaction. Higher PLF is associated with improved revenue efficiency, while OTPR directly influences brand reputation and loyalty.

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- o Digital Booking Conversion Rate stands out as a significant KPI, linking digital engagement strategies to tangible outcomes in passenger bookings, highlighting the importance of digital transformation efforts.
- Tourism Development:
  - o Tourism Package Sales Volume and Virtual Reality (VR) Engagement Metrics underscore the role of innovative marketing in driving tourism growth. VR technology, in particular, has shown promise in enhancing destination attractiveness and engagement.
  - o Social Media Mentions of Destination Campaigns reflect the growing influence of digital platforms in shaping consumer travel decisions, emphasizing the need for strategic online presence and engagement.
- Trade and Cargo Expansion:
  - o Cargo Load Factor (CLF) and Cargo Revenue Growth Rate were identified as key performance metrics, indicating the efficiency of cargo space utilization and the financial health of cargo operations, respectively.
  - o The Blockchain Implementation Milestones KPI highlights the progress in adopting blockchain technology for enhancing security and efficiency in cargo documentation and transactions.

#### Insights from Case Studies

Case studies of airlines successfully implementing the IGMT3 strategy provide practical examples of KPI-driven decision-making. These insights reveal how strategic alignment of KPIs across different pillars can lead to enhanced operational performance, customer satisfaction, and growth:

- An airline's strategic focus on Sustainability Marketing and Eco-friendly Initiatives, as measured by KPIs such as the Carbon Offset Participation Rate, has not only improved its environmental footprint but also resonated positively with eco-conscious consumers.
- Another case highlighted the use of AI-driven Personalization in Travel and Tourism Marketing, where customized travel recommendations led to higher engagement rates and conversion, showcasing the intersection of technology and personalized customer experience.

#### Comparative Analysis

A comparative look at KPI adoption across airlines illustrates a spectrum of maturity and effectiveness. Airlines leading in KPI integration often exhibit a proactive approach to digital transformation, customer experience enhancement, and sustainability practices. In contrast, airlines lagging in these areas show potential for improvement by adopting best practices identified in the study, such as more dynamic KPI frameworks and integrated cross-pillar strategies.

The findings emphasize the strategic importance of a KPI-driven approach in navigating the complexities of integrating travel, tourism, and trade. By closely monitoring and acting on key performance metrics, airlines can better align their strategies with market demands, technological advancements, and sustainability goals, thereby achieving integrated growth and resilience in a competitive landscape.

#### Discussion

##### Strategic Implications of Findings

The insights gleaned from the analysis of KPIs within the IGMT3 framework underscore the strategic imperative for airlines to adopt a holistic, data-driven approach. This section delineates the broader implications of these findings for strategic planning and execution in the airline industry:

- Holistic Integration Across Pillars: The findings highlight the necessity of integrating travel, tourism, and trade strategies to unlock synergies that drive growth and resilience. The strategic alignment of KPIs across these pillars enables airlines to respond dynamically to market changes and consumer needs, underscoring the value of a unified approach to strategic planning.
- Digital Transformation as a Strategic Lever: The positive impact of digital booking conversion rates and engagement metrics on tourism development and core travel operations illustrates the transformative potential of digital technologies. For airlines, investing in digital platforms and analytics emerges as a critical strategy for enhancing customer experience, operational efficiency, and competitive positioning.
- Sustainability as a Competitive Advantage: The study's findings on sustainability-related KPIs, such as carbon offset participation rates and fuel efficiency improvements, reveal a growing consumer demand for eco-friendly travel options. Airlines that prioritize sustainability in their IGMT3 strategies can differentiate themselves in the market, align with global environmental goals, and foster long-term brand loyalty.
- Adaptive and Dynamic KPI Frameworks: The comparative analysis across different airlines demonstrates the importance of maintaining flexible and responsive KPI frameworks. Such adaptability ensures that airlines can continuously refine their strategies in alignment with evolving industry trends, technological advancements, and consumer preferences.

##### Theoretical and Practical Contributions

This research contributes to both the academic discourse and practical knowledge in the airline industry by:

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- Expanding the Integrated Growth Model: By validating the effectiveness of specific KPIs within the IGMT3 framework, this study enriches the theoretical underpinnings of integrated growth models in the airline industry. It offers a nuanced understanding of how airlines can strategically navigate the complexities of integrating travel, tourism, and trade.
- Informing Data-Driven Decision Making: The insights on KPI-driven strategies provide valuable guidance for airline executives and marketing directors. This research underscores the importance of leveraging data analytics for strategic decision-making, highlighting how empirical evidence can inform the optimization of travel, tourism, and trade initiatives.

#### Limitations and Areas for Future Research

While the study sheds light on the strategic role of KPIs within the IGMT3 framework, it acknowledges limitations, including the generalizability of findings across different market contexts and the rapidly evolving nature of digital technologies. Future research could explore longitudinal impacts of KPI-driven strategies, the role of emerging technologies like artificial intelligence and blockchain, and consumer behavior trends in post-pandemic travel. The discussion underscores the pivotal role of a KPI-driven approach in the strategic integration of travel, tourism, and trade within the airline industry. By embracing digital transformation, prioritizing sustainability, and adopting adaptive KPI frameworks, airlines can navigate the complexities of the modern market landscape, driving innovation, enhancing customer satisfaction, and achieving sustainable growth. This research not only contributes to academic knowledge but also offers practical insights for airline industry practitioners, paving the way for future explorations into the strategic management of integrated growth models.

#### Implications and Future Research

##### Theoretical Contributions

This study enriches the discourse on integrated growth models in the airline industry by offering a nuanced understanding of how Key Performance Indicators (KPIs) facilitate the operationalization of the IGMT3 strategy. It highlights the critical role of digital transformation, customer experience enhancement, and sustainability initiatives in driving industry innovation. The findings contribute to strategic management literature by demonstrating the importance of adopting a holistic, KPI-driven approach to navigating the complexities of integrating travel, tourism, and trade.

##### Practical Recommendations for Industry Stakeholders

- Embrace a Data-Driven Culture: Airlines should cultivate an organizational culture that values data analytics and evidence-based decision-making. Investing in advanced analytics platforms can enhance strategic flexibility and responsiveness.
- Prioritize Customer Experience: Implementing technology-driven solutions for personalized customer engagement and seamless travel experiences can significantly improve satisfaction and loyalty.
- Sustainability as Strategy: Embedding sustainability into core business strategies can not only mitigate environmental impacts but also tap into growing consumer demand for responsible travel options.
- Strengthen Cross-Sectoral Partnerships: Collaborating with stakeholders across the travel, tourism, and trade ecosystems can uncover new opportunities for integrated growth and innovation.

##### Directions for Future Research

- Longitudinal Impact Studies: Future studies could examine the long-term effects of KPI-driven strategies on airline performance, particularly in adapting to post-pandemic market conditions and evolving consumer behaviors.
- Technology Adoption and Implementation: Further research is needed to explore the strategic adoption of emerging technologies (e.g., AI, blockchain) within the IGMT3 framework and their implications for operational efficiency, customer engagement, and trade facilitation.
- Consumer Behavior Insights: Investigating changing traveler preferences and behaviors, especially in the context of sustainability and digital engagement, can provide valuable insights for refining airline marketing and service strategies.
- Comparative International Studies: Analyzing the implementation of IGMT3 strategies across different regional and international markets can offer a broader perspective on the model's adaptability and effectiveness in diverse regulatory and competitive landscapes.

This study underscores the strategic imperative for airlines to leverage KPI-driven insights within the IGMT3 framework to achieve integrated growth, enhance customer experiences, and promote sustainability. By embracing digital transformation and fostering a culture of innovation and adaptability, airlines can position themselves for long-term success in a rapidly evolving global marketplace. The proposed future research directions offer pathways for further exploration and understanding of these complex dynamics, contributing to the ongoing development of strategic management practices in the airline industry.

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## Conclusion

This research embarked on an analytical journey to uncover the strategic implications of Key Performance Indicators (KPIs) within the Integrated Growth Model for Travel, Tourism, and Trade (IGMT3) in the airline industry. Through a mixed-methods approach that blended quantitative data analysis with qualitative insights from industry experts and case studies, this study has illuminated the pivotal role of KPIs in steering airlines towards integrated growth, enhanced operational efficiency, and sustainable practices.

### Key Findings Reiterated

- **Strategic Alignment Through KPIs:** The study demonstrated that KPIs are indispensable tools for aligning travel, tourism, and trade strategies, enabling airlines to achieve cohesive and synergistic growth across these traditionally siloed domains.
- **Digital Transformation and Customer Experience:** Insights from the research underscore the transformative impact of digital technologies and personalized customer experiences in driving competitiveness and market differentiation within the IGMT3 framework.
- **Sustainability as a Strategic Imperative:** The findings highlighted the increasing importance of integrating sustainability initiatives into core business strategies, responding to global environmental challenges and changing consumer expectations.

### Significance of the Research

By validating the effectiveness of specific KPIs in optimizing the IGMT3 strategy, this study contributes valuable insights into the strategic management of airline operations in an era marked by rapid technological change and evolving market demands. It offers a comprehensive framework for airlines to leverage data-driven insights in navigating the integration of travel, tourism, and trade, enhancing customer satisfaction, and promoting sustainability. The research underscores the necessity for airlines to adopt a holistic, KPI-driven approach to strategic planning and execution. In doing so, it not only supports operational excellence and financial performance but also positions airlines as leaders in innovation, customer service, and environmental stewardship. This study's findings and recommendations pave the way for future explorations into the strategic management of integrated growth models, encouraging continuous innovation and adaptability in the airline industry.

As airlines continue to navigate the challenges and opportunities presented by the IGMT3 model, the strategic insights derived from this research will serve as a beacon, guiding the industry towards achieving sustainable growth and resilience. The proposed directions for future research offer a fertile ground for academic inquiry and practical innovation, ensuring that the airline industry remains at the forefront of the global travel, tourism, and trade sectors.

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## Appendix

### Appendix A: Comprehensive KPI Inventory for Marketing Senior Director (IGMT3)

Aligned with "Optimizing Strategies for the Integrated Growth Model in Travel, Tourism, and Trade: A KPI-Driven Approach within the Airline Industry". To operationalize the integrated growth model in travel, tourism, and trade (IGMT) presented in this article, this appendix delivers the Top 100 role-specific Key Performance Indicators for the Marketing Senior Director (IGMT3). Aligned with the Universal KPI Development Framework for Airline Roles, these metrics span all strategic dimensions across travel, tourism, and trade.

Use this inventory to:

1. **Populate Dashboards:** Embed each KPI's definition, calculation formula, data source (e.g., Revenue Management System, CRM, Web Analytics, Cargo Management System), and reporting cadence (daily/weekly/monthly/quarterly).

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2. Define RACI: Assign “Responsible,” “Accountable,” “Consulted,” and “Informed” roles across Marketing, Revenue Management, Digital, Finance, Tourism Development, and Cargo teams to ensure clear ownership.
3. Benchmark Performance: Compare against IATA/ICAO standards, peer-group best practices, and internal digital-twin pilots to set “leading-practice” thresholds.
4. Integrate Across Functions: Link upstream and downstream metrics (e.g., Forecast Accuracy → Marketing Conversion → RPK → RASK → Load Factor) to ensure seamless collaboration across Commercial, Ops, and Finance.
5. Embed Advanced Enablers: Incorporate AI-driven demand forecasting, blockchain for campaign attribution, real-time digital dashboards, and green-marketing measures (e.g., CO<sub>2</sub> per ASK for eco-packages) into decision-support platforms.

### Strategic Dimensions & KPI Groups

#### Core Travel Operations (Strategic Dimension: Operational Performance & Revenue Management)

- Passenger Load Factor (PLF)
- On-Time Performance Rate (OTPR)
- Customer Satisfaction Index (CSI)
- Net Promoter Score (NPS)
- Digital Booking Conversion Rate (DBCR)
- Revenue Passenger Kilometers (RPK)
- Average Ticket Price (ATP)
- Ancillary Revenue per Passenger (ARPP)
- Flight Cancellation Rate (FCR)
- Baggage Handling Efficiency (BHE)

#### Tourism Development (Strategic Dimension: Tourism Growth & Diversification)

- Tourism Package Sales Volume (TPSV)
- Tourism Board Partnership ROI (TBROI)
- VR Engagement Rate (VRER)
- Destination Campaign Social Mentions (DCSM)
- Tourism Marketing Conversion Rate (TMCR)
- Bundled Package Feedback Score (BPFS)
- New Destinations Promoted (NDP)
- Tourism Initiative Incremental Revenue (TIIR)
- Tourism Market Share Growth (TMSG)
- Cultural Content Engagement Rate (CCER)

#### Trade & Cargo Expansion (Strategic Dimension: Cargo & Freight Revenue Development)

- Cargo Load Factor (CLF)
- Cargo Revenue Growth Rate (CRGR)
- Cargo Booking Process Efficiency (CBPE)
- Blockchain Implementation Milestones (BIM)
- New Trade Route Expansion Rate (NTERR)
- Agricultural Cargo Revenue (ACR)
- Cargo Service Satisfaction Score (CSSS)
- Digitized Documentation Rate (DDR)
- New Cargo Service Time-to-Market (NCS-TTM)
- Logistics Integration Level (LIL)

#### Digital Transformation (Strategic Dimension: Digital Engagement & Transformation)

- Digital Platform Adoption Rate (DPAR)
- E-commerce Conversion Rate (ECR)
- AI Personalization Impact Score (APIS)
- CRM Efficiency (CRME)
- Mobile App Engagement Rate (MAER)
- Website Traffic Growth Rate (WTGR)

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- Customer Journey Optimization Rate (CJOR)
  - IoT Operations Integration Rate (IOIR)
  - Digital Marketing ROI (DMROI)
  - Online Check-in Rate (OCR)
- Sustainability & Innovation (Strategic Dimension: Environmental & Innovation Performance)
- Carbon Offset Participation Rate (COPR)
  - Fuel Efficiency Improvement Rate (FEIR)
  - Sustainable Package Uptake Rate (SPUR)
  - Operational Waste Reduction Rate (OWRR)
  - Sustainable Tech Investment (STI)
  - Eco-Initiative Engagement Rate (EIER)
  - Plastics Reduction Rate (SUPRR)
  - Sustainable Supply Chain Score (SSCS)
  - Eco-packaging Innovation Count (EPIC)
  - Sustainability Program Participation Rate (SPPR)
- Market & Product Diversification (Strategic Dimension: Portfolio & Market Diversification)
- Revenue Diversification Index (RDI)
  - New Segment Growth Rate (NSGR)
  - Product Expansion Rate (PER)
  - Adventure Travel Sales Growth Rate (ATSGR)
  - Cultural Tourism Engagement Rate (CTER)
  - New Cargo Commodities Count (NCCC)
  - Leisure/Business Revenue Ratio (LBRR)
  - Service Market Penetration Index (SMPI)
  - Diversified Offering Feedback Score (DOFS)
  - Diversification Risk Mitigation Effectiveness (DRME)
- Strategic Partnerships & Alliances (Strategic Dimension: Partnership Performance & Growth)
- Partnership Formation Rate (PFR)
  - Alliance Revenue Contribution (ARC)
  - Co-Marketing Effectiveness Rate (CME)
  - Partner Satisfaction Index (PSI)
  - Cross-Promotion Uptake Rate (CPUR)
  - Joint Venture Performance Score (JVPS)
  - Codeshare/Interline Effectiveness Rate (CIER)
  - Collaborative Innovation Project Count (CIPC)
  - Shared Technology ROI (STROI)
  - Alliance-Driven Market Expansion Rate (AMER)
- Customer Experience & Engagement (Strategic Dimension: Customer Experience & Loyalty)
- Customer Feedback Response Time (CFRT)
  - Social Media Engagement Rate (SMER)
  - Loyalty Program Growth Rate (LPGR)
  - Customer Retention Rate (CRR)
  - Personalization Satisfaction Level (PSL)
  - Negative Feedback Response Rate (NFRR)
  - Journey Mapping Completeness Score (JMCS)
  - Multichannel Support Efficiency (MCSE)
  - Net Emotional Value Score (NEVS)
  - Community Engagement Rate (CER)
- Financial Performance & Growth (Strategic Dimension: Financial Health & ROI)
- Total Revenue Growth Rate (TRGR)
  - Marketing Spend Efficiency (MSE)
  - Cost per Acquisition (CPA)
  - Return on Marketing Investment (ROMI)
  - EBITDA Margin Growth Rate (EMGR)



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- Cash Flow Stability Index (CFSI)
- Budget Variance Rate (BVR)
- Financial Resilience Index (FRI)
- Revenue per Available Seat-Kilometer (RASK)
- Break-Even Load Factor Improvement (BLFI)

Innovation & Technological Advancement (Strategic Dimension: Innovation & Technology Adoption)

- Number of New Technologies Adopted (NTA)
- R&D Investment ROI (RDIRO)
- Technology-Driven Cost Savings (TDCS)
- Rate of Innovation Implementation (RII)
- Patents Filed in New Technologies (PFNT)
- Employee Training on New Technologies (ETNT)
- Customer Adoption of New Technologies (CANT)
- Digital Customer Engagement Growth (DCEG)
- AR Experience Adoption Rate (AREA)
- ML Insights Implementation Rate (MLII)