



AIRPORTS COUNCIL  
INTERNATIONAL

# STRATEGIC PLAN

2025-2030



As the aviation industry transforms, ACI World is proud to share a refreshed strategic plan that places airports at the core of global progress. This roadmap reaffirms our commitment to sustainable growth and operational excellence.

Shaped in collaboration with our members and regional partners, the plan addresses the evolving needs of our industry as we enter an era of expansion, while highlighting ACI World's role as a global advocate, trusted data source, and innovation leader.

From safety, security, and capacity building to passenger experience, sustainability, and digitalization, it outlines the strategic drivers and goals that will guide our efforts in the years ahead.

I invite you to explore it—and to join us in shaping a stronger, more connected future for aviation.

**JUSTIN ERBACCI**  
ACI World Director General







## Our mission

# Champion the transformation of airports and aviation globally to better connect the world

promoting sustainable growth and capacity optimization, operational and commercial excellence, safety, security, and an exceptional travel experience – all in collaboration with the ACI regions



## Our drivers

Ardent advocate for airports globally

Recognized and trusted authority for global data and intelligence

Visionary thought leader and change agent delivering innovative solutions to address key aviation challenges

Trusted and reliable partner and solution provider for value-added products and services

Nurturer of people-focused and financially sustainable organization

Collaborator with ACI Regions



## Our values

Stewardship   Member-focused   Integrity  
Excellence   Collaboration   Innovation   Inclusivity





To deliver on our mission, ACI World has defined strategic drivers that reflect our evolving role in shaping the future of aviation.

Each driver is supported by specific strategic objectives that translate our ambitions into concrete priorities—ensuring we stay agile, impactful, and aligned with the needs of our members and the global aviation ecosystem.





## **Ardent advocate for airports globally**

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Align airport and regional priorities and interests to develop agreed positions on global issues

Steer and align relevant stakeholders and entities to advance positions

Promote airports' interests and positions in relevant global arenas

Influence stakeholders and shape policy on key decisions and topics impacting airports and aviation

Be recognized as the credible and constructive voice of airports



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## Recognized and trusted authority for global data and intelligence

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Acquire and maintain best airport and aviation-related data

Provide quality analytics and reporting

Leverage data to identify industry insights and achieve strategic objectives





## **Visionary thought leader and change agent delivering innovative solutions to address key aviation challenges**

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Identify key areas where innovation can have the greatest impact, with special focus on:

- enhancing capacity of current infrastructure
- developing new, sustainable capacity to meet expected growth
- ensuring the commercial viability of airports
- improving the customer experience
- promoting aviation sustainability

Identify and gain alignment on change initiatives

Lead delivery of specific change projects

Be recognized as the credible and constructive voice of airports



# 4

## Trusted and reliable partner and solution provider for value-added products and services

Develop, refine and deliver solutions that support and meet member needs:

- training, workforce development and employee solutions
- information and guidance solutions
- solutions enabling airports to achieve operational and commercial excellence
- airport and passenger experience solutions and advice

Establish and deliver forums for exchange of knowledge and best practices

Develop programs to recognize or certify airport achievements

Develop solutions to address business issues or member requests





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## Nurturer of people-focused and financially sustainable organization

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Be employer of choice embracing diversity, equity, and inclusion

Attract, retain, and recruit the best available resources worldwide

Maintain and develop the revenue streams and the infrastructure required to meet ACI World's strategic plan and related aspirations

Exercise uncompromising diligence and discipline in managing ACI World's resources and assets





## Collaborator with ACI Regions

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Foster transparency and coordinated communications across the federation

Obtain alignment on global advocacy positions and product and service delivery

Support regional initiatives

Seek equitable distribution of benefits among the federation



Our strategy is not only defined by what we aim to achieve, but also by how we operate.

The values that underpin our work ensure that as we advocate, innovate, and grow, we do so with integrity, inclusivity, and a deep commitment to excellence and collaboration.

**Stewardship**  
**Member-focused**  
**Integrity**  
**Excellence**  
**Collaboration**  
**Innovation**  
**Inclusivity**





## Stewardship

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We must continually strive to ensure we are being extremely responsible and caring in the management of our duties and responsibilities in relationship to our members, the industry, the community, our employees and our organization.

## Excellence

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We must consistently deliver the highest standard of performance and quality.

## Innovation

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We must constantly question how we can improve, embracing curiosity and experimentation.

## Member-focused

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We must ensure that all positions we advocate, everything we do and all actions we take are grounded in and targeted to provide value and service to our members, and to be responsive to their needs.

## Collaboration

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We must seek commonality and work together to accomplish aligned objectives, with our members, regions, external stakeholders and within our own organization.

## Integrity

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We must always act with honesty, candor and sincerity, always exhibiting the highest ethical behavior and moral principles.

## Inclusivity

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We must embrace diversity and exhibit the highest tolerance, ensuring everyone is treated with dignity and feels valued, respected and empowered to contribute.





## **ACI WORLD**

1500-800 rue du Square Victoria  
Montréal, Québec H3C 0B4  
Canada

[www.aci.aero](http://www.aci.aero)