



AIRPORTS COUNCIL  
INTERNATIONAL

# ACI Airport Operations Centres – A guidebook

**Summary**

**PRC ACI APOC Exchange, March 10<sup>th</sup> 2025**

# What's in a name - APOC / AOCC / OCC / Ground Coordinator / ...

- A coordination arrangement
- Collaboration of operational stakeholders
- In a structured manner with agreed processes
- By transparently sharing data
- Physical - virtual – hybrid
- Applying A-CDM (process, -3 hours, single flight)
- To establish & execute the AOP (product, -180 days, airport capacity)



- Monitoring and managing:
  - Terminal operations
  - Security services
  - Airside operations
- Coordinating with ground servicing companies
- Ensuring close interaction with emergency response services
- Linking with NMOC

# Value of APOC

Mutual understanding  
& reduced complexity

Increased passenger  
experience

Ensured most optimal  
usage of available  
capacity

Pro-active, holistic  
collaborative decision  
leading to stable  
operations

Increased employee  
satisfaction

Cost reductions for the  
entire airport  
ecosystem

Facilitation of  
collaboration

Brand reputation with  
increased airline  
satisfaction and less  
waste

Increased commercial  
revenues

# APOC also for smaller airports

## Characteristics

- More point-to-point traffic and higher level of seasonality
- No home carrier, more frequently regional base for a major low-cost carrier(s)
- Growth often outpacing major hubs



- Limited daily departures and high level of seasonality disproportionately increase cost
- Relatively larger constraint on resources compared to larger airports due to smaller infrastructure
- Same need to adhere to regulations and sustainability targets, while resources are more constraint
- Shorter & more direct lines of communication with stakeholders or lack thereof

# Designing your APOC – Key roles

- Composition depends on local arrangements – 3 levels
- Key roles manage processes and flows in 3 time dimensions:
  - Real-time
  - D-1 pre-tactical
  - D-7 strategic
  - DCB
- APOC manager ensures:
  - Oversight / holistic overview
  - Tactical decisions – pro-activeness
  - Communication, facilitation
  - Link to NMOC

STAKEHOLDERS TIME DIMENSIONS	LEVELS		
	1	2	3
Terminal operations			
Airside operations			
Stand/gate allocation			
Ground handling agents (incl. self-handling airlines)			
D-0 Operations (D-day)			
D-1 ... D-3 Planning			
Landside operations			
De-icing operations			
Meteorological services			
Security services			
Police/border control			
D-3 ... D-7 + Planning			
Hub carrier coordination			
ATC/TWR/FMP coordination			
DCB/Flow management			
Slot coordination			



# Designing your APOC – Location

## Location



Airside

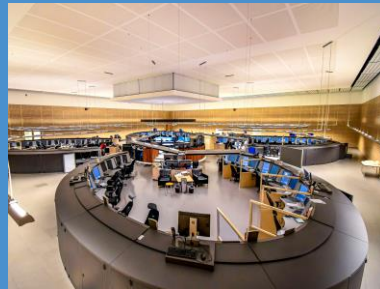


Landside

## Lay-Out



Open lay-out &  
flexible space



Support communication &  
collaboration

## Facilities



Support Facilities



Briefing Room

## Link with other control centres



Police & emergency  
services



Crisis centre

# Key building blocks for implementation



Management onboarding, approval and support



Stakeholder involvement



Organisation model / collaboration arrangement: roles and responsibilities, governance, procedures, scenarios



Data sharing



Continuous improvement



Celebration of successes

# Opportunities & challenges



## Where to start?

- There is no wrong place to start
- Ensure you have a clear vision but evolve gradually
- Get the buy-in from top management
- Listen to your stakeholders



## Where to stop?

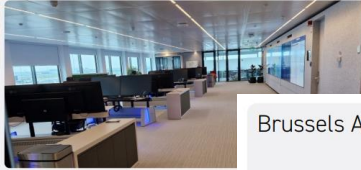
- This is a change trajectory, not an IT project
- Never stop evolving your APOC: implement a continuous improvement cycle
- Evolve your APOC in line with evolving stakeholder onboarding

And don't forget about the working environment...



# Practical examples of 14 APOC's

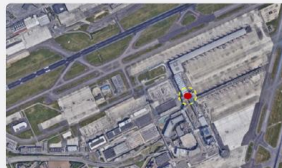
Schiphol Airport



Landside	Terminal	Airside
Handlers	Airlines	Security
Present	Hotdesk/present in briefings	
Positions	Surface	DCB
18 work + 16 regie	860 m²	Yes

- Established in: 2017
- APOC location opened in 2019
- Operational functions since November 2022

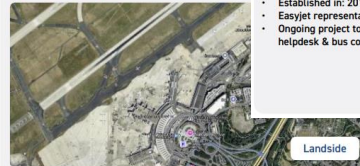
Brussels Airport



Landside	Terminal	Airside	ATC
Handlers	Airlines	Security	Border
Present	Hotdesk/present in briefings		
Positions	Surface	DCB	FOCUS
52	1.100m²	Yes	D-3

- Established in: May 2015
- Moved to a new location in 2017
- Project ongoing to further expand and improve current location
- Other APOC members: cleaning, social media, technical heli operations, de-icing

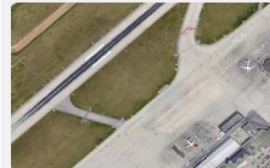
Düsseldorf Airport



Landside	Terminal	Airside	ATC	MET
Handlers	Airlines	Security	Border	Other
Present	Hotdesk/present in briefings			Not present
Positions	Surface	DCB	FOCUS	
16	500m²	Yes	D-1	D0/Post-OPS

- Established in: October 2012
- Located in the heart of the Terminal building (Landside)
- Project started to further expand and improve current location and IT-infrastructure
- Landside and Terminal positions will move in November 2024
- Other: Pax bus disposition and in winter times De-icing; 6 additional ACC Backoffice workdesks (Quality Management, Preliminary Resource Planning, A-CDM Management)

Geneva Airport



Landside	Terminal	Airside	ATC
Handlers	Airlines	Security	Border
Present	Hotdesk/present in briefings		
Positions	Surface	DCB	
#	260m²	No	D-7

- Established in: 2017
- Easyjet representative joined the APOC in 2022
- Ongoing project to welcome other APOC members such helpdesk & bus coordinator

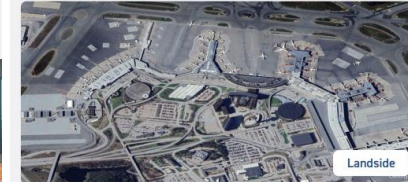
Keflavík Airport



Landside	Terminal	Airside	ATC
Handlers	Airlines	Security	Border
Present	Hotdesk/present in briefings		Not present
Positions	Surface	DCB	FOCUS
13	100m²	No	D-1 D0/Post-OPS

- Established in: February 2021, only with internal stakeholders
- Project ongoing to move to a new and bigger location, this will allow for adding external stakeholders to the APOC and other improvements

Stockholm Arlanda Airport



Landside	Terminal	Airside	ATC	MET
Handlers	Airlines	Security	Border	Other
Present	Hotdesk/present in briefings			Not present
Positions	Surface	DCB	FOCUS	
14	300m²	No	D-3	D-1

- Established in: 2016
- The APOC is situated in the TWR building
- Other functions in the APOC: Technical helpdesk, Pre-tactical planning and Security Control Coordinator.

# Thank you

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