

A large white commercial airplane with four engines is parked on a tarmac. The aircraft is viewed from the front, showing its four engines and wings. In the background, there is a large airport terminal building with many windows. The sky is clear and blue.

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**How does Amadeus
contribute to the digital
upskilling of airlines
professionals?**

The Airlines Learning Services
Case Study



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Situation:

Airlines professionals upskilling needs

¹ Airport Traffic Forecasts 2024-2053 [🔗](#)

² SITA | 2025: Air travel for a digital age [🔗](#)

³ IATA Knowledge Hub: The Rise of the Digital Traveler [🔗](#)

⁴ The 3 billion flight search puzzle: How Amadeus is tackling booming search volumes and sustainability at the same time [🔗](#)

⁵ Amadeus Global Report 2023 [🔗](#)

Global passenger traffic is expected to reach 17.7 billion by 2043¹, with close to **70% of passengers managing their trips**, seeking more automation and hands-on control over each step of their journey². In response, the industry is investing in digital solutions, focusing on automation and artificial intelligence, to ensure seamless and personalized travel experiences for the digital native travelers of today³. This rapid evolution poses a key challenge: equipping air transport professionals with the digital skills necessary to navigate these advancements.

Amadeus, as a global travel technology provider, processes approximately **3 billion flight search requests per day⁴** and partners with more than **400 airlines⁵** offering a wide range of solutions:

- Its global distribution system
- End-to-end passenger management system (**Amadeus Altéa**)
- Solutions that provide traveler-centric airline retailing capabilities (**Amadeus Nevio**)
- Specific offerings for low-cost airlines and hybrid carriers (**Navitaire**)

In this context, Amadeus recognizes that proficiency in its solutions is a key enabler of professional performance, empowering industry professionals to thrive in the digital-first future. Therefore, **Amadeus committed to positively contribute to the digital upskilling of air transport professionals** through the learning offer and knowledge resources available to its customers.

Challenge: Barriers to enhance digital upskilling

In 2023, the air transport industry provided 11.6 million direct jobs, with airlines, ground handlers, and airports employing nearly 4 million people⁶. Amadeus offers both a global distribution system and a comprehensive suite of IT solutions designed to help airlines maximize operational efficiency, accelerate innovation, and sustain a competitive edge. However, **upskilling their workforce to fully leverage these digital solutions presents a set of challenges:**

Digital skills gaps among the workforce:



Air transport professionals face a digital skills gap in knowledge and skills to manage the latest technology to run operations. Effective data analytics skills enable airlines to improve overall operational effectiveness, reduce costs, enhance passenger experience and facilitate strategic decision-making through market insights and data analytics⁷. Addressing this need requires airlines to invest in training existing staff or hiring new talent to build and manage modern data systems effectively⁸.

⁶ Air Transport Action Group, Facts and Figures [\[link\]](#)

⁷ Data Hub Analytics, The Role of Data Analytics on Aviation [\[link\]](#)

⁸ Architecture Challenges in Data Modernization for Airlines [\[link\]](#)

Cultural change resistance



Some airline industry professionals around the globe are used to traditional processes and may not yet fully recognize the benefits of adopting more advanced technology. This causes resistance in adopting new digital solutions, which may affect the pace of implementation⁹.

Regulatory Compliance



Advancing in digital transformation requires airlines to carefully align their initiatives with evolving industry regulation, which can often influence the implementation of innovative digital solutions¹⁰. even when staff are not necessarily ready to adopt them.

⁹ Airlines digitize to take off – Challenges and solutions [\[link\]](#)

¹⁰ Challenges of Adopting Technology in the Aviation Industry [\[link\]](#)



Solution:

Empowering professionals with Amadeus Learning Services



Amadeus provides airlines customers with a wide range of learning and knowledge resources through the Airlines Learning Services team. These learning experiences and materials have been specifically designed to support airline professionals in **acquiring the functional skills needed to thrive in a fast and continuously evolving operational environment**. The developed learning experiences aim to support the adoption and usage of Amadeus solutions, helping airline professionals work more efficiently and gain relevant skills to boost their careers.

Airlines Learning Services provide flexible, role-specific training programs tailored to the unique needs of airlines and ground handlers:



Self-Paced Learning Service:

E-learning modules which cover various aspects of airline operational processes and role-based paths. This e-learning is offered to our customers at not extra cost. This learning service focuses on **raising awareness and enabling the user with the fundamental knowledge** to use Amadeus solutions



Instructor-Led Training:

Courses led by instructors provide **hands-on experience, available in person and virtually**. This training offer is delivered by expert instructors and covered by additional fees based on learning needs of each customer.



Certification Programs:

Recognized certifications that **validate professionals' competencies in using Amadeus solutions** focused on airlines and ground handlers.

Through this comprehensive learning offer, Amadeus supports different types of key roles in the airline industry such as load controllers, baggage handlers, help desk, online booking engineers, reservation agents, security administrators, among others. For further information about our learning services, please visit: [Amadeus Airlines Learning Services](#).

Impact: Outcomes and figures

Amadeus has conducted a social impact measurement exercise which aimed to map and quantify **how Amadeus is contributing to the digital upskilling of industry professionals through its learning and knowledge management services**. As a result, an impact map was developed and a set of Key Performance Indicators established to track progress.

Given the advanced data of Airlines Learning Services team, Amadeus was able to zoom in and quantify the impact on airlines industry professionals. The impact of Airlines Learning Services on airlines professionals is twofold. First, it **enables airlines workforce advancing their digital skills continually** to align with the dynamic demands of the air transport industry. Second, the learning offer **equips professionals with the confidence and technical capabilities** required to perform more autonomously and effectively in their roles.

The data below shows how Amadeus is progressing in its commitment to drive social impact at an industry level, in the airline sector, by empowering industry professionals.

See Report '**How does Amadeus contribute to the digital upskilling of travel and tourism professionals?**' [🔗](#)

Image 1: Airlines digital upskilling baseline figures

Activities and inputs



Outputs



Outcomes

Activities: processes, tools, events, technology and actions that are delivered by the organization with the aim of generating benefits.

Inputs: human, financial and organizational resources that a company deploys to carry out its activity.

31.5 Amadeus employees were dedicated to the design, development, and delivery of e-learning, instructor-led training, and knowledge resources in 2024

62 active learning paths are available in 2025 through the Amadeus Learning Universe and Service Hub

+250 instructor led training/event were delivered in 2024

Output: direct tangible products of the activities that are carried out.

8,027 airlines professionals (unique users) **were trained** through Amadeus learning services in 2023 and 2024

Around 5,500 hours of instructor-led in 2024, providing customers staff members with guided support from expert instructors who accompanied them throughout the learning process

9.3 points of average satisfaction score of instructor led training and 8.8 average score (out of 10) of e-learning in Q1 2025, showcasing learning offer quality, relevance, and user-focused approach

93.4% of trainees surveyed rated their **satisfaction** at 8 or above (out of 10) in Q1 2025, demonstrating the quality and relevance of the Amadeus Airlines training delivered

Outcomes: Changes in habits, behaviors, skills sets or knowledge on the targeted beneficiaries/customers resulting from the activity.

The trainees reported an **average increase of 56%** of the **confidence score** in working **autonomously** with the Amadeus Airlines' solutions in Q1 2025, highlighting the relevance of learning to ensure the use of the solutions and use on a daily basis (**5.3 average score before** and **8.3** (out of 10) average score **3 months after the training**)

79% of trainees surveyed rated their application in **their activities at 7 or above on a scale of 10** in Q1 2025, indicating that a majority of trainees are able to put into practice what they learned

86.7% of participants rated **the usefulness of the e-learning 4 or above on a scale 5 for their current and future job** in Q1 2025, showing that the knowledge acquired in the training is beneficial for their career development

Future outlook

- 1 Measure to manage impact:**
Measuring the impact of learning and knowledge management services is key for the teams to make their learning offer evolve and adapt it to the needs of industry professionals.
- 2 Move towards outcomes based data:**
The best practices (methodology, metrics, tools) of impact measurement identified across Airlines learning services will be referenced for other learning services teams and industry players to better capture the social value generated on learners and the outcomes on the business efficiency.
- 3 Inspire the industry to measure what matters:**
At an industry level, we hope this exercise can inspire other players to quantify and manage the social impact of their services to continue making travel a force for good.



Annex

Impact measurement methodology

A structured methodology is applied to assess the effectiveness of training programs, based on the **Kirkpatrick Model**¹¹, a widely recognized framework for its comprehensive approach to evaluating the effectiveness of training programs. The measurement process includes both **Pre- and Post-Training Assessments**, which evaluates the digital competency levels of trainees before and after completing the training programs.

The Kirkpatrick Model encompasses the following **four levels**:

Level 1	Reaction, to measure the learner’s satisfaction with the training.
Level 2	Learning, to assess knowledge retention after taking the training.
Level 3	Behavior, to evaluate whether employees effectively implement new skills in their roles.
Level 4	Results, to measure business outcomes such as improved efficiency, customer satisfaction, and revenue growth.

¹¹ **Kirkpatrick’s Model:**
A Four-Level Approach to
Training Evaluation, CSR.
Education [↗](#)

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