



## Optimizing Performance in Airline Catering: A KPI-Driven Approach

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### Abstract

The dynamic nature of the airline catering industry, characterized by evolving consumer expectations and the imperative for operational efficiency, underscores the need for a strategic, data-driven approach to management. This research delves into the implementation and impacts of Key Performance Indicators (KPIs) within airline catering, aiming to enhance operational efficiency, customer satisfaction, and environmental sustainability. Through a mixed-methods approach, the study identifies critical KPIs, gleans insights from successful case studies, and conducts a comparative analysis across various airlines and regions. Findings reveal that meal preparation efficiency, on-time performance, customer satisfaction scores, and food waste percentage are pivotal in driving performance improvements. The research contributes to both theory and practice by applying service management theories, operational efficiency frameworks, and sustainability concepts specifically to airline catering. Strategic recommendations are provided for integrating technology,



focusing on customer-centric metrics, and adopting sustainable practices. Future research directions include exploring technology integration, cultural and regional impacts on KPI prioritization, and developing comprehensive sustainability metrics. This study not only highlights the significance of a KPI-driven approach in advancing airline catering services but also opens pathways for further academic inquiry and practical innovation.

**Keywords:** Airline Catering, Key Performance Indicators, Operational Efficiency, Customer Satisfaction, Sustainability.

### Introduction

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The airline catering industry has experienced profound changes in recent decades, influenced by evolving consumer expectations, technological progress, and a competitive global landscape. Historically viewed as an ancillary service, in-flight catering has now become a critical factor in enhancing passenger satisfaction and differentiating airline offerings. This transition underscores a shift towards prioritizing customer-centric values, where the quality, variety, and presentation of meals significantly impact the passenger's travel experience.

Operational efficiency has emerged as a key objective, with both airlines and their catering partners aiming to reduce preparation and delivery times while maintaining the highest service quality. The complex logistics of delivering fresh, high-quality meals worldwide necessitate innovative management of supply chains, waste reduction, and process optimization. Here, the integration of advanced technologies, such as inventory management systems and data analytics, is instrumental in enhancing operational capabilities and forecasting consumer preferences more accurately.

Moreover, the concept of quality within airline catering extends beyond culinary excellence to include food safety, freshness, and nutritional value. As passengers become increasingly health-conscious and express diverse dietary preferences, caterers are challenged to broaden their menu offerings to include organic, vegan, and culturally specific options. Ensuring quality also involves rigorous staff training, careful supplier selection, and adherence to stringent food safety standards.

Sustainability has risen to the forefront of industry concerns, driven by heightened awareness of environmental issues and the corporate responsibility agenda. The environmental impact of catering operations, especially regarding food waste, packaging, and energy use, has drawn critical scrutiny. Progressive catering services are adopting sustainable practices, such as minimizing single-use plastics, sourcing ingredients locally, and initiating recycling efforts, aligning with the wider industry's commitment to carbon emission reduction and ethical sourcing.

This evolving landscape highlights the critical role of in-flight dining in the overall passenger experience, challenging airlines and caterers to adapt to these changes. The focus is on delivering exceptional service



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that meets the sophisticated demands of today's global traveler while confronting the rapid transformations of the industry.

In the dynamic environment of the airline catering industry, where operational efficiency, service quality, and sustainability are paramount, the adoption of a strategic, Key Performance Indicator (KPI)-driven approach is indispensable. The escalating competitive intensity of the airline industry, coupled with elevated customer expectations and narrow margins for error, necessitates a nuanced approach to catering service management. Utilizing KPIs enables catering services to navigate these complexities with precision and agility, not merely meeting but surpassing customer expectations and industry benchmarks. KPIs, serving as quantifiable metrics, offer clear insights into the performance across various dimensions of airline catering operations, including operational efficiency, customer satisfaction, and environmental sustainability. The strategic identification and monitoring of relevant KPIs facilitate pinpointing successes and areas needing enhancement, promoting data-driven decision-making. This strategic orientation ensures the judicious allocation of resources, boosts operational efficiency, and consistently delivers high-quality services. For example, diligently tracking KPIs related to meal preparation times, food waste percentages, and customer satisfaction scores can inform strategic decisions that materially influence service quality and ecological footprints.

Moreover, a KPI-centric strategy underpins the alignment of operational objectives with broader corporate ambitions, such as sustainability goals and financial viability, empowering managers and executives to make informed decisions that reconcile cost-effectiveness with environmental stewardship and customer contentment. In an era marked by shifting consumer preferences towards personalized, superior-quality, and eco-friendly services, KPIs transcend their traditional operational role, fostering innovation and guiding the development of new products and services that cater to diverse dietary needs and preferences while adhering to sustainability principles. Thus, KPIs are pivotal in driving continuous improvement, cultivating a culture of excellence, and maintaining a competitive advantage in the marketplace.

Embracing a KPI-driven framework in airline catering transcends operational success; it signifies a dedication to excellence, sustainability, and customer satisfaction. This commitment demands an in-depth understanding of performance drivers and an agile, responsive management style capable of adapting to the airline industry's rapidly evolving demands. Consequently, airline catering services are equipped to address the challenges of the contemporary travel experience, establishing new benchmarks for quality, efficiency, and environmental responsibility.

The primary objective of this research is to meticulously identify, analyze, and evaluate the impact of specific Key Performance Indicators (KPIs) on operational efficiency, customer satisfaction, and financial performance within the airline catering sector. Recognizing that delivering exceptional catering services efficiently and sustainably is vital for retaining customer loyalty and securing business prosperity, the study is oriented towards several core areas:

- **Identification of Critical KPIs:** Ascertain the most relevant and impactful KPIs for airline catering services, incorporating a broad review of industry standards and innovative practices. This endeavor aims to provide new insights into performance measurement and enhancement, covering operational efficiency, customer satisfaction, and financial health.
- **Analytical Evaluation:** Undertake a comprehensive examination of how these KPIs influence both day-to-day and strategic decision-making within airline catering operations. This phase will



encompass both quantitative and qualitative analyses, leveraging data analytics, case studies, and expert interviews to elucidate the interplay between various performance metrics and their collective impact on business performance.

- **Impact Assessment:** Determine the tangible effects of optimizing these KPIs on the operational efficiency, customer satisfaction, and financial outcomes of airline catering services. This assessment will involve reviewing industry best practices, analyzing success stories, and investigating potential challenges encountered by companies in aligning their operations with these metrics.
- **Strategic Recommendations:** Formulate actionable insights and strategic recommendations for airline catering executives based on the research findings. These recommendations are intended to guide strategy development, addressing current performance shortfalls while preparing the service to efficiently adapt to future trends and customer expectations.

This research endeavors to bridge the gap between theoretical knowledge and the practical application of KPIs in enhancing airline catering service performance. By providing a clear understanding of how specific KPIs influence key business areas, the study aims to arm airline catering CEOs and managers with the tools necessary for informed, data-driven decision-making. This approach is designed to foster continuous improvement, operational excellence, and sustainable growth within the sector.

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### Literature Review

#### Operational Strategies, Challenges, and Innovations

The scholarly landscape encompassing airline catering management reveals a rich tapestry of operational strategies, inherent challenges, and continuous innovations. This literature review synthesizes key findings from seminal studies, offering a panoramic view of the sector's dynamic nature.

#### Operational Strategies and Performance Improvement

Research in the domain of operational strategies and performance enhancement presents a nuanced understanding of the airline catering industry's complexities. For instance, Pineda et al. (2017) introduced an integrated model that merges data mining with multiple criteria decision making (MCDM), aiming to elevate airline performance. This model underscores the multifaceted nature of operational factors impacting both financial and efficiency metrics, suggesting a nuanced approach to operational strategy formulation. Similarly, Cai et al. (2009) discussed a framework aimed at augmenting supply chain performance, emphasizing the critical role of iterative KPIs in facilitating informed decision-making within supply chain contexts, a principle directly applicable to airline catering operations.

#### Challenges in Performance Measurement

Addressing the obstacles in performance measurement, Mohammed (2016) explored the efficacy of specific KPIs in gauging and managing the performance of airline enterprises. The study delineates between management and operational KPIs, highlighting their significance in constructing a robust performance measurement system. Complementing this, Stricker, Minguillon, & Lanza (2017) tackled the challenge of selecting pertinent KPIs for production systems. This exploration into the balance between the quantity of KPIs and their informational yield offers insights applicable to refining KPI frameworks within airline catering, ensuring a focus on metrics that genuinely drive performance improvements.

#### Innovations in Airline Catering



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Innovation within airline catering emerges as a pivotal theme, with studies shedding light on novel approaches to product and service development. Jones (1995) reviewed alternative strategies for introducing new offerings in flight catering, revealing a tendency towards modifying existing services rather than creating entirely new innovations. This tendency underscores the industry's cautious approach to innovation, emphasizing incremental improvements over radical changes.

#### The Role of KPIs in Enhancing Catering Efficiency and Customer Service

The examination of KPIs in airline catering unveils a comprehensive approach that spans operational excellence, customer satisfaction, and sustainable operations. Gupta (2017) focused on evaluating service quality within the airline industry, pinpointing tangibility, reliability, security, safety, and pricing as crucial KPIs. This study advocates for the prioritization of these metrics to significantly boost service quality. In parallel, Thamagasorn and Pharino (2019) provided a case study on food waste management, illustrating how KPIs can spotlight inefficiencies and foster sustainability within catering operations.

#### Gap Identification in KPI-Driven Management Approaches

Despite the extensive exploration of service quality, sustainability, and operational efficiency, a discernible gap exists in the literature regarding the application and impact of KPI-driven management specifically within airline catering. This gap signals a need for dedicated research aimed at understanding how KPI-driven strategies can enhance efficiency, customer satisfaction, and service delivery across this unique sector.

The literature on airline catering management, thus, underscores the critical need for sustainable management practices, technological innovation, and strategic operational improvements. By emphasizing sustainability in waste management, leveraging technology, and optimizing operational processes, these studies collectively provide a foundation for enhancing operational efficiency and customer satisfaction in airline catering. This review sets the stage for a deeper investigation into the role of KPIs in driving performance improvements within this intricate and evolving industry.

### Methodology

This study employs a mixed-methods research design, blending qualitative insights from industry experts with quantitative analysis of performance data to deeply understand the impact of Key Performance Indicators (KPIs) on the operational efficiency, customer satisfaction, and financial performance within the airline catering sector. The integration of qualitative and quantitative methodologies facilitates a comprehensive exploration of KPI dynamics, offering a robust analytical lens through which the complexities and nuances of airline catering management can be examined.

The research initiates with a qualitative inquiry, leveraging structured interviews and surveys among a diverse cohort of stakeholders in the airline catering industry, including CEOs, operational managers, quality assurance personnel, and frontline staff. This phase aims to unearth perceptions, experiences, and strategies pertaining to the utilization and impact of KPIs within airline catering operations, setting a foundation for the subsequent quantitative analysis. Following the qualitative exploration, the study transitions to a quantitative phase, where performance data related to predetermined KPIs such as meal preparation efficiency, waste management metrics, customer satisfaction indices, and financial indicators are meticulously analyzed. This sequential approach ensures an initial, comprehensive understanding of expert opinions and industry practices, which subsequently informs the empirical examination of KPI impacts, crafting a holistic view of their role in enhancing airline catering services.



Primary data collection involves conducting structured interviews and deploying surveys targeted at a broad spectrum of participants within the airline catering ecosystem. These tools are meticulously designed to capture detailed insights into the current landscape of KPI usage, perceived operational challenges, and potential avenues for performance optimization. Complementing the primary data, secondary sources such as industry reports, academic literature, case studies on airline catering services, and accessible performance data from catering companies are extensively reviewed. The amalgamation of primary and secondary data provides a rich, contextual backdrop against which the study's findings can be positioned, offering both depth and breadth to the analysis.

Qualitative data garnered from interviews and surveys undergo thematic analysis, a methodological approach that facilitates the identification of recurring themes, patterns, and insights across the dataset. This analytical process enables the extraction of significant narratives and concepts from the qualitative corpus, enriching the understanding of KPI usage and its implications. For the quantitative data, statistical analysis techniques, including regression analysis, are employed to discern relationships between specific KPIs and key performance outcomes. Descriptive statistics are utilized to summarize the dataset, while inferential statistics aid in hypothesis testing, elucidating the direct and indirect impacts of KPIs on airline catering operations.

By adhering to this structured, mixed-methods methodology, the research meticulously addresses the existing gap in comprehensive studies focusing on KPI-driven management approaches in airline catering. The dual-phase approach not only aligns with academic standards but also ensures that the findings are grounded in empirical evidence, poised to offer actionable insights and strategic recommendations for the airline catering industry.

## Findings

This section presents the core findings from the research, focusing on the identification of key performance indicators (KPIs), insights from case studies of successful strategies in airline catering, and a comparative analysis of KPI prioritization and performance across various airlines and regions. These findings are instrumental in understanding how a strategic, KPI-driven approach can significantly enhance operational efficiency, customer satisfaction, and sustainability within airline catering services.

### KPI Identification and Impact

The research delineated several critical KPIs imperative for the strategic management of airline catering services, underscoring their pivotal role in measuring and enhancing operational efficiency, customer satisfaction, and environmental sustainability. These include:

- **Meal Preparation Efficiency:** Highlighted as a crucial KPI, meal preparation efficiency directly influences operational costs and the capability to meet dynamic demand, impacting the quality and freshness of meals served.
- **On-Time Performance:** Essential for maintaining airline schedules and ensuring passenger satisfaction, on-time performance of meal deliveries emerged as a significant indicator of service reliability.
- **Customer Satisfaction Scores:** Serving as a direct reflection of service quality, customer satisfaction scores are linked to repeat business and positive brand perception, emphasizing the importance of quality, variety, and presentation of meals.



- Food Waste Percentage: Addressing both environmental impact and cost efficiency, the food waste percentage KPI is critical for sustainability efforts, with reductions in waste contributing to both ecological benefits and financial savings.

#### Case Study Insights

Exploration of case studies from leading airline caterers revealed successful strategies facilitated by a focused application of KPIs:

- Innovative Meal Preparation Technologies: Adoption of advanced technologies like sous-vide cooking and blast chilling was found to improve both the efficiency and quality of meal production, demonstrating the value of innovation in enhancing KPI outcomes.
- Real-Time Performance Monitoring: Implementing real-time monitoring systems for tracking on-time performance and meal delivery accuracy significantly improved service reliability and customer satisfaction, showcasing the benefits of technology in operational oversight.
- Customer Feedback Integration: Proactive management of customer satisfaction through real-time feedback mechanisms enabled caterers to swiftly adapt offerings to evolving preferences, highlighting the importance of customer-centric KPIs.
- Sustainability Initiatives: Case studies illustrated that focusing on sustainability-related KPIs, such as food waste reduction, not only achieved environmental goals but also enhanced the brand's reputation and operational efficiency.

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#### Comparative Analysis

The comparative analysis across different airlines and regions illuminated variations in KPI prioritization, influenced by regional preferences, operational challenges, and economic factors:

- Regional Preferences: Differences in culinary traditions and dietary preferences across regions necessitate a tailored approach to KPI prioritization, with some regions emphasizing meal quality and diversity more than others.
- Operational Challenges: Geographic and logistical complexities require specific KPI focuses, such as on-time performance in vast countries or quality and customer satisfaction in densely populated regions.
- Economic Factors: The business model of the airline (e.g., low-cost vs. full-service) significantly affects the prioritization of cost-related KPIs versus those focused on quality and customer experience.

These findings underscore the nuanced application of KPIs in airline catering, advocating for a strategic, flexible approach that accommodates diverse operational contexts and customer expectations. Through a detailed examination of KPI impacts, successful case study strategies, and comparative analysis, the research offers a comprehensive understanding of how a KPI-driven approach can foster operational excellence, customer satisfaction, and sustainability in airline catering.

#### Discussion

The findings from this research illuminate the critical importance of adopting a Key Performance Indicator (KPI)-driven approach in the airline catering industry. This discussion section interprets the findings in the context of existing theories on service management, operational efficiency, and strategic management, further elucidating the strategic implications of the study. It also outlines the limitations of the research and proposes areas for future investigation.



## Interpretation of Findings

1. The integration of KPIs in airline catering operations, as highlighted by the research findings, resonates with established theories in service management and operational efficiency. The significant impact of KPIs like meal preparation efficiency, on-time performance, customer satisfaction scores, and food waste percentage on operational and service outcomes underpins the necessity for a systematic, data-driven approach to management in the highly competitive and dynamic airline catering sector.
2. Service Quality and Customer Satisfaction: The emphasis on customer satisfaction scores as a crucial KPI aligns with the SERVQUAL model, which posits that service quality across various dimensions significantly influences customer satisfaction and loyalty. The research findings suggest that focusing on meal quality and delivery accuracy can enhance the perceived value of the service, reinforcing the link between high-quality catering services and overall passenger satisfaction.
3. Operational Efficiency: The importance of meal preparation efficiency and on-time performance supports the principles of lean management, which aims to eliminate waste and improve process efficiency. The case studies demonstrating successful implementation of innovative meal preparation technologies and real-time performance monitoring systems illustrate the applicability of lean principles in optimizing airline catering operations.
4. Strategic Management and Sustainability: The focus on sustainability-related KPIs reflects the growing emphasis on environmental responsibility within the airline industry. This approach is consistent with the Resource-Based View (RBV) of the firm, suggesting that leveraging unique resources and capabilities, such as sustainable practices, can provide a competitive advantage and contribute to long-term viability.

The strategic implications of these findings are manifold, emphasizing the need for airline catering services to adopt a holistic, KPI-driven management approach. By systematically monitoring and optimizing key performance metrics, catering providers can not only improve operational efficiency and customer satisfaction but also address sustainability concerns, aligning their operations with broader industry and societal goals.

This research is subject to several limitations, including the variability in catering requirements across different airlines and regions, potential biases in self-reported data, and the rapid evolution of consumer preferences and technological advancements. These factors may affect the generalizability of the findings and highlight the need for ongoing research to adapt and refine KPI frameworks in response to changing industry dynamics.

Future studies should explore the integration of emerging technologies, such as artificial intelligence and blockchain, in airline catering operations and their impact on KPI optimization. Additionally, investigating the role of cultural and regional differences in KPI prioritization can provide deeper insights into customizing catering services to meet diverse passenger needs. Further research on sustainability practices and their quantifiable benefits could also contribute to the development of more comprehensive, environmentally focused KPIs.

In conclusion, this research underscores the pivotal role of a KPI-driven approach in enhancing the performance of airline catering services. By fostering continuous improvement, embracing technological innovations, and prioritizing sustainability, airline caterers can navigate the complexities of the modern



travel industry, delivering exceptional service quality that meets the evolving expectations of passengers and stakeholders alike.

### Implications and Future Research

This section delves into the broader implications of the study's findings, highlighting their significance for both theoretical frameworks and practical applications within the airline catering industry. Additionally, it outlines directions for future research that can build upon the foundational insights provided by this study.

#### Theoretical Implications

The study's exploration of Key Performance Indicators (KPIs) within airline catering contributes valuable perspectives to the existing body of knowledge, particularly in the realms of service management, operational efficiency, and sustainable business practices. These theoretical implications serve to enrich the academic discourse, offering new avenues for understanding and investigating the complex dynamics of airline catering services.

1. **Enriching Service Management Theories:** The findings illuminate the critical role of customer-centric KPIs in enhancing service quality and satisfaction, offering empirical evidence that supports and extends service management theories like SERVQUAL. This research underscores the importance of integrating customer feedback and satisfaction metrics into service quality evaluation frameworks, particularly within the context of airline catering.
2. **Operational Efficiency and Lean Management:** By demonstrating the impact of KPIs on streamlining operations and reducing waste, the study reinforces the principles of lean management and operational excellence. It provides a practical application of these theories in a highly specialized service industry, contributing to a deeper understanding of efficiency optimization strategies.
3. **Sustainability and Corporate Responsibility:** The focus on sustainability-related KPIs aligns with the growing emphasis on environmental stewardship and social responsibility in business practices. This research contributes to the theoretical discussion on integrating sustainability metrics into corporate performance management, highlighting the potential for KPI-driven approaches to foster more sustainable business models.

#### Practical Implications

For practitioners in the airline catering industry, the study offers actionable insights and strategic recommendations to enhance operational performance, customer satisfaction, and sustainability. The emphasis on a KPI-driven management approach provides a clear framework for catering executives to align their operations with strategic objectives and industry best practices.

1. **Adopting Technology-Enabled Solutions:** Encouraging the adoption of advanced technologies for real-time performance monitoring and data analytics can significantly improve operational efficiency and responsiveness to customer needs.
2. **Enhancing Customer Experience:** By prioritizing customer satisfaction KPIs and integrating customer feedback into service design and delivery, airline caterers can create more personalized and satisfying dining experiences.



3. Fostering Sustainability: Implementing sustainability initiatives, guided by specific environmental KPIs, can not only reduce the ecological footprint of catering operations but also enhance the brand image and appeal to eco-conscious consumers.

#### Future Research Directions

Building on the insights gained from this study, several areas for future research have been identified, promising to further enrich the understanding of KPI-driven management in airline catering and beyond.

1. Technology Integration and Innovation: Investigating the impact of emerging technologies, such as AI, IoT, and blockchain, on the efficiency and effectiveness of airline catering operations could provide valuable insights into future innovation opportunities.
2. Cultural and Regional Differences: Exploring how cultural and regional preferences influence KPI prioritization and performance outcomes can offer guidance for customizing catering services to meet diverse passenger needs.
3. Longitudinal Studies on KPI Evolution: Conducting longitudinal research to track changes in KPI relevance and impact over time could shed light on the dynamic nature of the airline catering industry and the evolving expectations of passengers.
4. Sustainability Practices and Metrics: Deepening the investigation into sustainable practices within airline catering, including the development and validation of comprehensive sustainability metrics, could contribute to more environmentally and socially responsible business models.

In sum, this study not only highlights the importance of a KPI-driven approach in advancing airline catering services but also opens up new pathways for academic inquiry and practical innovation. By continuing to explore and refine the application of KPIs, the airline catering industry can achieve greater operational excellence, customer satisfaction, and commitment to sustainability.

#### Conclusion and Recommendations

This research has systematically explored the implementation and impact of Key Performance Indicators (KPIs) within the context of airline catering, illuminating the profound influence these metrics have on operational efficiency, customer satisfaction, and environmental sustainability. Through a rigorous mixed-methods approach, the study has provided a comprehensive overview of crucial KPIs, derived actionable insights from successful case studies, and performed a comparative analysis across various operational contexts.

The study identified critical KPIs essential for the strategic enhancement of airline catering services, including meal preparation efficiency, on-time performance, customer satisfaction scores, and food waste percentage. These indicators not only reflect operational and service quality but also underscore the importance of sustainability practices within the industry.

Insights from case studies of leading airline caterers revealed successful strategies for leveraging technology to improve meal preparation efficiency and on-time delivery, integrating customer feedback to enhance service quality, and adopting sustainable practices to minimize environmental impact. Furthermore, the comparative analysis highlighted the variability in KPI prioritization across different airlines and regions, emphasizing the need for a flexible and adaptive management approach.

Theoretically, this research contributes to the existing body of knowledge by applying service management theories, operational efficiency frameworks, and sustainability concepts to the specific context of airline catering. Practically, it offers airline catering executives a roadmap for employing a



KPI-driven approach to achieve strategic objectives, enhance customer experiences, and promote environmental stewardship.

Future studies should delve deeper into the integration of emerging technologies in airline catering operations, examine the influence of cultural and regional differences on KPI prioritization, and explore the development of comprehensive sustainability metrics. Longitudinal research tracking the evolution of KPIs and their impacts over time would also provide valuable insights into the dynamic nature of the airline catering industry.

The journey toward excellence in airline catering is marked by continuous improvement and strategic innovation. This research underscores the critical role of KPIs in navigating the complexities of the modern airline industry, meeting evolving customer expectations, and addressing sustainability challenges. By embracing a data-driven, strategic approach to KPI management, airline caterers can not only enhance their service offerings but also contribute to the broader goals of environmental responsibility and social sustainability.

In conclusion, the adoption of a KPI-driven framework is not just a strategy for operational success; it is a commitment to excellence, sustainability, and customer satisfaction. As the airline catering industry continues to evolve, those who leverage the power of KPIs to inform their strategic decisions will be best positioned to lead in terms of innovation, service quality, and environmental stewardship. The path forward is clear: a steadfast commitment to strategic, data-driven improvement is essential for navigating the future of airline catering.

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## Appendix

Appendix A | Comprehensive KPI Inventory for Chief Executive Officer – Airline Catering (CEO-AC)



Aligned with “Optimizing Performance in Airline Catering: A KPI-Driven Approach” and the Universal KPI Development Framework for Airline Roles

To operationalize the KPI-driven blueprint of our study, this appendix delivers the Top 100 role-specific Key Performance Indicators for the CEO – Airline Catering. These metrics are organized across all strategic dimensions identified in the article:

1. Financial Performance & Profitability
2. Operational Efficiency & Cost Control
3. Customer Experience & Service Quality
4. Human Capital & Engagement
5. Innovation & Growth
6. Sustainability & Environmental Stewardship
7. Quality Assurance & Regulatory Compliance
8. Strategic Alignment & Governance

#### How to Use This Inventory

1. Populate Dashboards
  - Embed each KPI’s definition, calculation formula, data source (e.g., ERP, AODB, IoT feeds, catering management systems) and reporting cadence (daily/weekly/monthly/quarterly).
  - Configure role-specific scorecards for the CEO, Catering Ops leads, Finance, Procurement, OCC and Digital Transformation teams.
2. Define RACI
  - Assign Responsible, Accountable, Consulted and Informed roles across Catering Operations, Procurement, Supply Chain, Finance, HR, OCC and Digital teams to ensure clear ownership and cross-functional alignment.
3. Benchmark Performance
  - Compare against IATA & ICAO catering benchmarks, peer-airline performance and internal digital-twin pilots to establish stretch targets and “leading-practice” thresholds.
4. Integrate Across Functions
  - Map upstream/downstream flows for example:  
Forecast Accuracy → Meal Preparation Efficiency → On-Time Catering Delivery → On-Time Performance (OTP) → Load Factor → Revenue per Available Seat Kilometer (RASK).
  - Ensure that improvements in catering translate directly into network reliability and yield metrics (e.g., RASM, CASK).
5. Embed Advanced Enablers
  - Leverage AI-driven demand forecasting, IoT-based temperature and quality sensors, and blockchain for ingredient provenance.
  - Implement digital-twin simulations for scenario planning and mobile apps for real-time kitchen and delivery monitoring.
  - Integrate sustainability levers food-waste analytics, CO<sub>2</sub> per ASK, water-usage per meal, and sustainable-ingredient sourcing into the KPI suite.



These 100 KPIs furnish the CEO-AC with the tactical levers and strategic guardrails required to translate the article's recommendations into measurable, sustainable improvements across cost, reliability, quality, customer satisfaction and environmental impact.

### Financial Performance KPIs

(Strategic Dimension: Financial Performance & Profitability)

- Revenue Growth Rate (RGR)
- Gross Profit Margin (GPM)
- Net Profit Margin (NPM)
- Operating Profit Margin (OPM)
- Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)
- Return on Investment (ROI)
- Return on Equity (ROE)
- Return on Assets (ROA)
- Operating Expense Ratio (OER)
- Debt to Equity Ratio (DER)
- Cash Conversion Cycle (CCC)
- Average Revenue per User (ARPU)
- Cost per Available Seat Kilometer (CASK)
- Revenue per Available Seat Kilometer (RASK)
- Cost per Employee (CPE)
- Total Shareholder Return (TSR)
- Economic Value Added (EVA)
- Free Cash Flow (FCF)
- Working Capital Ratio (WCR)
- Days Sales Outstanding (DSO)

### Operational Efficiency KPIs

(Strategic Dimension: Operational Efficiency & Cost Control)

- On-Time Performance (OTP)
- Meal Preparation Efficiency (MPE)
- Average Meal Preparation Time (AMPT)
- Flights Catered (FC)
- Meals Prepared per Day (MPD)
- On-Time Delivery Rate (OTDR)
- Food Waste Percentage (FWP)
- Supply Chain Efficiency (SCE)
- Average Delivery Time (ADT)
- Equipment Downtime (EQDT)
- Staff Productivity Index (SPI)
- Delivery Accuracy Rate (DAR)
- Turnaround Time (TAT)
- In-Flight Service Quality (IFSQ)



- Load Factor Contribution (LFC)
- Fleet Utilization Rate (FUR)
- Catering Cost per Passenger (CCP)
- Aircraft Turnaround Time (ATT)
- Catering Delay Frequency (CDF)
- Safety Incident Rate (SIR)

#### Customer Experience KPIs

(Strategic Dimension: Customer Experience & Service Quality)

- Customer Satisfaction Score (CSAT)
- Net Promoter Score (NPS)
- Customer Effort Score (CES)
- Customer Complaint Rate (CCR)
- Customer Retention Rate (CRR)
- First Call Resolution (FCR)
- Average Handling Time (AHT)
- Customer Lifetime Value (CLV)
- Complaints Resolved within 24h (CR24)
- Catering Service Quality Score (CSQS)

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#### Employee & Talent KPIs

(Strategic Dimension: Human Capital & Engagement)

- Employee Satisfaction Score (ESS)
- Employee Retention Rate (ERR)
- Employee Turnover Rate (ETR)
- Employee Absenteeism Rate (EAR)
- Training Effectiveness Score (TES)
- Employee Productivity Score (EPS)
- Employee Engagement Level (EEL)
- Average Employee Tenure (AET)
- Staff Trained in Food Safety (STFS)
- Work-Related Injury Rate (WIR)

#### Innovation & Growth KPIs

(Strategic Dimension: Innovation & Market Expansion)

- New Product Introduction Rate (NPIR)
- Revenue from New Products (RNP)
- Market Expansion Rate (MER)
- Market Share (MS)
- Market Growth Rate (MGR)
- Revenue from Innovation (RFI)
- R&D Spend as % of Sales (RDS)
- Patents Filed (PF)
- Strategic Partnerships Formed (SPF)
- New Menu Items Introduced (NMII)



### Sustainability KPIs

(Strategic Dimension: Environmental Impact & ESG)

- Carbon Emission per ASK (CO2ASK)
- Water Usage per Meal (WPM)
- Energy Consumption per Meal (EPM)
- Food Waste Volume (FWV)
- Recycled Waste Percentage (RWP)
- Sustainability Initiatives Implemented (SII)
- Supplier Sustainability Score (SSS)
- Renewable Energy Usage (REU)
- Sustainable Ingredients Usage (SIU)
- Greenhouse Gas Emissions (GHG)

### Quality & Compliance KPIs

(Strategic Dimension: Quality Assurance & Regulatory Compliance)

- Number of Non-Compliance Events (NCE)
- Audit Score (AS)
- Quality Assurance Score (QAS)
- Food Safety Incident Rate (FSIR)
- Suppliers Meeting Standards (SMS)
- Regulatory Fines & Penalties (RFP)
- Certified Suppliers Percentage (CSP)
- Product Recall Count (PRC)
- Certifications Received (CRCV)
- Incident Response Time (IRT)

### Strategic & Governance KPIs

(Strategic Dimension: Strategic Alignment & Governance)

- Strategic Goals Achieved (SGA)
- Progress Toward Strategic Goals (PTSG)
- Initiative Execution Score (IES)
- Strategic Alliances Formed (SAF)
- Goal Alignment Score (GAS)
- Strategic Initiative Success Rate (SISR)
- CEO Leadership Effectiveness Score (CLES)
- Revenue from Strategic Partnerships (RGSP)
- New Business Model Success Rate (NBMS)
- Board Engagement Index (BEI)