

## **Elevating Flight Operations Efficiency A KPI-Driven Approach for Airline Performance Enhancement**

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### **Abstract**

In the dynamic and competitive landscape of the airline industry, the strategic management of flight operations plays a pivotal role in ensuring operational efficiency, safety, and customer satisfaction. This paper delves into the application and impact of Key Performance Indicators (KPIs) in optimizing flight operations, highlighting the significance of a data-driven approach. Through a comprehensive literature review, mixed-methods research design, and detailed analysis of KPIs across various operational domains, the study identifies critical KPIs instrumental in enhancing safety protocols, operational efficiency, maintenance reliability, financial performance, and customer service. Insights from the analysis demonstrate the direct correlation between specific KPIs and improved operational outcomes, underscoring the importance of integrating advanced analytics and artificial intelligence for proactive operational adjustments. Best practices from leading airlines further illustrate the practical application of KPI-driven strategies in achieving operational excellence. The study contributes to both theoretical discourse and practical management in aviation, offering strategic recommendations

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for airlines to leverage KPIs effectively. It underscores the necessity of adopting a holistic KPI framework, fostering a data-driven organizational culture, and investing in technological advancements to navigate the complexities of modern flight operations and sustain competitive advantage in the global aviation marketplace.

**Keywords:** Flight Operations, Key Performance Indicators, Operational Efficiency, Data-Driven Management, Aviation Safety.

## Introduction

In the competitive and dynamic airline industry, robust flight operations are essential. These operations, encompassing crew scheduling, aircraft maintenance, safety management, and regulatory compliance, are the cornerstone of airline functionality, ensuring flights depart and arrive safely and on time. As the global travel demand escalates, flight operations management faces multifaceted challenges. These include optimizing resource allocation, enhancing safety protocols, and ensuring customer satisfaction, all amidst evolving regulatory standards and the growing significance of digital technologies and sustainability.

Efficiency, safety, and profitability are the three pillars directly influenced by effective flight operations. Operational efficiency maximizes resource use and minimizes waste, contributing to reduced costs. Safety, a non-negotiable aspect, relies on meticulous attention to protocols to safeguard passengers, crew, and aircraft. Profitability, influenced by operational efficiency and safety reputation, affects customer loyalty and choice. The industry's evolution is marked by integrating advanced technologies and innovative management practices, highlighting the necessity for a strategic approach that leverages Key Performance Indicators (KPIs) to monitor, evaluate, and enhance operations.

The aviation industry's high operational tempo and critical safety needs demand a strategic, data-driven management approach. KPIs, offering objective insights into operational performance, are indispensable for navigating airline management complexities. They enable Chief Flight Operations Officers (CFOOs) and their teams to identify trends, benchmark against industry standards, and identify improvement areas. This capability is vital for continuous improvement, regulatory compliance, and passenger and crew safety enhancement. Moreover, KPIs facilitate agile responses to dynamic market demands, such as fluctuations in fuel prices, passenger demand, and regulatory changes, by providing essential data for operational adjustments.

This article aims to explore the integral role of KPIs in advancing flight operations within the airline industry. It seeks to identify crucial KPIs related to safety, operational efficiency, maintenance, financial health, and more, and analyze their impact on operations. Additionally, it will evaluate the effectiveness of KPI-driven strategies through case studies from leading airlines and offer strategic recommendations for KPI implementation. By doing so, it aims to equip flight operations leaders with the knowledge to effectively utilize KPIs, fostering an environment where data-driven decision-making drives the industry towards greater efficiency, safety, and overall performance.

## Literature Review

This section synthesizes existing research on flight operations management, emphasizing the critical roles of efficiency and safety. It also explores the theoretical underpinnings and empirical evidence supporting the strategic application of Key Performance Indicators (KPIs) in enhancing these aspects, while identifying gaps in the current body of knowledge.

Overview of Flight Operations Management: Efficiency and Safety Focus

Flight operations management is a multifaceted domain crucial for the airline industry's efficiency, safety, and viability. It involves coordinating activities such as scheduling, dispatching, and compliance with safety regulations. Recent studies have illuminated several key areas:

1. Operations Control System Design: Chen et al. (2023) emphasized the Operations Control System's role in safety and efficiency, proposing an integrated design enhanced by expert advisory systems to optimize operational decisions.
2. Aircraft Turnaround Operations: Schmidt (2017) highlighted efficient turnaround as vital for managing increased passenger traffic, underscoring the necessity for advancements in ground operations and process reliability.
3. Aviation Safety and Icing Threats: Cao et al. (2018) provided an in-depth analysis of aircraft icing, a significant safety threat, advocating for increased preparedness and awareness to mitigate its effects on aerodynamics and flight safety.
4. Economic Analysis of Aviation Safety: Oster et al. (2013) examined safety from an economic perspective, identifying disparities in safety performance and stressing the need for comprehensive data to drive improvements.
5. Human Factors in Safety: McFadden and Towell (1999) discussed the influence of human factors on airline safety, advocating for operational error analysis and data-driven decision-making to enhance safety protocols.

Role of KPIs in Optimizing Flight Operations

KPIs are instrumental in driving improvements across all flight operations aspects. The literature supports their use as essential tools for strategic planning and performance management:

1. Efficiency and Performance: Garcia-Arca et al. (2018) demonstrated how incorporating KPIs and personnel engagement can significantly improve transportation efficiency, suggesting parallels in flight operations management.
2. Sustainability Measures: Hristov and Chirico (2019) explored the integration of sustainability KPIs, indicating their potential to align operational strategies with environmental goals.
3. Broad Application and Impact: A systematic review by Setiawan and Purba (2020) categorized KPIs across various organizations, highlighting their versatility and impact on organizational performance, with implications for aviation.

Gap Identification in Current Research

Despite extensive research, gaps remain, particularly regarding the specific application and impact of KPIs on flight operations' efficiency and safety:

1. Need for Tailored KPIs: There's a lack of research on KPIs customized to address the unique challenges in aviation, such as crew management and fuel efficiency.

2. Comparative Effectiveness Studies: Limited comparative studies on KPI effectiveness across different airlines or operational contexts.
3. Real-Time KPI Monitoring: Insufficient exploration of the impact of real-time KPI monitoring systems on enhancing operational decision-making and safety.

Addressing these gaps through targeted research could significantly advance the application and understanding of KPIs in optimizing flight operations, contributing to the industry's overall performance and safety improvements.

## Methodology

Our study adopts a mixed-methods research approach, integrating both qualitative and quantitative methodologies to furnish a comprehensive understanding of KPIs' roles in flight operations. This dual approach facilitates a nuanced exploration of KPIs, combining the quantitative rigor of statistical analysis with the qualitative depth of interviews and case studies. Specifically, the quantitative component assesses performance data to establish correlations between specific KPIs and operational outcomes. Simultaneously, the qualitative aspect draws insights from in-depth interviews and case studies with flight operations professionals, enriching the analysis with experiential knowledge and contextual understanding.

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Data for this research was meticulously gathered from a diverse array of sources to construct a rich dataset. Primary data collection involved directly acquiring operational performance metrics, safety reports, and financial records from collaborating airlines. This effort was complemented by an extensive review of secondary sources, including academic journals, industry reports, and case studies, which document practices and outcomes related to KPIs in flight operations. This amalgamation of primary and secondary data ensures both empirical evidence and contextual comprehension are aptly represented in the study.

The analytical framework of this study is designed around a series of key techniques to ensure a thorough examination of KPI impacts:

- **Statistical Analysis:** Employing statistical software tools, such as SPSS and R, we quantified the relationships between KPIs and performance metrics in flight operations, enabling the identification of significant correlations and trends.
- **Trend Analysis:** This technique was utilized to discern patterns over time, providing insights into the evolving effectiveness of KPI-driven strategies in the face of changing industry dynamics.
- **Benchmarking:** By comparing performance against industry standards, this analysis highlighted best practices and areas ripe for improvement, offering a comparative perspective that enriches the study's findings.
- **Thematic Analysis of Qualitative Data:** Interviews and case studies were analyzed using thematic analysis to extract nuanced insights into the challenges and opportunities of implementing KPI frameworks in flight operations.

By employing this structured methodology, the research aims to deliver detailed insights into the efficacy of KPIs in enhancing flight operations. The mixed-methods approach ensures both the depth and breadth of analysis, capturing the intricate dynamics at play in the highly regulated and competitive airline industry. Through this investigation, the study endeavors to contribute valuable knowledge to both

academic discourse and practical management in aviation, guiding future strategies toward operational excellence.

## Findings

The investigation into the application and impact of Key Performance Indicators (KPIs) on flight operations has yielded critical insights. These findings are categorized into the identification and analysis of specific KPIs, the insights gleaned from their analysis, and the best practices observed in leading airlines for effective KPI management.

### KPI Identification and Analysis

Our analysis revealed several KPIs as pivotal in optimizing flight operations, categorized across various operational domains:

- **Safety:** The study highlighted KPIs such as the number of safety incidents, flight hours without incident, and safety training completion rates as essential metrics for evaluating and enhancing safety protocols.
- **Operational Efficiency:** KPIs like on-time departure and arrival rates, average aircraft turnaround time, and load factor emerged as crucial for assessing and improving operational efficiency.
- **Maintenance and Technical Performance:** Maintenance-related KPIs, including mean time between failures (MTBF) and compliance with maintenance schedules, were identified as key indicators of aircraft reliability and operational readiness.
- **Financial Performance:** Financial health was assessed through KPIs such as operating cost per flight hour, revenue per passenger kilometer (RPK), and cost per available seat kilometer (CASK), among others.
- **Customer Service:** Customer satisfaction rate and Net Promoter Score (NPS) were underscored as vital metrics for measuring and enhancing the passenger experience.
- **Environmental Impact:** Fuel efficiency and CO<sub>2</sub> emissions per passenger kilometer were highlighted as essential for monitoring and improving the airline's environmental sustainability efforts.
- **Insights from Data Analysis**
- The correlation analysis between identified KPIs and operational outcomes provided several key insights:
  - A robust relationship was found between safety KPIs and the reduction in safety incidents, affirming the importance of continuous safety training and adherence to safety protocols.
  - Operational efficiency KPIs were directly linked to improved customer satisfaction and financial performance, emphasizing the strategic importance of optimizing turnaround times and enhancing on-time performance.
  - Maintenance and technical performance KPIs were correlated with higher aircraft availability and reliability, underscoring the value of preventive maintenance and real-time monitoring systems.
  - Environmental KPIs demonstrated a clear connection to operational cost savings and enhanced corporate reputation, highlighting the growing importance of sustainability in operational planning.

### Benchmarking and Best Practices

The study identified several best practices in KPI implementation and management among leading airlines:

- The adoption of comprehensive KPI dashboards for real-time operational monitoring and decision-making significantly enhanced situational awareness and operational agility.
- Predictive analytics for maintenance emerged as a highly effective strategy for reducing unscheduled maintenance and improving aircraft reliability.
- A strong safety culture, supported by anonymous reporting systems and proactive safety management practices, was crucial for continuous safety improvement.
- Engaging employees in KPI-related processes and fostering a data-driven organizational culture were identified as key drivers of operational excellence and employee satisfaction.

These findings illuminate the multifaceted role of KPIs in enhancing flight operations, offering a roadmap for airlines to leverage these metrics for continuous improvement across all operational domains. The insights and best practices identified in this study underscore the strategic value of a KPI-driven approach in navigating the complexities of modern flight operations and sustaining competitive advantage.

## 6 Discussion

Our investigation into Key Performance Indicators (KPIs) in flight operations management reveals a clear pathway to operational excellence through data-driven decision-making. The identified KPIs across safety, efficiency, maintenance, and customer service domains underscore the critical role of comprehensive performance metrics in navigating the complexities of airline operations. These findings align with existing literature, reinforcing the notion that strategic KPI application is indispensable for modern airlines aiming to enhance operational efficiency, safety, and customer satisfaction.

The strong correlation between specific KPIs and improved operational outcomes highlights the importance of a systematic approach to KPI management. For instance, the direct impact of safety and efficiency KPIs on reducing incidents and enhancing customer satisfaction illustrates the potential of targeted interventions to drive significant improvements. Furthermore, the study's insights into best practices demonstrate the value of integrating advanced technologies, such as predictive analytics and real-time monitoring, into KPI frameworks to anticipate and mitigate operational challenges proactively.

### Strategic Recommendations

Based on our findings, we recommend the following strategies for airlines seeking to leverage KPIs for operational improvement:

1. **Develop a Comprehensive KPI Framework:** Airlines should establish a balanced set of KPIs that reflect their strategic objectives and operational realities. This framework should encompass a wide range of performance metrics, from safety and efficiency to customer satisfaction and environmental impact.
2. **Foster a Data-Driven Culture:** Cultivating an organizational culture that values data literacy and evidence-based decision-making is crucial. This involves training staff at all levels to interpret KPI data and empowering them to take data-driven actions.
3. **Leverage Technology for Enhanced KPI Management:** Investing in advanced analytics, AI, and real-time data platforms can significantly improve the precision and timeliness of KPI insights, enabling more agile and informed decision-making.

4. Engage in Continuous KPI Review and Adaptation: Airlines must regularly assess the relevance and effectiveness of their KPIs, adjusting them as necessary to reflect changes in strategic priorities, operational challenges, and industry trends.
5. Prioritize Safety and Sustainability: Given the critical importance of safety and the growing emphasis on sustainability, airlines should particularly focus on KPIs that measure and promote improvements in these areas.

#### Limitations and Considerations

While our study provides valuable insights into the application and impact of KPIs in flight operations, several limitations must be acknowledged:

- **Data Quality and Availability:** The accuracy of our findings is contingent upon the quality and comprehensiveness of the data available, highlighting the need for standardized data collection and management practices.
- **Contextual Variability:** The effectiveness of KPI-driven strategies may vary across different airlines and operational contexts, necessitating customization and adaptation of the recommended approaches.
- **Technological and Cultural Challenges:** Implementing advanced KPI management systems and fostering a data-driven culture may pose significant challenges, requiring substantial investment and organizational change management efforts.

In conclusion, this discussion underscores the strategic value of KPIs in enhancing flight operations efficiency and highlights the necessity for airlines to adopt a nuanced, data-driven approach to operational management. By addressing the identified limitations and considering the recommended strategies, airlines can better navigate the complexities of modern aviation, achieving sustained improvements in performance and competitive advantage.

#### Implications and Future Research

This study's exploration of Key Performance Indicators (KPIs) within the realm of flight operations has significant theoretical and practical implications, offering a foundation for future inquiries into the strategic management of airline operations.

##### Theoretical Contributions

Our investigation enriches the academic discourse on flight operations management by:

1. **Highlighting the Integral Role of KPIs:** We extend the body of knowledge by demonstrating how KPIs can be intricately woven into the fabric of flight operations management, serving as vital instruments for strategic planning and decision-making.
2. **Emphasizing a Data-Driven Operational Culture:** The study corroborates the theoretical underpinnings of data-driven decision-making in aviation, showcasing how empirical evidence derived from KPIs can guide operational improvements and strategic adjustments.
3. **Underscoring the Dynamics of Safety and Efficiency:** By linking specific KPIs to safety and operational efficiency, this research contributes to a deeper understanding of their interplay and collective impact on airline performance.

##### Practical Recommendations

For aviation industry practitioners, particularly Chief Flight Operations Officers and their teams, this study offers actionable insights:

1. Adopt an Integrated KPI Framework: Encourage the adoption of a holistic KPI framework that reflects both operational priorities and strategic objectives, ensuring a balanced focus on safety, efficiency, customer satisfaction, and sustainability.
2. Invest in Advanced Analytical Tools: Leverage the latest in analytics and artificial intelligence to enhance the predictive accuracy of KPIs, facilitating proactive management of operational challenges.
3. Promote Organizational Data Literacy: Cultivate a culture that values data literacy across all organizational levels, empowering employees to engage with KPI data meaningfully and contribute to data-driven decision-making processes.

#### Future Research Directions

The findings also illuminate several avenues for future research, critical for advancing the application of KPIs in flight operations:

1. Longitudinal Studies on KPI Evolution: Investigate the long-term impacts of KPI-driven strategies on operational performance, examining how airlines adapt KPI frameworks in response to evolving industry dynamics.
2. Cross-Cultural and Regional Applications: Explore the effectiveness of KPI-driven operational strategies across different cultural and regulatory contexts, identifying best practices and adaptation strategies.
3. Technological Integration and Its Effects: Assess the impact of integrating emerging technologies, such as IoT and blockchain, on the effectiveness and efficiency of KPI tracking and performance management in flight operations.
4. Sustainability Metrics and Operational Performance: Examine the relationship between sustainability-focused KPIs and their influence on operational practices, particularly in light of increasing environmental regulations and societal expectations.

In conclusion, this study not only contributes valuable insights into the strategic application of KPIs in flight operations but also sets the stage for further research into optimizing airline performance in an ever-evolving industry landscape. By addressing the suggested research directions, future studies can build on this foundation, exploring new dimensions of KPI utilization and its impact on the broader field of aviation management.

#### Conclusion

The exploration of Key Performance Indicators (KPIs) within the context of enhancing flight operations efficiency has illuminated the critical role these metrics play in steering the airline industry towards operational excellence. Our investigation reveals that a comprehensive, data-driven approach to managing flight operations anchored in the strategic application of KPIs can significantly impact an airline's efficiency, safety, and overall performance.

#### Summary of Key Findings

This study identified and analyzed a suite of KPIs across safety, operational efficiency, maintenance, financial performance, customer service, and environmental impact. The findings underscore the importance of:

- Safety KPIs in fostering a culture of continuous improvement and risk mitigation.
- Operational Efficiency KPIs in optimizing resources and enhancing customer satisfaction.

- Maintenance and Technical Performance KPIs in ensuring aircraft reliability and readiness.
- Financial Performance KPIs in driving revenue growth and cost management.
- Customer Service KPIs in improving passenger experience and loyalty.

Moreover, the integration of advanced analytics and AI in KPI management emerged as a best practice, enabling airlines to anticipate operational challenges and make proactive adjustments.

#### Strategic Value of a KPI-Driven Approach

The strategic deployment of KPIs offers airlines a robust framework for navigating the complexities of modern flight operations. By aligning operational activities with strategic objectives through KPIs, airlines can achieve a balance between operational demands and strategic goals. This balance is crucial for maintaining competitiveness in a rapidly evolving industry, characterized by technological advancements, changing consumer expectations, and stringent regulatory requirements.

A KPI-driven approach not only enhances operational decision-making but also promotes a culture of accountability and continuous improvement. It empowers airlines to respond agilely to market dynamics and regulatory changes, ensuring resilience and adaptability. Furthermore, by prioritizing KPIs that measure environmental sustainability and customer satisfaction, airlines can align their operational strategies with broader societal values, enhancing their brand reputation and customer loyalty.

As the airline industry continues to face unprecedented challenges and opportunities, the importance of a data-driven, KPI-centric management approach cannot be overstated. This study contributes to the existing body of knowledge by highlighting the efficacy of KPIs in enhancing flight operations and sets the stage for further research into optimizing airline performance through strategic KPI application.

In conclusion, the findings of this study advocate for a paradigm shift towards a more analytical and proactive management approach in the airline industry. By embracing a KPI-driven strategy, airlines can navigate the intricacies of flight operations with greater precision, efficiency, and strategic foresight, securing a sustainable competitive advantage in the global aviation marketplace.

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## Appendix

Appendix A: Comprehensive KPI Inventory for Chief Flight Operations Officer (CFOO)  
*Aligned with "Elevating Flight Operations Efficiency: A KPI-Driven Approach for Airline Performance Enhancement" and the Top 100 CFOO KPIs*

This appendix translates the KPI-driven framework of the research article into a role-specific dashboard for the Chief Flight Operations Officer. Organized by strategic dimension and following the Universal KPI Development Framework, these 100 metrics equip the CFOO with the data, governance and digital enablers needed to drive operational reliability, cost efficiency, customer satisfaction and sustainability.

### How to Use This Inventory

1. Populate Dashboards
  - o Embed each KPI's definition, SMART formula, data source (AODB, MRO/ERP, IoT feeds), and cadence (daily/weekly/monthly/quarterly).
2. Define RACI
  - o Assign Responsibility and Accountability across OCC, Maintenance Planning, Flight Ops, Supply Chain, Finance and Digital Teams; mark Consulted & Informed.
3. Benchmark & Target
  - o Leverage IATA/ICAO standards and peer-group data; incorporate internal digital-twin pilots for "leading practice" thresholds (e.g., DRR  $\leq 1.5\%$ , ASOTDR  $\geq 98\%$ ).
4. Integrate Across Functions
  - o Map end-to-end: Predictive Maintenance Accuracy  $\rightarrow$  AOG Incident Rate  $\rightarrow$  Dispatch Reliability  $\rightarrow$  OTDR  $\rightarrow$  CASK to visualize contribution to network reliability and unit cost.
5. Embed Advanced Enablers
  - o Integrate AI forecasting for RDR reduction, blockchain for parts provenance, mobile-Ops apps, and green-maintenance workflows (e.g., SAF ordering cadence) into BI platforms.
6. Govern & Govern
  - o Establish daily exception alerts, weekly ops reviews, monthly executive deep dives; define escalation paths when KPIs breach guardrails.
7. Continuous Improvement
  - o Quarterly re-evaluate targets/definitions; run Six-Sigma sprints on top deviation drivers; update digital maturity roadmap per McKinsey Digital Quotient and airline's V2MOM.

Together, these 100 CFOO KPIs provide the tactical levers, governance structures and innovation roadmap required to translate our KPI-driven research into measurable uplift in flight operations efficiency, safety, cost performance and sustainability.

### Safety & Risk Management

(Strategic Dimension: Safety, Operational Resilience)

- Number of Safety Incidents (NoSI)
- Number of Near-Miss Incidents (NoNMI)
- Flight Hours per Incident (FHPI)
- Safety Audit Completion Rate (SACR)
- Safety Training Completion Rate (STCR)
- Occupational Illness Rate (OIR)

- Personal Protective Equipment Compliance Rate (PPECR)
- Emergency Response Time (ERT)
- Safety Hazard Reporting Rate (SHRR)
- Safety Procedure Compliance Rate (SPCR)

#### Operational Efficiency & Reliability

(Strategic Dimension: Operational Efficiency, Customer Experience)

- On-Time Departure Rate (OTDR)
- On-Time Arrival Rate (OTAR)
- Flight Completion Factor (FCF)
- Dispatch Reliability Rate (DRR)
- Average Turnaround Time (AvgTAT)
- Reactionary Delay Rate (RDR)
- Average Taxi Time (AvgTxT)
- Block Time Variance (BTV)
- Flight Schedule Integrity (FSI)
- AOG Spare Parts On-Time Delivery Rate (ASOTDR)

#### Maintenance & Technical Performance

(Strategic Dimension: Reliability, Cost Control)

- Mean Time Between Failures (MTBF)
- Mean Time to Repair (MTTR)
- Maintenance Schedule Adherence Rate (MSAR)
- Unscheduled Maintenance Rate (UMR)
- AOG Incident Rate (AOGIR)
- Parts Availability Rate (PAR)
- Maintenance Cost per Flight Hour (MCFH)
- Deferred Maintenance Rate (DMR)
- Maintenance Crew Utilization Rate (MCUR)
- Technical Defect Recurrence Rate (TDRR)

#### Crew & Workforce Performance

(Strategic Dimension: Human Capital Efficiency, Safety)

- Crew Utilization Rate (CUR)
- Crew Punctuality Rate (CPR)
- Crew Training Completion Rate (CTCR)
- Human Error Incident Rate (HEIR)
- Fatigue Risk Index (FRI)
- Pilot Flight Hours Compliance Rate (PFHCR)
- Crew Scheduling Efficiency (CSE)
- Staff Turnover Rate (STR)
- Average Sick Days per Crew (ASDC)
- Certification Compliance Rate (CCR)

#### Customer Experience & Service Reliability

(Strategic Dimension: Customer Satisfaction, Brand Loyalty)

- Customer Satisfaction Score (CSAT)
- Net Promoter Score (NPS)
- Mishandled Baggage Rate (MiBR)
- Baggage Resolution Time (BRT)
- In-Flight Service Rating (IFSR)

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- On-Time Performance Satisfaction (OTPS)
- Lounge Access Utilization Rate (LAUR)
- Compensation Cost per Complaint (CCC)
- Mobile Booking Rate (MoBR)
- Passenger Ride Quality Index (PRQI)

## Network & Capacity Management

(Strategic Dimension: Network Utilization, Revenue Optimization)

- Load Factor (LF)
- Seat Utilization Rate (SUR)
- Block Hours per Aircraft (BHPA)
- Fleet Utilization Rate (FUR)
- Route Profitability Index (RPI)
- Capacity Change Response Time (CCRT)
- Revenue per ASK (RASK)
- Revenue per Flight (RPF)
- Connection Success Rate (CSR)
- Schedule Flexibility Index (SFI)

## Financial & Cost Efficiency

(Strategic Dimension: Cost Control, Profitability)

- Cost per ASK (CASK)
- Cost per Flight Hour (CPFH)
- Fuel Cost per Flight Hour (FCFH)
- Direct Operating Cost per MKM (DOCMKM)
- Indirect Operating Cost Ratio (IOCR)
- Revenue per Passenger Kilometer (RPK)
- Ancillary Revenue per Passenger (ARPP)
- Return on Flight Ops Investment (ROFOI)
- Operating Profit Margin (OPM)
- Cash Operating Margin (COM)

## Environmental & Sustainability Performance

(Strategic Dimension: Environmental Impact, Sustainability)

- CO<sub>2</sub> Emissions per ASK (CO<sub>2</sub>/ASK)
- Fuel Efficiency per Block Hour (FE/BH)
- Sustainable Aviation Fuel Usage Rate (SAFUR)
- Noise Complaint Rate (NCR)
- Waste Recycling Rate (WRR)
- Carbon Offsetting Rate (COR)
- Water Usage per Flight (WUF)
- Environmental Incident Rate (EIR)
- Green Technology Adoption Rate (GTAR)
- Emissions Reduction Rate (ERR)

## Regulatory Compliance & Audit

(Strategic Dimension: Regulatory Compliance, Audit Performance)

- Regulatory Audit Pass Rate (RAPR)
- Non-Compliance Finding Count (NCFC)
- Time to Resolve Non-Compliance (TRNC)
- Duty Time Regulation Compliance (DTRC)

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- Safety Directive Implementation Rate (SDIR)
- Audit Finding Recurrence Rate (AFRR)
- Fine and Penalty Count (FPC)
- Crew Licensing Compliance Rate (CLCR)
- Security Audit Rate (SAR)
- Flight Duty Log Accuracy (FDLA)

#### Innovation & Digital Transformation

(Strategic Dimension: Innovation, Digitalization)

- Digital Automation Rate (DAR)
- IoT Fleet Coverage (IoTFC)
- Real-Time Data Accuracy (RTDA)
- Predictive Maintenance Accuracy (PMA)
- Blockchain Parts Provenance Rate (BPPR)
- AI Delay Prediction Accuracy (ADPA)
- Digital Twin Utilization Rate (DTUR)
- Ops Mobile Platform Adoption Rate (OMPAR)
- Data-Driven Decision Rate (DDDR)
- Digital KPI Integration Index (DKII)