



| ICAO CAPACITY & EFFICIENCY

CAR/SAM Regional Workshop for the Preparation of Vol. III of the Regional Air Navigation Plan

PPT/02 : S.W.O.T. Analysis



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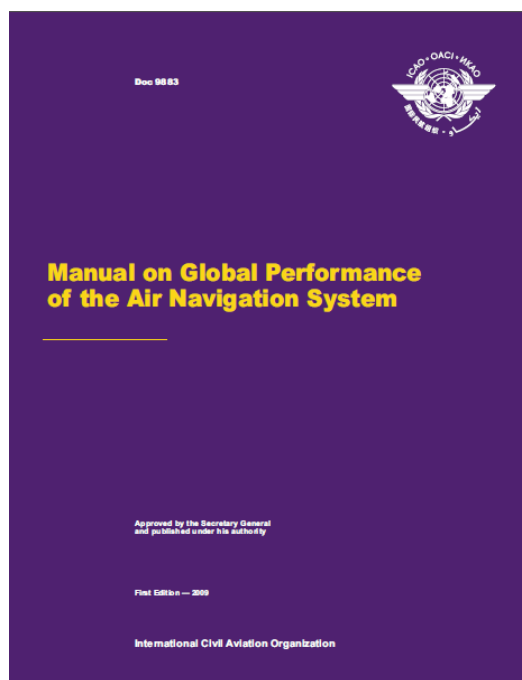


Objective

- Evaluate and integrate contributions made previously for the SWOT analysis that guide the regional planning of air navigation services in the CAR/SAM Regions.



PERFORMANCE MANAGEMENT PROCESS



Principles:

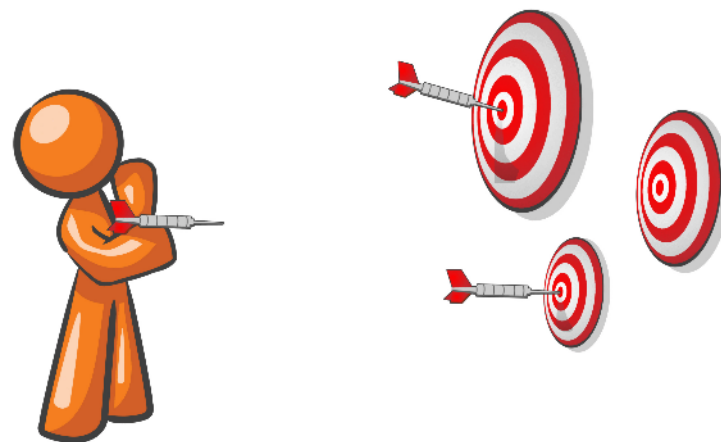
- Strong focus on desired/required results
- Reliance on facts and data for decision making
- Collaborative justified decision-making



“Our goal is to analyze and solve problems through the implementation of solutions”



Focus on analyzing the problem,
Not in the solution



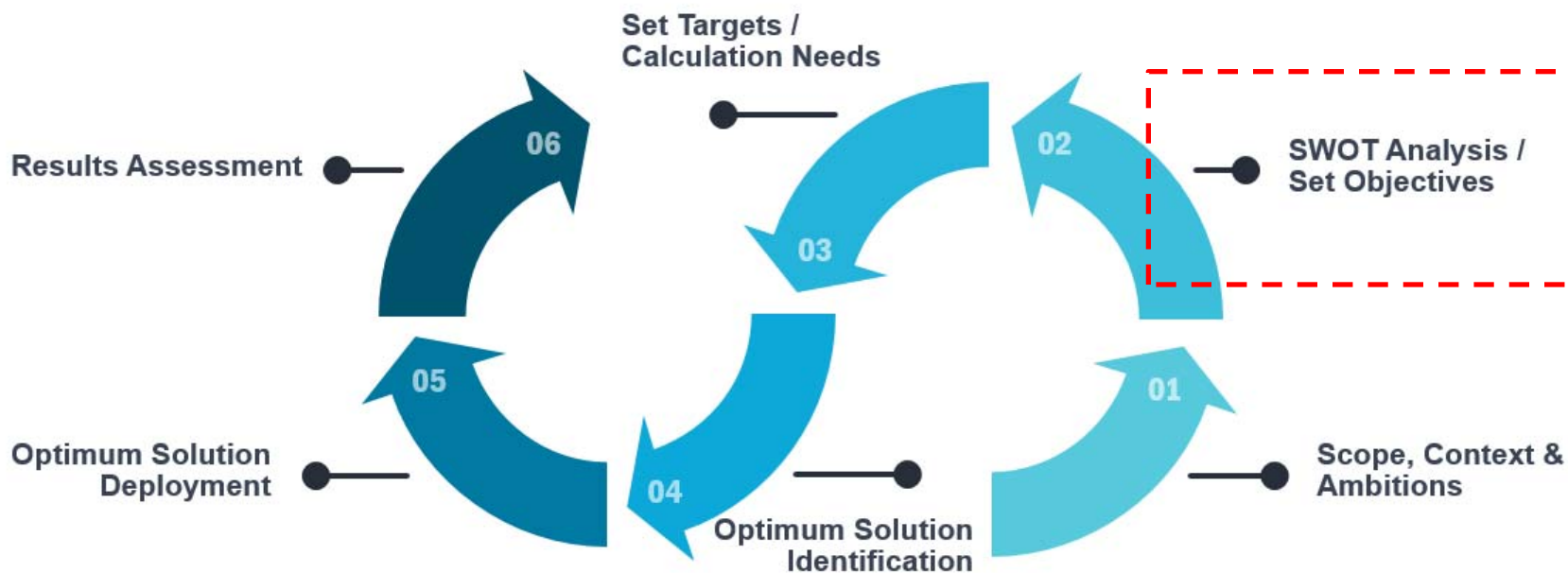


Six steps Method

- STEP 1: Scope, Context & General Ambitions and expectations
- STEP 2: SWOT Analysis/ set objectives
- STEP 3: Set of targets/ Calculation of needs
- STEP 4: Optimum solution identification
- STEP 5: Optimum solution deployment
- STEP 6: Results assessment



Six-step performance management process





Performance Based Approach: Step by Step

- **Step 2: Identify opportunities, issues and set (new) objectives**
 - Step 2.1: Develop a list of present and future opportunities and issues that require performance management attention
 - Step 2.2: Focus efforts by defining and prioritizing performance objectives as needed



STEP 2: SWOT Analysis/ set objectives

Reference

- 2020 – 2021 SAM REGIONAL WORKSHOPS
- 2022 CAR WORKSHOP *
(preliminary results)



Summary of SWOT Analysis

From CAR & SAM inputs



STRENGTHS

1. Industry maturity and operating models (airlines, airports)
2. Competent staff
3. Robust regional infrastructure
4. Regional integration and harmonization with horizontal cooperation mechanisms

WEAKNESSES

1. Gaps in implementation of plans (ANS, CNS, Technology, Training, CAPEX investment)
2. Hiring, training and retention of sufficient and competent human resources
3. Interregional communication, collaboration and alignment
4. Different levels of maturity on ANS implementation

OPPORTUNITIES

1. Greater collaboration on Technology, innovation, R&D, financing, joint virtual training/meetings.
2. Trend to automation of processes and services with focus on resilience and cost effectiveness
3. Transitory low demand.
4. New GANP/ 6 -ASBU. four layers and indicators.
5. Civil aviation as a development engine

THREATS

1. Slow recovery. Reorganization of the aeronautical market, competition by markets.
2. Changes on travel behavior
3. Impact to aviation due to political, environmental or economic changes
4. New disruptions that may impact aviation (natural disasters, climate change, outbreaks, wars/conflicts, cyber attacks, etc)



- Complete analysis can be found at

- CAR:

- <https://www.icao.int/NACC/Documents/Meetings/2022/VWSVIII/eANPVoIII-SumarioDeDiscusiones.pdf>

- SAM:

- <https://www.icao.int/NACC/Documents/Meetings/2021/PPRC3/eCRPP03-Minuta.pdf>



STEP 2: SWOT Analysis/ set objectives

- **National level**
 - National Performance Framework
 - Performance Objective
 - High level SWOT analysis
- **Local Level**
 - KPIs
 - National Performance Framework
 - Specific
 - Detailed SWOT analysis



The big picture – 3 performance loops in the GANP context

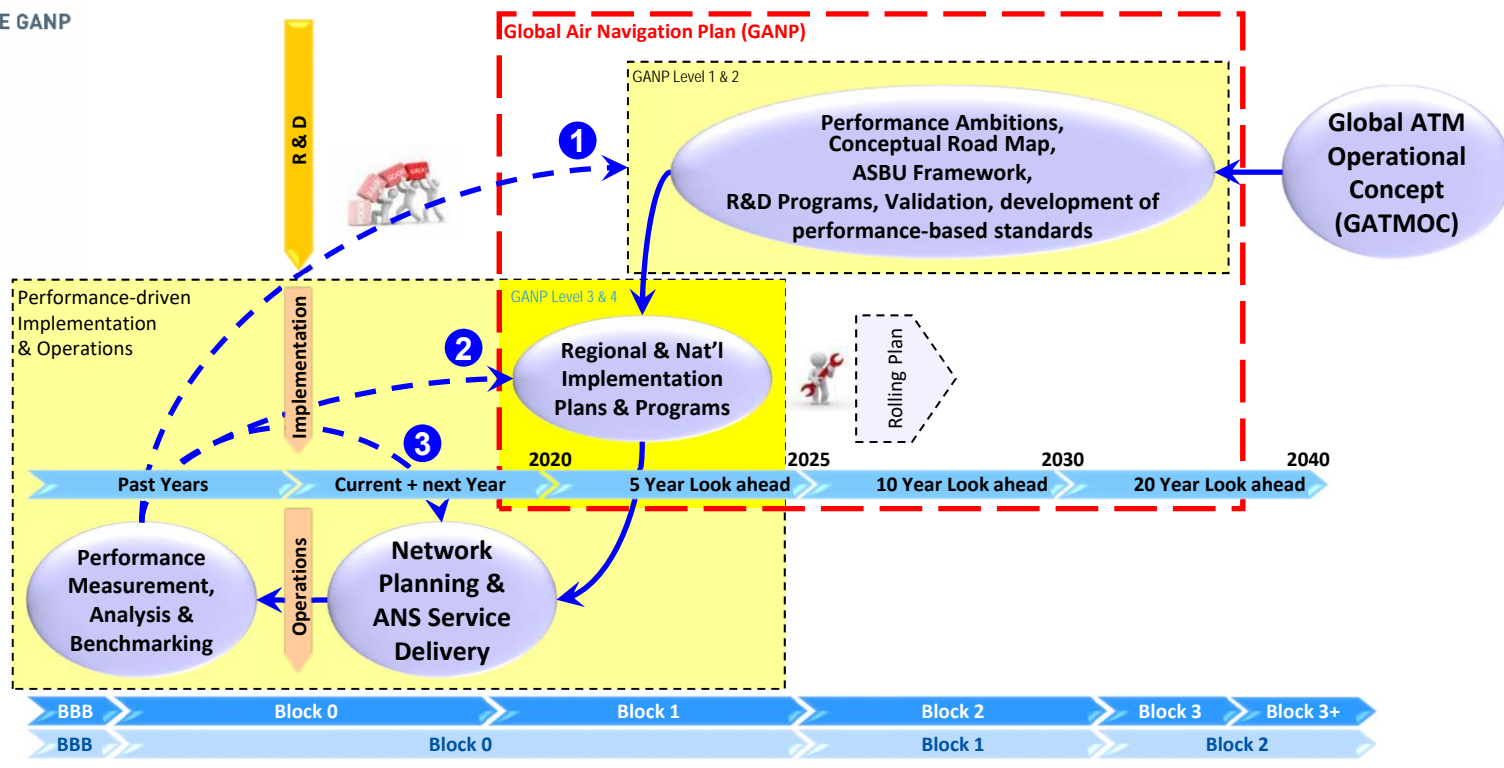
MULTILAYER STRUCTURE OF THE GANP

Click a level to navigate

- GLOBAL STRATEGIC
- GLOBAL TECHNICAL
- REGIONAL
- NATIONAL



A holistic approach from research and development to deployment and operations based on stakeholders operational needs and a global network approach to ensure harmonized and synchronized implementation delivering performance benefits





Questions?



Answers





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Thank you

