

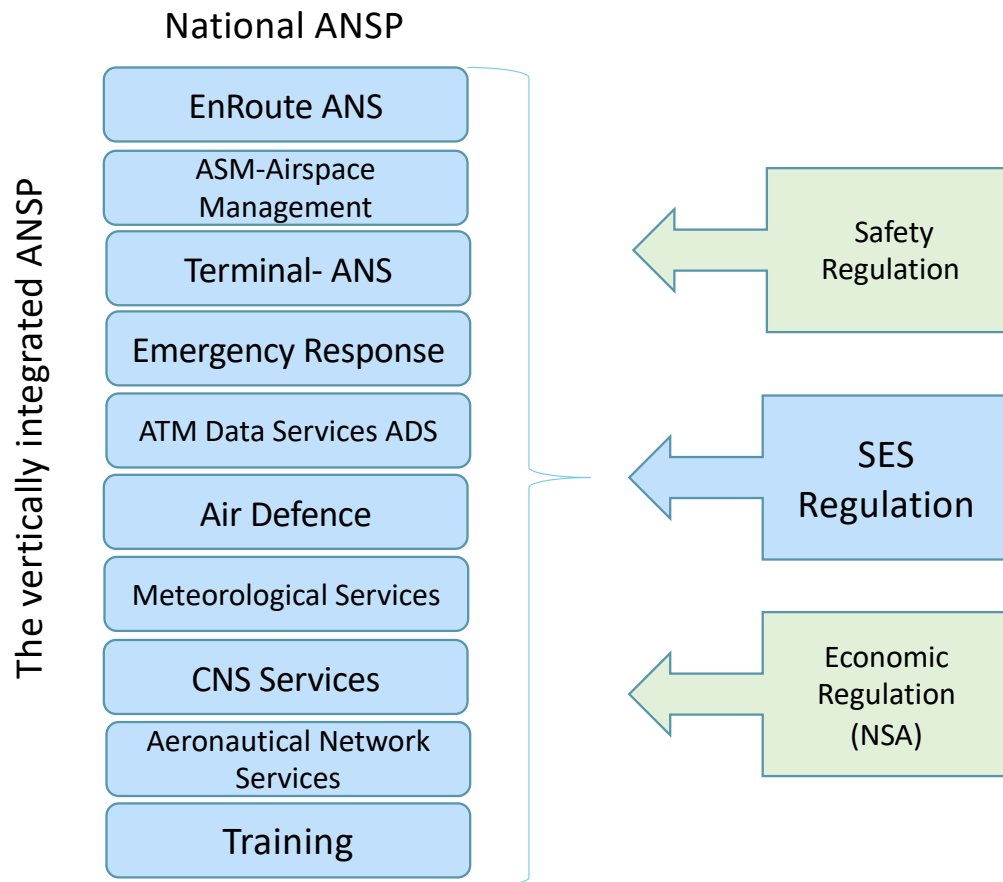


The cooperation between the PRB and the national  
supervisory authorities

**The View of a Commercial Terminal ANS Provider**

15<sup>th</sup> Florence Air Forum  
26.03.2021

# Why do the regulations not achieve their target?



SES regulation has the ambition to **improve the overall European ATM performance by**

**regulating the provision of certain services**

**Member states often reserved to enforce implementation and 'touch' their national ANSP**

SES regulations **interpreted to be in conflict with national sovereign interests** – ANSP often close to governments:

- ❖ Ownership models of ANSP: state agencies, govt-owned corporations, semi-private forms (NATS, ENAV, MUAC, skyguide)
- ❖ ANSP revenues in public budgets
- ❖ No 'arm's-length' distance between State and Provider: strong influence/lobbying from ANSP (and unions) on political decisions

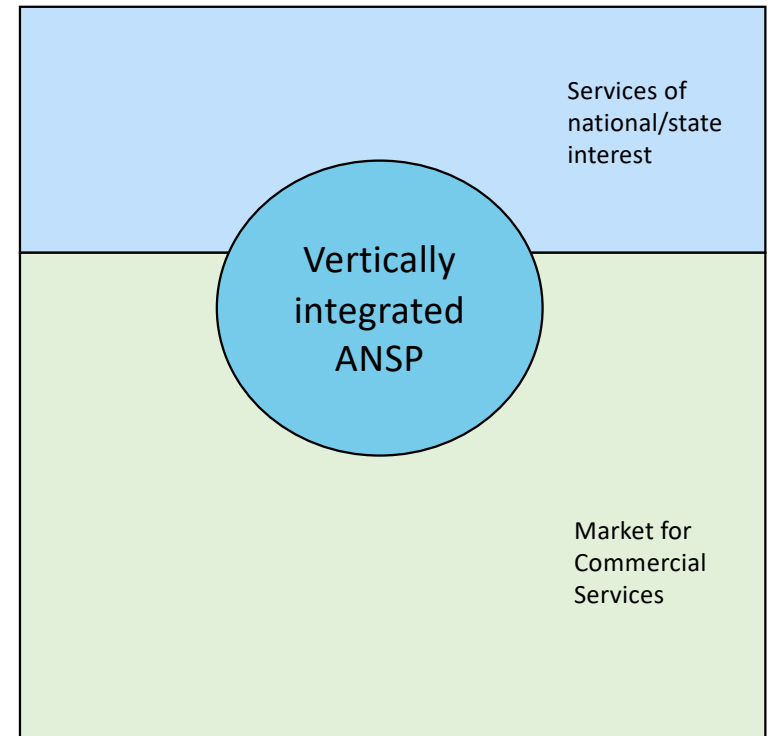
## Why are states reluctant to regulate the ANSP?

State owned ANSP execute **services of sovereign and national (infrastructure) interest**

But also many **services that are not connected to national sovereignty and are not of monopolistic nature**

**Vertical integration and monopoly nature of ANSP as outlier structure** in the aviation value chain (Suppliers-Airports-Airlines- ANSP) and

**Not in line with Business models and the regulatory framework** of other public utility industries (rail, electricity, telecom, hospitals, etc.)



# Unbundling of services to unlock industry potential

## National ANSP

### Regulated Business Area

EnRoute ANS

ASM-Airspace  
Management

Emergency Response

Air Defence

Aeronautical Network  
Services

Geofencing

**A separation of services** of sovereign national interest from services offered in a commercial context will **unlock market mechanisms for some services**

**A regulated services can – over time – become commercial service**

National ANSP can offer commercial services but:

**Accounting Unbundling between Business areas** as a precondition

### Commercial Business Area

Terminal- ANS

ATM Data Services ADS

Meteorological Services

CNS Services

Aeronautical  
Information Services

Training

## Effects of unbundling – does it work?

Example TANS:

Country	Service	Cost Savings
Spain	TANS	46.7%
USA	TWR service at 253 VFR Airports	74%
Sweden	TANS	30-50%
Norway	TANS	Between 30 and 35%

Source: ATM Policy Institute 2018



Data on UK and Germany not available but estimated to **be in the range of between 30 % and 40%**

In addition, airports report **increased customer focus, innovation and price transparency** as result of competitive process

Outcomes **in line with experiences from other deregulated industries (and ANS training)**

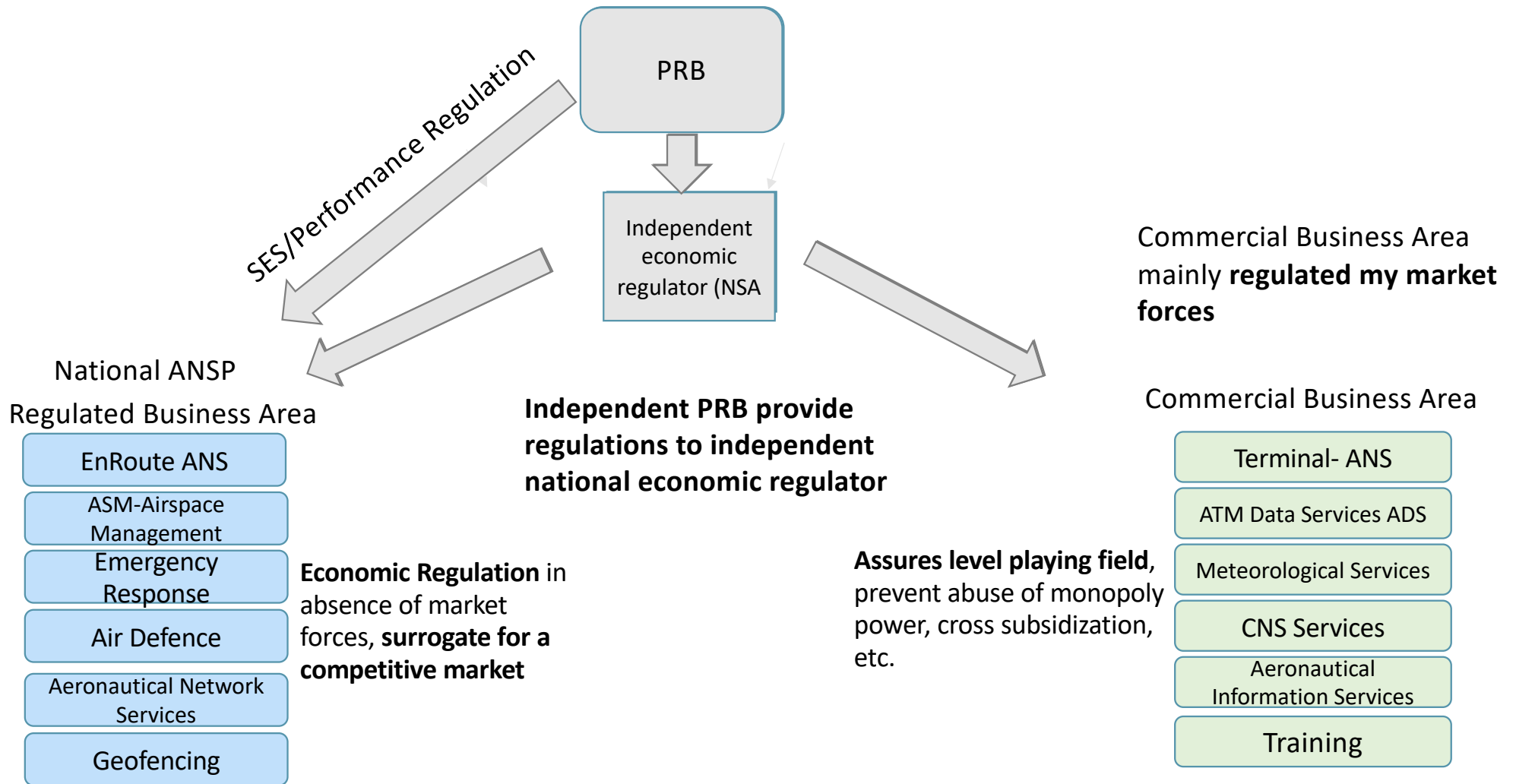
**Overhead/support costs drive system costs: 69% of ANS costs** (European avg 2016: ACE Benchmark Report)

Savings are achieved through **lean structures and focus on Business Model: analogue LCC**

Allows for **competitive compensation packages** (staff transfer rate >90%)

Aiming for innovative /flexible staff contracts

# The regulatory perspective: the ideal world







**THANK YOU**

Dr. Marek Bekier – [mb@acr-sweden.se](mailto:mb@acr-sweden.se)