

DIRECTORATE OF RESEARCH & CONSULTANCY

COMMERCIAL MANAGEMENT, SALES AND REVENUE GROWTH TRAINING PROGRAMME

Course Overview

The commercial environment within the aviation industry is increasingly focused on maximising revenue from both aeronautical and non-aeronautical activities. For ZACL, effective commercial management requires officers to have the ability to analyse revenue and passenger data, identify commercial trends, prepare management reports, manage contracts and commercial records, develop revenue plans, optimise commercial space, and proactively develop business opportunities.

The proposed two-day training programme is designed to strengthen the practical commercial capabilities of ZACL's Commercial Services Team across all airports. It brings together the key areas identified in the ZACL Commercial Team Training Plan and translates them into an integrated learning programme focused on commercial intelligence, revenue growth, effective communication, contract management, space optimisation and business development.

The programme will emphasise practical application through case studies, exercises, templates, presentations, group discussions and simulations. Participants will be encouraged to apply the concepts to actual commercial situations encountered at their respective airport stations.

Learning Objectives

To strengthen the commercial management capabilities of ZACL Commercial Services officers so that they can effectively analyse commercial information, plan and grow revenue, manage commercial relationships and contracts, optimise commercial space, communicate professionally and develop new business opportunities across ZACL airports.

By the end of the training participants should be able to:

- Analyse commercial data and leverage business intelligence tools to support decision-making.
- Develop effective business reporting and dashboarding skills for monitoring performance.
- Perform sales forecasting, revenue planning and performance management.
- Maintain and manage commercial records and contracts.
- Manage commercial spaces to maximise utilisation and value.
- Utilize practical skills in sales management, customer engagement and business development.

Significance of the Training

The training is significant because the effectiveness of ZACL's commercial operations depends not only on the availability of commercial opportunities but also on the ability of officers to identify, analyse, convert, manage and grow those opportunities.

The training will contribute to ZACL's commercial performance by enabling officers to:

- Make evidence-based commercial decisions using revenue, passenger traffic, space utilisation and other commercial data.
- Identify revenue trends, seasonality, anomalies and emerging opportunities.
- Improve the quality, consistency and timeliness of monthly, quarterly and ad-hoc commercial reporting.
- Strengthen professional communication with tenants, advertisers, business partners and management.
- Reduce potential revenue leakage through better contract monitoring and management of key dates such as renewals, rent reviews and expiries.
- Strengthen sales and revenue planning, including target setting, forecasting and identification of new revenue opportunities.

Target Audience

This programme is ideal for:

- Commercial Services Officers
- Sales and Marketing Officers
- Revenue and Business Development Officers
- Commercial Space/Property Officers
- Officers responsible for tenant and contract management

Training Methodology

This highly practical and results-oriented training is based on adult learning concept. The facilitators will give plenty of input and then help participants to make sense of the themes through discussion and practice. It incorporates short inspiring demonstrations; role play, case studies and much practice to enhance learning. There will be ample time for Q&A, discussions with -return to work- action planning. The course will reinforce key concepts within an inspiring and engaging learning environment.

Course Outline

Day One – Mr C. Chabu		
Commercial Data Analysis and Business Intelligence		Time
Learning Outcome Participants will be able to analyse commercial data and generate insights for informed business decisions.	• Understanding commercial data and its role in decision-making • Sources of commercial data at airport level • Revenue streams: • Retail and concessions • Advertising • Car parking • Commercial space • Passenger traffic • Data collection, cleaning and organisation • Consolidating data from multiple revenue streams • Spreadsheet-based commercial analysis • Revenue and passenger traffic trends	08:30 - 10:30
Health Break		10:30 - 11:10
Business Reporting and Management Dashboards – Mr C. Chabu		Time
Learning Outcome Participants will be able to prepare clear, concise reports and management dashboards that support performance monitoring.	• Purpose and principles of effective commercial reporting • Monthly, quarterly and ad-hoc reporting • Structure of a professional commercial report • Executive summaries • Key performance indicators • Variance analysis: actual vs budget/target • Presenting trends and performance visually • Charts, graphs and dashboards • Developing clear recommendations	11:00 - 13:00
Lunch break		13:00 - 14:00
Sales and Revenue Planning – Mr. H Goma		Time
Learning Outcome Participants will be able to develop practical sales and revenue plans aligned with business objectives.	• Principles of commercial sales and revenue planning • Understanding airport revenue drivers • Setting station-level revenue targets • Revenue targets by revenue stream • Annual, quarterly and monthly revenue planning • Revenue forecasting • Tracking actual performance against targets • Pricing strategies	14:00 - 16:30
Day Two		
Record and Contract Management – Ms. F. Chilekwa		Time
Learning outcome Participants will be able to effectively manage commercial records and contracts while ensuring accuracy, accessibility and compliance.	• Importance of effective commercial record management • Classification and organisation of commercial records • Tenant and customer records • Contract and lease documentation • Correspondence management • Creating an audit-ready filing system • Contract lifecycle management • Commercial contract risk indicators	08:30 - 10:30

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	• Renewals and expiries • Case studies	
Health Break		10:30 - 11:00
Commercial Space Planning and Management – Mr. A Lungu		Time
Learning outcomes Participants will be able to effectively plan and manage commercial spaces to improve utilisation and revenue potential.	• Retail, office and advertising space • Understanding passenger movement and commercial zones • Space allocation principles • Tenant mix optimisation • Space utilisation and occupancy • Revenue per square metre • Identifying underperforming spaces • Improving commercial visibility and aesthetics	11:00 - 13:00
Lunch break		13:00 - 14:00
Sales and Business Development – Mr. B Kaombe		Time
Learning Outcome Participants will be able to identify business opportunities, develop customer relationships and support sustainable sales growth.	• Moving from reactive selling to proactive business development • Understanding the ZACL commercial value proposition • Identifying prospective tenants, advertisers and business partners • Lead generation • Prospect qualification • Sales pipeline development • Sales pipeline stages • Lead conversion • Follow-up and opportunity tracking • Developing commercial proposals • Negotiation and closing	14:00 - 16:00
Certificate Presentation		16:30 - 17:00

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