✈️ SECTION 1: COMPANY & ROLE UNDERSTANDING

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1. What do you understand about Etihad Cargo and its role in Etihad Airways' growth strategy?

Model Answer:

> Etihad Cargo is the freight division of Etihad Airways and a key revenue contributor to the airline group. It operates both dedicated freighters and passenger belly capacity, serving global routes through Abu Dhabi. Under the "Journey 2030" strategy, Etihad aims to double its fleet and triple passenger volumes, which also expands cargo capacity. Etihad Cargo plays a vital role in this by optimizing yield, expanding digital booking capabilities, and maintaining high operational reliability. The Revenue Management team ensures each flight's capacity generates the highest possible revenue through smart data-driven decisions.

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2. Why do you want to join Etihad Airways, and why this role in particular?

Model Answer:

> Etihad represents excellence and innovation in aviation. I'm drawn to this role because it combines analytical decision-making with tangible business outcomes. Having a background in business analysis and finance, I enjoy optimizing performance through data. Revenue Management allows me to apply that analytical thinking to real-time operational decisions that impact profitability. Etihad's growth trajectory and focus on innovation make it the perfect environment to contribute and learn.

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3. How do you think revenue management differs between cargo and passenger operations?

Model Answer:

> While both focus on maximizing revenue from limited capacity, cargo revenue management deals with **weight and volume optimization**, shipment mix, and **commodity prioritization** instead of seat sales. Cargo also faces **volatile demand**, **irregular shipment sizes**, and **yield variation** based on commodity type and routing. Unlike passenger RM, where demand follows booking curves, cargo

RM requires constant coordination with operations, pricing, and logistics teams to handle last-minute changes and rebookings.

📊 SECTION 2: ANALYTICAL & TECHNICAL QUESTIONS

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4. How would you decide the optimal overbooking level for a cargo flight?

Model Answer:

I'd begin by analyzing historical no-show and weight variance data for that route. I'd then assess cargo type — perishables or pharma shipments tend to show up reliably, while general cargo might have higher no-show rates. I'd also consider operational risk tolerance and aircraft type. Using RMS data or a regression model, I'd set an overbooking factor that balances maximizing load with minimizing offload penalties. The goal is to ensure close to 100% payload utilization without operational disruptions.

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5. A route's load factor is 85%, but revenue contribution is falling. What might be happening and how would you fix it?

Model Answer:

High load factor but low revenue suggests a **yield decline** — we're filling the aircraft with lower-paying cargo. I'd review commodity mix and customer segmentation, check if undercut pricing or excess allocations are driving the trend, and compare yield per ton vs. historical averages. The fix could involve **adjusting allocations**, **restricting low-yield bookings**, or **coordinating with pricing** to revise rates on high-demand commodities.

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6. What KPIs would you track to measure success in cargo revenue management?

Model Answer:

- Load Factor (by weight & volume)

- Yield per ton-kilometer (RFTK)
- Revenue per flight / per route
- Contribution margin
- Overbooking accuracy (forecast vs actual)
- Uplift ratio (booked vs carried)
- Revenue leakage (offload losses, late bookings)

I'd track these weekly per route to identify trends and recommend adjustments to maximize total contribution.

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7. How would you handle a situation where a high-yield shipment risks missing a flight due to an aircraft downgrade?

Model Answer:

I'd immediately assess available capacity on alternative flights or trucking routes, prioritizing based on contribution per ton. I'd work with Operations and Customer Service to rebook the high-yield cargo on the next earliest option while ensuring customer communication. For lower-yield shipments already planned, I'd evaluate potential offloading or reallocation. The goal is to **protect the most profitable cargo while maintaining service reliability.**

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8. How do you use data to make route-level decisions?

Model Answer:

I'd extract data from the RM system or BI dashboards — focusing on historical load factors, yield trends, booking curves, and capacity utilization by commodity. Then I'd compare actual vs forecast demand and adjust parameters like overbooking limits or capacity allocation accordingly. Using data allows decisions that are evidence-based, not reactive.

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9. Describe how you would analyze a new cargo route's performance.

Model Answer:

> I'd begin with baseline metrics — load factor, yield, and contribution margin. Then I'd segment by commodity type, customer, and channel (freighter vs belly). I'd analyze demand trends against allocated capacity and identify revenue leakages (e.g., low utilization or mispriced commodities). Based on findings, I'd propose actions such as adjusting pricing, capacity, or customer allocations.

⚙️ SECTION 3: OPERATIONAL & SCENARIO QUESTIONS

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10. You receive simultaneous requests for additional capacity on two routes, but only one can be approved. How do you decide?

Model Answer:

> I'd analyze each route's **expected yield per ton**, **historical performance**, and **strategic importance**. If one route consistently offers higher yield or serves a key customer segment, I'd prioritize it. I'd also consider operational constraints like truck connectivity or aircraft rotations. My decision would be data-driven and aligned with maximizing total contribution, not just short-term revenue.

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11. How would you react if actual revenue deviates significantly from forecast?

Model Answer:

> I'd first investigate the cause — was it due to pricing, unexpected cancellations, operational disruptions, or incorrect demand assumptions? Then I'd adjust forecast models or entry conditions to improve accuracy. I'd also communicate insights to Pricing and Sales so we can correct strategies collaboratively.

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12. What approach would you take to define cargo allocation strategy for your route portfolio?

Model Answer:

I'd allocate based on **historical performance, forecasted demand, and customer value**. Strategic customers and high-yield commodities would receive guaranteed space, while low-yield general cargo could be managed dynamically. Seasonal reviews and route performance analyses would help fine-tune allocations, ensuring both revenue and service reliability.

🧠 SECTION 4: BEHAVIORAL QUESTIONS (STAR APPROACH)

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13. Tell us about a time you improved a process using data.

Model Answer:

At Kaptagat Springs, I noticed manual financial reporting caused delays. I created a Power BI dashboard that automated variance and trend analysis, reducing reporting time from two days to a few hours. This improved decision speed and accuracy — a clear example of how data-driven process optimization can add real value.

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14. Describe a situation when you had to make a quick decision under pressure.

Model Answer:

During month-end reconciliations at Kenya Airways, I faced a mismatch in vendor balances hours before reporting. I quickly built an Excel pivot reconciliation model that identified errors, corrected them, and closed accounts on time. It taught me how to remain calm, analytical, and efficient under pressure — skills valuable in fast-paced airline operations.

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15. Tell me about a time you had to collaborate with multiple departments to achieve a result.

Model Answer:

In a previous role, I coordinated with Procurement and Finance teams to resolve discrepancies in supplier invoices. By creating a shared Google Sheets tracker and

clear follow-up timelines, we improved reconciliation turnaround by 30%. I believe similar cross-functional coordination is essential in Revenue Management between RM, Sales, and Operations.

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16. How do you handle incomplete or conflicting data when making decisions?

Model Answer:

I first assess which data source is most reliable and use historical averages to fill gaps. I also conduct sensitivity analysis to understand how different assumptions might affect outcomes. If time allows, I validate insights with colleagues before finalizing decisions. This approach ensures balanced and informed judgment even when data isn't perfect.

💡 SECTION 5: TOOL & SYSTEM COMPETENCY QUESTIONS

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17. What tools have you used for data analysis and reporting?

Model Answer:

I'm proficient in Excel (advanced functions, pivot tables, scenario analysis), Power BI, and SQL for data extraction and visualization. These help turn raw data into actionable insights — for example, building dashboards to track load factor vs yield trends. I've also learned about airline systems like iCargo and PROS that support revenue optimization.

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18. How would you use Excel or Power BI in this role?

Model Answer:

Excel would help with capacity simulations, scenario modeling, and overbooking analysis. Power BI could visualize performance dashboards showing load factors, yields, and route contributions. I'd use both tools to monitor trends and support data-driven decision-making for route optimization.

🌍 SECTION 6: STRATEGIC & GROWTH-ORIENTED QUESTIONS

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19. How do you think digital transformation is changing cargo revenue management?

Model Answer:

> Digitalization allows for real-time data analysis, predictive forecasting, and dynamic pricing. Etihad's investments in Cargo AI platforms are enabling faster decisions and better customer visibility. This enhances efficiency and allows revenue managers to focus on strategy rather than manual reporting — leading to smarter, data-led optimization.

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20. What do you hope to contribute to the Etihad Revenue Management team?

Model Answer:

> I bring strong analytical and financial acumen, coupled with a structured, data-driven mindset. My goal is to help Etihad Cargo maximize route profitability by identifying trends, optimizing capacity, and improving forecast accuracy. I'm also passionate about continuous learning and collaboration, which aligns with Etihad's culture of innovation and excellence.