INTERVIEW
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CEO, Manchester
Airports Group

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New legislation
enters into force

NEW NOISE STANDARD
Collaborative
approach to noise
management

PASSENGER RIGHTS
New package of
measures
THE VALUE OF COLLABORATING TO CREATE A GREAT PASSENGER EXPERIENCE.

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THE VALUE OF PERFORMANCE.
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ONE COMPANY - TOTAL SECURITY
The latest forecast produced by EUROCONTROL shows that air traffic is expected to grow again as of 2014, in all European countries.

Just as things looked like they were stabilising, the Cyprus financial drama came as a stark reminder that Europe’s financial crisis is all but resolved – and that our continent remains a weak spot in the World economy. Indeed, the overall traffic trend for Europe’s airports remains negative. Only freight traffic seems to be finally picking up, although from a very low base. Unless you are a Turkish or Russian airport, this winter season bears all the signs of the much talked about triple dip recession. 2013 might well be a year to forget.

Yet, looking ahead, there are some good reasons for optimism that growth lies on the horizon. The latest forecast produced by EUROCONTROL shows that air traffic is expected to grow again as of 2014, in all European countries. Up to 2019, yearly average growth in aircraft movements will be close to 3%. This may be a slower pace compared to what we have been used to in the past – but it is still significant.

In a matter of days, EUROCONTROL’s predictions were validated by record orders from Ryanair and Turkish Airlines for a total of 314 short/medium haul aircraft. This provides another confirmation of the structural changes at play in the aviation market, these orders are good news for Europe’s airports. Indeed, both Ryanair and Turkish Airlines have announced that most of these new aircraft will not replace the ones currently in service. They will be used to increase fleet size and grow capacity – with most of them destined to serve European airports.

At the same time, investors seem to have regained some confidence in the airport industry. The recent sales of ANA – the Portuguese airport system, and London-Stansted airport have delivered stronger EBITDA multiples, closer to pre-crisis levels. Interestingly, they have also allowed two European airport operators – VINCI airports and Manchester Airports Group (MAG) to achieve a step change in terms of their size and market positioning.

All this points towards the need for airports to keep the focus on the medium and longer-term. Easily said, but much less easily done, given the volatility of the current environment. While EUROCONTROL remains confident in its traffic growth forecast, it also cautions against short-term downward risks, which could result in traffic falling down by close to -3% this year. There is little doubt that these risks need to be taken seriously given the uncertainties surrounding Eurozone economies and the possibility of more airline failures.

This explains a cautious approach to future airport capacity planning and investment in Europe, which is even more pressing given the ballooning cost of capital. As a result, airport Capital Expenditure for 2014-2017 will decrease by €6.6 billion compared to 2013-2016. The EUROCONTROL forecast puts its own “price tag” on lower investment and increasing airport capacity constraints: as a result, 135,000 flights will not be accommodated with overall air traffic demand reduced by -1.2%. The repercussions of airport congestion will certainly be felt beyond aviation throughout European economies…

Investing in airports and growing traffic, revenues and shareholder value at the same time is something Charlie Cornish, CEO of MAG, is clearly focused on – as you can read in this issue. The publicly owned airport group has clearly raised its profile, delivering increasing community benefits in the process. We also bring more airport news from Germany, France, Turkey and the Gulf, together with the latest on EU policy for passenger rights and security.

Spring will be busy at ACI EUROPE as our 6th Regional Airports Conference hosted by Aéroports de Lyon in April is likely to coincide with the European Commission coming out with proposed new Guidelines for State Aid to airports. Of course, we are anxiously waiting to see whether these guidelines will adequately reflect the economics of our business and effectively protect our unique capabilities in driving local economic development. In other words, whether the Commission will be aligned with its own Growth & Jobs agenda.

From Lyon, we will then fly to Hamburg for our 22nd Trading Conference, dedicated to the ever-evolving arena of non-aeronautical activities – a part of the airport business that is only gaining in importance with each passing year. All of these events will lead us up to the big moment on the calendar, in a city that just recently announced one of the most audacious airport projects in the world. Istanbul beckons us, you and anyone with an interest in the airport industry, for the ACI EUROPE & WORLD Annual Congress & General Assemblies from 10 to 12 June. It promises to be a major event – one you won’t want to miss.

By Olivier Jankovec, Director General, ACI EUROPE
Dublin Airport
Dublin Airport Authority (DAA) has unveiled plans for a major new business complex beside the airport. A key 20-acre site directly in front of Terminal 2 will accommodate the first phase of a planned 70-acre business park aimed primarily at international high-tech companies involved in research and development, as well as other service industries looking for ultra-modern offices. Ongoing discussions are underway for preparation of a master plan for the entire site.

London-Gatwick
London-Gatwick is set to invest a further €1.2 billion into the airport in the next six years. The announcement forms part of the airport’s business plan for 2014 to 2019 – and represents one of the largest private-sector investments in UK infrastructure. Facilities will include a new baggage system, allowing passengers to use automated fast-bag drops, and new gate rooms linked to five new aircraft stands by air bridges.

ANA Aeroportos de Portugal
Europe’s biggest construction group VINCI won the auction for the Portuguese airport system, ANA Aeroportos de Portugal. The former state-owned airport operator which holds a 50-year concession for 10 airports in Portugal was sold for €3.08 billion. The transfer of ANA shares will take place upon approval by the relevant competition authorities. The contract also gives ANA exclusive rights to negotiate the construction and operation of Lisbon’s new airport, once capacity at Lisbon Portela Airport is saturated.

Aena Aeropuertos
Aena Aeropuertos has launched a tender for car parking across 32 Spanish airports – a business that generated €91 million in revenues in 2012. The airport company said it was offering contracts in two separate lots, arranged by region, for a minimum total bid of €102 million over the term. The contracts run for five years with the option of extensions for up to two years. Aena Aeropuertos said it was aiming to match the best practices at international airports with its car parking services.
Helsinki Airport (Finavia)
The number of people using free Wi-Fi at Helsinki Airport has increased by +3,000% since 2009. The rapid increase in the user volume is mainly based on mobile devices becoming more common and the fact that the Wi-Fi at Helsinki Airport is very efficient.

Moscow Sheremetyevo
Moscow Sheremetyevo won the top accolade in the European section of this year’s ACI Airport Service Quality (ASQ) Awards. The airport topped the list of Europe’s best airports in terms of passenger service quality, not only becoming the very first Russian airport to achieve this distinction, but also the very first European airport with more than 25 million passengers per year, to do so.

Gothenburg-Landvetter (Swedavia)
Swedavia's Gothenburg-Landvetter Airport has inaugurated its new departure hall. The 2,800 sq ft area boasts a large variety of restaurants and shops, and the airport says the new facility lifts it into the “international top class”.

Rome-Fiumicino
Rome-Fiumicino is to benefit from investment of more than €12 billion in the next 30 years as its operator, Aeroporti di Roma, aims to turn the airport into a hub for the Mediterranean region. The airport will attract 100 million passengers by 2044, with an average annual growth rate of +2.7%.

Sofia Airport
A new project will get underway at Sofia Airport for the reconstruction and expansion of the passenger gallery of its Terminal 2. It will be driven by the constantly growing number of passengers at the airport and the need for a better and faster service. The expansion of the passenger gallery will boost its capacity, serving 200,000 more passengers a year.

Istanbul expanding…
In late January, the Turkish government announced a tender for an audacious third airport for Istanbul, with an ultimate capacity of 150 million passengers per year. The tender is scheduled to be awarded on 3 May 2013, so that the new airport can open its first phase of operations in 2017. In parallel, the operators of Istanbul-Atatürk Airport – TAV Airports Holding announced a net profit of €124 million in 2012 – up from a net profit of €53 million in 2011. The group finished the year operating at 12 airports in six countries, spanning three continents.
"We look forward to welcoming aviation industry figures from Europe, Asia Pacific and further afield for what promises to be a world-class conference. The ACI conference comes to Doha in a year when we look forward to the opening of a brand new home, Hamad International Airport which promises to set a global benchmark in service and quality."

AKBAR AL BAKER, CHIEF EXECUTIVE OFFICER, DOHA INTERNATIONAL AIRPORT & QATAR AIRWAYS
Manchester Airports Group (MAG) owns and operates four UK airports – Manchester, East Midlands, Bournemouth, and now London-Stansted following the recently completed £1.5 billion (£1.8bn) acquisition. The newly expanded group serves 44 million annual passengers and has an ambitious strategy for continued profitable growth, as its CEO Charlie Cornish explained to Ross Falconer.

Charlie Cornish joined Manchester Airports Group in October 2010. His immediate priority was to undertake a strategic review, and achieve growth in three key areas: passenger numbers, revenues and market share. “Over the last two years we’ve grown market share and have outperformed the average growth in the UK airport sector. We’ve added passenger numbers – Manchester is now the third biggest airport in the UK, whereas a year ago it was the fourth biggest. All of that is quite positive; so we are seeing growing passenger numbers, growing revenues, more routes, and more profitability across MAG – and that is without the addition of London-Stansted,” said Cornish.

He forecasts further modest, single-digit growth across the Group in 2013, which is reflected in Manchester’s latest figures that show a +1.5% year-on-year increase in February to 1.19 million passengers – allowing for the additional leap year day in February 2012, the underlying growth was nearer +5%. “We’ve already secured some opportunities to grow passenger numbers at East Midlands and Manchester, and in due course we’ll look to grow passenger numbers at Stansted as well.

**London-Stansted Airport**

- **Annual passengers:** 17.4 million
- **No. of destinations:** 150
- **Top 3 airlines:** Ryanair, easyJet, Germanwings
We won’t be looking at double-digit growth unfortunately, but we will be looking to continue our upward trajectory,” explained Cornish.

New services in Manchester’s summer schedule include easyJet to Moscow, Norwegian to Stavanger and Ryanair to Warsaw. easyJet’s opportunity to serve the Moscow market resulted from Lufthansa’s decision last year to sell bmi British Midland to International Airlines Group (IAG) – owner of British Airways. The current air service agreement allows for a maximum of two airlines to be designated by both the UK and Russia and, as BA is already one of these, it had to give up BA’s designation on London and Manchester services. easyJet subsequently won the traffic rights, and officially launched Manchester-Moscow services on 28 March. The airline also recently launched three new services from London-Stansted to Marrakech, Sofia and Sharm el Sheikh.

Cornish expects low-cost carriers to drive continued growth at East Midlands Airport. Most recently, Ryanair announced in February the addition of five new routes from East Midlands in its 2013 summer schedule – Girona, Marseille, Menorca, Poznan and Zadar – meaning it will operate a total of 40 routes from the airport.

Measured by weekly seat capacity, Ryanair is the largest airline at all four airports in the freshly expanded MAG. “Ryanair is a very successful airline. It transports about 80 million passengers every year, it has lots of cash on the balance sheet, and if the rumours are true it will be ordering more aircraft. Ryanair is a commercially-orientated company, but its performance is good in terms of price and departure times, so I think as long as you recognise that Ryanair is a growing airline and wants the best commercial deal, as we do, you can develop a long-term, meaningful relationship with them,” commented Cornish.

**Manchester Airport**

**Annual passengers:** 22 million  
**No. of destinations:** 225  
**Top 3 airlines:** Ryanair, easyJet, Flybe

**Cornish:**

“I think Manchester is a little bit different from most regional airports in as much as it’s very well invested – we have three terminals and two runways at Manchester, so we’ve got capacity to grow in the long-term.”

Manchester Airports Group completed its £1.5 billion (€1.8bn) acquisition of London-Stansted in February. Cornish: “It makes us a sizeable player and having looked at the London market, which is resilient and is one of the biggest aviation markets in the world in terms of passengers, we’re fairly confident in the long-term that Stansted will grow.”

**London-Stansted acquisition**

A key conclusion of the strategic review was that MAG wished to add a “quality airport” to the Group. “As far back as 18 months ago we started looking up and down the UK, and we thought Stansted was the right opportunity for us,” commented Cornish.

MAG announced the completion of its £1.5 billion (€1.8bn) London-Stansted acquisition from LHR Airports Ltd (formerly known as BAA) on 28 February. BAA was required to sell the airport following a UK Competition Commission ruling originally made in March 2009. As part of the transaction, Industry Funds Management (IFM) became an investor in MAG, taking a 35.5% interest in the enlarged group, having worked in close partnership with MAG throughout the acquisition process. IFM has investments in five major Australian airport companies – Adelaide, Brisbane, Melbourne, Northern Territory Airports and Perth.

The acquisition consolidates MAG’s position as the UK’s third largest airport group, after LHR Airports Ltd (Aberdeen, Glasgow, London-Heathrow and Southampton), and Global Infrastructure Partners (Edinburgh, London-City and London-Gatwick). The expanded MAG’s total annual throughput of 44 million means it has closed the gap to GIP to just 4.5 million passengers.

London-Stansted, with 17.4 million annual passengers, is the fourth biggest airport in the UK – after London-Heathrow, London-Gatwick and Manchester. “It makes us a sizeable player and having looked at the London market, which is resilient and is one of the biggest aviation markets in the world in terms of competitive growth.”

Charlie Cornish was appointed CEO of Manchester Airports Group in October 2010. He was previously a Director at United Utilities, where he was Managing Director of United Solutions. He has also held senior positions at Thames Water, NHS Scotland and Trusthouse Forte.
Tax on Flying’ campaign – a coalition with the retail prices index (RPI)
Aviation taxation and again on 1 April 2014, in line with the RPI. Osborne announced that APD (Air Passenger Duty) in his March Budget statement of the UK’s air passenger duty associations, which calls for reform of airlines, airports and trade.

The £1.5 billion (£1.8bn) paid for Stansted represents an acquisition multiple of 15.6 times 2012 EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation), reflecting confidence in the airport’s significant growth potential. ‘We would only have bought Stansted if it added value for shareholders, both in terms of capital growth and long-term cash receipts, so we’re fairly confident we’ll add quite a lot of shareholder value over the next 20 years,’ explained Cornish. ‘We’ll do that in a number of ways. In the short-term, we’ll stimulate growth with the current airlines. In the medium-term, we’ll look to bring in a richer mix of carriers.’

MAG is wasting no time in identifying potential improvements at London-Stansted. It is already planning a £40 million (£47m) investment to enhance the layout of the retail and security areas. The idea is that this will create more airside retail opportunities, leading to an increase in non-aeronautical revenue. ‘We’re finalising the design of those plans now and will be starting work imminently, with a view to completion during this calendar year. So we’ve got good plans for Stansted, which will take the airport forward,’ commented Cornish.

Aviation taxation
MAG is a member of the ‘A Fair Tax On Flying’ campaign – a coalition of the UK’s Air Passenger Duty (APD). In his March Budget statement, UK Chancellor George Osborne announced that APD would increase on 1 April 2013, and again on 1 April 2014, in line with the Retail Prices Index (RPI) measure of inflation (currently 3.2%). Cornish stressed that rises in APD are damaging to the UK’s global competitiveness. He speaks passionately about the detrimental impact of APD on aviation and the wider economy. ‘It just seems a bit strange that almost every country in Europe has taken aviation taxation away on the basis that they believe it will stimulate growth in the economy, yet the UK Government is still short-sighted and doesn’t seem to be willing to stimulate growth; it is more interested in keeping short-run taxation high,’ he stated.

Offering his view on the current situation of the UK airport market, he added: ‘What you generally find is that UK airports tend to mirror GDP. If you look back over 20 years, airports tend to outperform GDP by around 1.4 times. Obviously when GDP is low it has a bearing on passenger numbers, and consumer confidence is still a bit low at this moment in time. So there are a number of economic factors that we have to deal with – one is low GDP which dampens growth, another is UK aviation taxation which is just about the highest in Europe, which is a particularly important factor for regional airports. I think the prognosis is that there are some very, very early green shoots of recovery across the sector, but that recovery would be greatly helped if the government could get its head around having taxation aligned with other European countries.’

Manchester – UK’s northern gateway
MAG sees Manchester airport as the UK’s ‘northern gateway’, and Cornish strongly believes that it is well-placed to alleviate some of the capacity constraints that exist in the south-east. ‘I think Manchester is a little bit different from most regional airports in as much as it’s very well invested – we have three terminals and two runways at Manchester, so we’ve got capacity to grow in the long-term,’ he explained. ‘The infrastructure is there, and as the northern gateway, Manchester is well connected from Birmingham all the way up to Scotland. More importantly, we also have good, solid relationships with long-haul carriers, including Emirates, Etihad, Qatar Airways, Singapore Airlines, American Airlines, Delta Air Lines, Turkish Airlines and Virgin Atlantic.’

In February, MAG launched its ‘Fly Manchester’ campaign to win back the four million annual passengers from its catchment area that currently travel south to one of the London airports to fly. The year-long campaign will highlight the importance of regional hubs in alleviating congestion, with an advertising effort in key target areas.

‘We have a lot of direct, long-haul services, so our preference is to try and persuade more people in the local catchment area to fly from Manchester. That’s what the ‘Fly Manchester’ campaign is all about – it’s about boosting capacity on our existing long-haul routes, and also demonstrating the need for additional capacity in Manchester,’ said Cornish. ‘Clearly we want to grow Manchester and we see that it has the potential for growth in terms of direct long-haul services.’

Manchester Airport City
A flagship development is Manchester Airport City – a £650 million (£760m) development programme that will be undertaken over the next 10-15 years. Planning

There are plans for a £12 million (£14m) terminal upgrade at East Midlands Airport. This will provide a streamlined, intuitive passenger journey with a reconfigured terminal layout, including an enhanced retail offer, and a major refurbishment of the security search area.

East Midlands Airport
Annual passengers: 4.2 million
No. of destinations: 90
Top 3 airlines: Ryanair, Flybe, Jet2.com
approval was granted in January for the development, which will include new offices, industrial units, retail and leisure facilities. “We’re now busy looking at the opportunities of bringing some tenants in to the airport. We will soon appoint one or more development partners to work with us on the marketing and construction and development activity, and that will be a fairly big catalyst,” stated Cornish. “Overall, it’s got the potential to create around 20,000 jobs in the local environment. The more economic benefit we bring, the more companies we bring in to the airport, the greater likelihood there is that we’ll get more passengers going through the airport.”

The planning approval enables MAG to progress to the delivery stage in 2013, providing the opportunity to attract investment and create jobs. It is hoped that the development will not only enhance Manchester Airport’s position as the global gateway to the north of the UK, but also further Manchester’s ambition to become a major European and global business city.

MAG Developments is also developing 540,000 sq ft of business space – including offices, industrial units, warehousing, and aviation hangars – at its Aviation Business Park at Bournemouth Airport. The 10-year master plan will see an investment of £60 million (€70m).

**East Midlands upgrade**

Cornish outlined plans to enhance the traveller experience at East Midlands Airport with a £12 million (€14m) terminal upgrade. This will provide a streamlined, intuitive passenger journey with a reconfigured terminal layout, including an enhanced retail offer, and a major refurbishment of the security search area. The project will be completed by the end of 2013.

“What we’re looking to do at East Midlands, Manchester and Stansted, is to introduce the latest technology for automatic boarding card readers. We’re also looking to introduce different types of security lane configuration, so we can get passengers through security quicker. So we continue to look at every opportunity to make the whole passenger journey more seamless and easier to navigate as we go forward,” explained Cornish.

As part of East Midlands’ commitment to environmental sustainability, its refurbishment incorporates the use of more natural daylight to reduce the need for lighting, and increased ventilation to provide cooling. It is estimated that this will save approximately 315 tonnes of carbon emissions annually and provide a 15% reduction in energy usage.

MAG is noted for its proactive environmental approach, and Manchester Airport, which is Airport Carbon Accredited at the ‘Optimisation’ level, won the Eco-Innovation Award at the 2012 ACI EUROPE Best Airport Awards. Meanwhile, in 2012 East Midlands was the first UK airport to become carbon neutral in its ground operations.

“The main initiatives we’re looking at currently are opportunities to increase energy efficiency, as well as sustainable lighting and heating. In the longer-term, we’ll look at getting more energy from waste, so we continue to explore technological innovations,” said Cornish. “We have also recently piloted battery powered vehicles for use at East Midlands Airport, and I think as technology improves on that particular line, we’d like to pursue electric and other alternatively powered vehicles.”

MAG is clearly more than simply a regional success story; its portfolio of airports and property business contributes more than £3 billion (£3.5bn) to the UK economy and supports thousands of jobs. The acquisition of London-Stansted fulfils MAG’s desire to add another “quality airport” to the Group. All of this is indicative of its ambitious strategy to compete in the London market, to win back passengers in its home turf and increase shareholder value by generating profitable growth. “These are exciting times for Manchester Airports Group and I am optimistic about the year ahead,” concluded Cornish.
Environmental protection plays a central role in everything we do. As such, we have made a voluntary commitment to minimising our CO₂ footprint and using ground-breaking technologies to reduce carbon dioxide emissions even further. This has helped us cut back on 14,000 tons of CO₂ over the last few years.

And our environment department does even more – for example, we have made a commitment to improving noise protection for our neighbours, increasing air quality, reducing waste and disposing of it using environmentally friendly methods, protecting waterways, and preventing bird strikes.

Details of our environmental projects and our responsibility for nature can be found here:

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Restrictions on carry-on liquids have perhaps had the single most profound impact on the passenger experience since their initial introduction in 2006. Last July, the European Commission announced the postponement of the April 2013 deadline for the removal of all LAGs restrictions. The Commission noted, in its report to the European Parliament’s Transport & Tourism Committee and also the European Council in July 2012, that the April 2013 deadline presented an operational risk because of the scale of change.

ACI EUROPE supported the postponement, as trials undertaken at several European airports indicated that the technology is not yet robust enough to improve rather than detract from the passenger experience. The consistent position of ACI EUROPE has been that any removal of the restrictions must be based on a sustainable technological solution that ensures a high degree of probability of detection of a wide range of liquid explosives, as well as being passenger-friendly.

Following the postponement, a roadmap has been developed for the progressive removal of the LAGs restrictions. The first phase, from January 2014, is designed to test the operational impact of screening LAGs. It involves a limited range of liquids and is expected to have a minimal impact on airport screening operations based on the existing level of LAGs carried by passengers. The second phase will be contingent on the acceptable implementation of the first phase. The phased approach will provide airports and manufacturers with valuable operational experience before the restrictions are fully lifted. Marjeta Jager, Director for Security at the European Commission’s Directorate-General for Mobility and Transport, welcomed the new legislation. “As a regulator I am very pleased that the successful cooperation we enjoyed last year with aviation stakeholders led to this mutually agreed phased approach. This is needed because replacing restrictions by screening is a challenge for security operations at airports. Air passengers should be given back the possibility of carrying liquids, especially today when technology can deliver an alternative security solution. With the new legislation now in place we are looking forward to seeing airports deploy screening equipment in good time to allow this first phase to be fully implemented by 31 January next year. Together with our stakeholders we will continue to follow the agreed roadmap towards full lifting of restrictions over the next few years, as signed in the Statement of Intent on LAGs in July 2012.”

Duty free LAGs

A major benefit of the rules to be introduced in January 2014 is that all passengers will be able to carry their duty free LAGs purchases in ICAO specification Security Tamper Evident Bags (STeBs) when transferring through EU airports; the LAGs will be subject to screening before the traveller boards their next flight. While EU LAGs in STeBs have always been screened using conventional equipment, from January 2014 airports will have dedicated equipment, allowing those transferring at EU airports to keep their duty free liquids. This change in equipment is the only discernable difference passengers may notice following the introduction of the new rules. Importantly, the new rules have been adopted in coordination with major EU trading partners, including the US, Canada and Australia. Passengers from the EU will be able to carry their LAGs in STeBs when transferring in those countries.

On the basis of experience gained from the first phase, the European Commission will review the situation by the end of 2014. It will then define the next steps in close cooperation with relevant industry stakeholders, if possible within two years of the first phase.
Air Passenger Rights is a subject that has gained increasing prominence in recent years, following the volcanic shocks of 2010 and 2011, and unforeseen severe weather conditions impacting on flights. The European Commission has published its proposal for revision of the Air Passenger Rights regulations.

Ross Falconer reports.

The European Commission has published its proposal for revision of the Air Passenger Rights regulation (EC 261). The Air Passenger Rights Information campaigns widely seen in airports all over Europe show that airports are proactive on this issue.

Following a series of public consultations in which ACI EUROPE had a very active role over the last two years, the European Commission concluded that it was time to revise the legislation in force. ACI EUROPE believes that the European Commission’s proposed revision provides a balanced result.

Importantly, the common principle that a passenger’s primary relationship is with the air carrier has been retained, with some exceptions. Air carriers’ obligation to provide care to passengers – meals and accommodation – is currently unlimited in all cases, but under the proposed revision, in the case of extraordinary circumstances, it will be limited to three nights and a maximum of €100 per night.

New airports’ obligations under the new proposal are to provide information and assistance. In fact, Europe’s airports have proactively informed passengers of their rights (with the prominent display of eye-catching posters, for example) and provided assistance and care to stranded passengers even before being obligated to do so. Airports’ swift adoption of social media has also seen them make use of these new channels to keep passenger informed during unusual circumstances and crises.

Also important is that the new proposal on ‘right of redress’ is equivalent to the current Article 13 of the Regulation. ACI EUROPE supports the wording, which reads: “In case when an operating air carrier pays compensation or meets the other obligations incumbent on it under this Regulation, no provision of this Regulation or of national law may be interpreted as restricting its right to seek compensation for the costs incurred under this Regulation from any third parties which contributed to the event triggering compensation or other obligations.”

Siim Kallas, European Commission Vice-President Responsible for Transport, commented: “It is very important that passenger rights do not just exist on paper. We all need to be able to rely on them when it matters most – when things go wrong. We know that the real priority for stranded passengers is just to get home. So our focus is on information, care and effective rerouting. The aim is to get passengers where they want to be as quickly as possible while giving the airlines the time they need to sort problems out.”

One-bag rule

Disappointingly, the European Commission has not taken into account the multiple calls from both the European Parliament and ACI EUROPE to propose a ban on the one-bag rule. This disruptive rule has been implemented by a number of airlines and has made many passengers uneasy about shopping at the airport, lest they be charged extra for bringing a shopping bag on board. Under the proposal, air carriers have full commercial freedom to establish the conditions under which they permit baggage to be carried. However, they shall clearly indicate, at booking and at the check-in desks, the maximum cabin baggage allowance and additional charges at booking and on request at the airport. Musical instruments are considered a special category of baggage and are not subject to the one cabin bag limit. The failure to propose a ban on the one-bag rule is expected to be subject to legislative amendment.

The European Commission has presented its proposed revision of the Air Passenger Rights legislation to the European Parliament and the European Council under the ordinary legislative procedure. The European Parliament’s Committee on Transport and Tourism has appointed a Rapporteur – Georges Bach MEP (Luxembourg) and ACI EUROPE plans to meet with him in April. The proposed revision will be reviewed in a report by Mr Bach. It will then be discussed first in the European Parliament’s Transport and Tourism Committee, and once amended and approved it will go to the Plenary session, and then to the European Council. A timeline for this process has yet to be determined.
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Aviation noise – a pillar of the European Commission’s ‘Airport Package’ – is perhaps becoming the key environmental issue for many European airports, whose comprehensive noise management strategies highlight their desire to be good neighbours and ensure sustainable growth. The ninth meeting of ICAO’s Committee on Aviation Environmental Protection (CAEP) in February agreed a new noise standard for newly certified aircraft types.

Ross Falconer reports.

The new noise standard means that from 2017 new large civil aircraft types must be at least 7 EPNdB (Effective Perceived Noise in Decibels) quieter than the current standard. It will apply to smaller aircraft types of less than 55 tonnes from 2020.

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NEW ICAO NOISE STANDARD: WHAT IT MEANS FOR AIRPORTS

Europe’s airports are committed to working constructively with their local communities to address noise concerns, and to demonstrate that the industry takes its noise impact seriously. It is only by doing this that they will earn their licence to grow.

ACI EUROPE supports the adoption of a new noise standard that is ambitious yet realistic. This new standard, which will be Chapter 14 of Annex 16 to the Chicago Convention, means that from 2017 new large civil aircraft types must be at least 7 EPNdB (Effective Perceived Noise in Decibels) quieter than the current Chapter 4 standard. It will apply to smaller aircraft types of less than 55 tonnes from 2020.

Chryseta Damar, Manager: Environmental Strategy & Intermodality, ACI EUROPE, commented: “We welcome the decision made in February 2013, as both the timing for the adoption of the standard and its level of ambition reflect the progress of the manufacturing industry to deliver quieter and quieter aircraft. We have to bear in mind that ICAO standards do not force progress, but are the most effective instrument to secure technological progress and avoid backsliding of the technology available on the market.”

Airbus is similarly supportive of the new standard. It has, over the past 40 years, put significant effort into reducing noise at source, and actively contributed by providing technical assessments and recommendations, which helped inform
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The ninth meeting of ICAO’s Committee on Aviation Environmental Protection (CAEP) in February agreed a new noise standard for newly certified aircraft types.

Balanced Approach
The reference document for aircraft noise management around airports is ICAO’s Balanced Approach, which was adopted by Member States in 2001. It requires competent authorities to assess the effects of four different noise management measures, prior to adopting operating restrictions, on an airport-by-airport basis.

For airport operators, adoption of this new Chapter 14 noise standard essentially means two things. Firstly, it will impact on the fleets being operated at Europe’s airports, as the natural fleet replacement rate will enable the integration of more and more aircraft certified according to Chapter 14, until all in-service aircraft are at least Chapter 14 compliant. Secondly, it means that the first element of the Balanced Approach – reduction of noise at source – is taken into account.

Nowaczyk explained that the A380 was given an award for its quiet operations by the UK Noise Abatement Society in 2012. With the A380, Airbus introduced a specific noise optimisation feature into the aircraft flight management system. “This is programmed with the specific airport, aircraft and meteorological parameters at the very moment of take-off, and provides the lowest possible noise levels over ground” said Nowaczyk. “The A350 XWB, the aircraft with the leading environmental performance in the long-range market, will have its first flight in mid-2013 and is up to 16 decibels below the current required standard.”

It is important to note that airport operators are reliant on their partners to implement the measures of the Balanced Approach. In terms of reduction of noise at source, the adoption of a new noise standard is a decision made by ICAO Member States, while fleet replacement strategies are designed by airlines. For land use planning, measures are taken by local authorities and for noise abatement procedures, these are the result of cooperation between airlines, air traffic management and airport operators. Operating restrictions are determined by local or national authorities.

This highlights the need for a comprehensive and collaborative approach to achieving effective aircraft noise management around airports, and the new ICAO noise standard is a major indication of how the aviation industry is proactively addressing its environmental impact. The standard will be presented for further consideration by the ICAO Council after formal State consultation.

the CAEP9 proposal. “At Airbus, innovation and technology are key to providing aircraft that generate fewer emissions and less noise while carrying a maximum payload over the mission range. All Airbus development aircraft – NEO and A350 XWB – are designed to be compliant with the new noise standard,” explained Thierry Nowaczyk, Environmental Strategy & Policy Manager, Airbus. “Regarding the long life-cycle of our industry, 2017 is taking place today in our design office and production centre, therefore Airbus continues developing new aircraft solutions to improve the operational noise of aircraft. Several functionalities are available on new aircraft, such as the Automatic Noise Abatement Departure Procedure (NADP) that optimises the thrust and flight path to reduce the noise over populated areas.”
GATHERING INDUSTRY STAKEHOLDERS & EU INSTITUTIONS TOGETHER

The ACI EUROPE annual New Year cocktail reception took place on the 22nd January in the European Parliament (EP), hosted by members of the EP’s Committee on Transport and Tourism, Mr. Jim Higgins MEP (Ireland) and Ms Inés Ayala Sender MEP (Spain). ACI EUROPE President, Declan Collier, gave a speech on the current outlook for Europe’s airports. More than 150 assembled guests were present, including representatives of the European Commission’s DG MOVE and DG Competition, as well as many MEPS, EASA, EUROCONTROL, SESAR JU, various representatives from member states and a large number of top representatives from the airline, aerospace and air traffic agencies. The evening provided a unique opportunity to meet with different stakeholders and provided an enjoyable, sociable start to a new year in EU public affairs.
Frank Brenner succeeded David McMillan as Director General of EUROCONTROL from 1 January 2013. Mr Brenner has worked in Air Traffic Management for his entire career. Before joining EUROCONTROL as Deputy Director General in November 2012, he was General Manager Operations for FABEC (FAB Europe Central) – the largest of the Functional Airspace Blocks, covering Belgium, France, Germany, Luxembourg, the Netherlands and Switzerland. Mr Brenner was also Vice Chairman of EUROCONTROL’s Performance Review Commission and a member of the Performance Review Body.

He was previously with the German Air Navigation Service Provider, DFS (Deutsche Flugsicherung GmbH), where he spent much of his career, holding a number of different positions including Director of the Business Unit Control Centre.

Upon taking up his new role, Mr Brenner said: “Being Director General of EUROCONTROL is both exciting and challenging. It is a wide-ranging organisation, covering the whole spectrum of ATM – from pure research to implementing practical, workable solutions, from forecasting the traffic in 10 years’ time to addressing flow management issues for this afternoon, from working with airports on Collaborative Decision Making to working with the military on the flexible use of airspace.”

He is under no illusions as to the challenges ahead, commenting: “It’s also a tough job right now as the entire ATM community is struggling to work out how to transform its performance, to become globally competitive while coping with the worst traffic downturn it has ever seen. We at EUROCONTROL are doing what we can to help by containing our own costs, by working with air navigation service providers across Europe to make the network more efficient and by developing new approaches, such as centralised services, in order to improve performance. I have always been fascinated by how ATM works and how it could work better. It has been my whole working life, from being a controller to running operations at DFS. I look forward to seeing how I and EUROCONTROL can help to make the Single European Sky a reality.”

Frank Brenner Appointed EUROCONTROL Director General

Brenner:
“I have always been fascinated by how ATM works and how it could work better. It has been my whole working life, from being a controller to running operations at DFS. I look forward to seeing how I and EUROCONTROL can help to make the Single European Sky a reality.”
Although covering a wide number of fields, the common thread of airport competition clearly ran throughout the conference – not only the fact of its existence and impact, but equally importantly, the response required to this new force in the industry. The obvious first reaction of the industry is to argue that economic regulation needs to adapt. This truth remains as valid as ever – regional, national and pan-national economic regulators have a responsibility to regulate proportionately and not to undermine healthy industry interaction.

However the Singapore conference also proved an equally fundamental truth – whether regulation adapts or not, ultimately it is the airport which has to respond to increased competition. And airport economists and financiers have a central role to play in this. Firstly by understanding the environment within which their airport operates. Secondly, by working closely with government to help ensure that regulatory frameworks and ownership structures help rather than hinder the industry. And thirdly, by supporting the evolution of the business to become leaner & meaner profit-driven commercial entities.

Understanding the environment

Dr. Charles Schlumberger, Lead Air Transport Specialist at the World Bank, delivered an energetic keynote address, in which he argued from two different perspectives – one that global air traffic would double by 2030, and the other that it would in fact shrink. His arguments were linked to whether the world economy would grow or shrink, and specifically what is going to be done about fuel shortages. So, his argument that traffic will grow was based on the premise that the US has unlocked the potential of shale gas, which will give it energy independence and drive a new wave of cheap energy. On the flip side, he contended that ‘fracking’ technologies are hyped and will not really help us, meaning there will be much higher energy prices. It was a session that stimulated much debate.

At the end, delegates were asked to vote for whether they believed traffic will double by 2030, or decline. The result was overwhelmingly positive, with the majority believing that traffic will double, highlighting the optimism that exists despite current economic challenges. Dr. Rafael Echevarne, Director Economics, ACI World, presented the key findings of the 2012 Economics Report. The study confirms that airports gain considerable economies of scale up to around 2 or 3 million passengers per year, but surprisingly beyond this threshold they tend to experience slight diseconomies of scale – meaning costs per traffic unit may rise somewhat.

Commentating on the outlook for Europe, ACI EUROPE Director General Olivier Jankovec explained that there is a two-speed market. Traffic growth between 2008 and 2012 was +2.2% in EU countries and +38.2% in New Europe. He also referred to declining profitability – 48% of Europe’s airports are currently loss-making. Slow growth...
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is continuing in 2013, with the full-year forecast being a +0.5% rise in passengers and a -1.3% decline in movements. Jankovec also provided a European overview of key dynamics within the industry, emphasising increased competitive pressures on airports, with new routes opening, increased network volatility, pressure on airport charges, and converging growth rates between low-cost and full-service carriers.

**Governance**

Monique Bruinsma-Schouten, Manager Pricing & Regulatory Affairs, Schiphol Group, and Vice Chair of the ACI EUROPE Economics Committee, gave a detailed presentation on Schiphol’s experiences with economic regulation. She emphasised the competitive environment in which the airport operates. Perhaps most tellingly, she outlined how Amsterdam Airport Schiphol systematically recovered less than the maximum operating result allowed by the regulator – a clear example of competitive dynamics trumping the formal regulatory approach. Bruinsma-Schouten also outlined the dual-till model in use, providing analysis of how the differing regulatory tills impact quality, charges and retail across European airports.

This Schiphol example was complemented by Dennis Chant, Managing Director, Queensland Airports, who explained that under the airport operator’s privatisation, highlighted the success of the regulatory regime – perhaps almost a case of the poacher becoming the gamekeeper. This was a complex process, not least as it had to balance offering an attractive proposition with respecting the interests of the smaller airports. The involvement of experienced industry professionals helped ensure that the result was a light-handed, incentive-based regulatory framework, which should complement rather than constrain sustainable industry growth.

Airport privatisation is also a hot topic in the dynamic, fast-growing air transport sector in Brazil, where there is urgent need for infrastructure development. Four airports have already been privatised – Sao Gonçalo do Amarante, Guarulhos International, Viracopos International and Brasilia International – and the next round will see the privatisation of Rio de Janeiro-Galeão and Confins International. Daniel Aligueri, Concession Agreement Manager, and Rafael Scherre, Economic Regulation Manager, of ANAC – the Brazilian regulator – echoed the experiences of ANA Aeroportos de Portugal in developing a new regulatory regime and balancing the interests of the larger and smaller airports.

**Leaner & meaner**

The session on New Revenue Sources to Increase Financial Performance included the participation of Patrick Graf, Senior Vice President Commercial, Zurich Airport and Chairman of the ACI EUROPE Commercial Forum. Changi Airport Group’s Jeffrey Loke, Vice President, Pricing and Commercial Strategy, offered an interesting perspective on the airport’s strategy to grow non-aeronautical revenues; this includes catering to non-travelling shoppers, strengthening the retail offer, and promotions to increase retail sales. A major revamp of Changi’s Terminal 3 took place in 2010, maximising the retail and food & beverage offerings in public areas. Landside concession revenue has subsequently grown by +44% to more than S$30 million (€20m).

Vilnius International Airport’s Simonas Bartkus, Commerce Department Director, spoke about its recovery from the bankruptcy of flyLAL Lithuanian Airlines in 2009. The airport’s strategy included lowering costs to attract low-cost carriers and stimulate traffic, creating different levels of service for different types of carriers. Brian Gabel, Vice President and CFO, explained that Greater Toronto Airports Authority has introduced a system whereby each business unit is responsible for its own costs and profits, making the organisation more efficient.

Meanwhile, Leo Fermin, Deputy Airport Director – Business and Finance, San Francisco International Airport, explained how focusing on a single overriding metric – Cost Per Enplanement (CPE) – has resulted in financial and operational success. With concerns not only over traffic growth, but also the fundamental economic growth behind it, and increasing competitive pressures from a number of different angles, airports face continued economic challenges. Having fully understood those forces that buffet the industry, the task at hand for airports must now be to ensure that both internal and external changes are made, to adapt to this new reality. All the evidence from the Singapore conference suggests that airports are working hard to doing just that – perhaps explaining why the overall mood at the event was one of optimism for the future, in spite of the difficulties to be faced.
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ACI EUROPE and ACI WORLD are partnering with TAV Airports Holding to bring over 800 of the world’s airport leaders together in Istanbul for their most important meeting of 2013 to explore the theme of “Dynamic Airport Business Transformation”.

It is a long time since airports moved from being mere infrastructure providers to become fully fledged businesses in their own right - a change which brought about overwhelmingly positive improvement on all levels. But today, huge new pressures act on the airport business - the most severe economic change in living memory, sweeping environmental reform, infinitely-enhanced safety expectations, combined with ever-increasing demand for quality improvements by travellers and airlines alike.

Our theme addresses these challenges head on, providing a platform for the very best examples of “business transformation” from airports around the world - airports that are changing the way they do business. In addition to enriching, engaging and educational sessions, this conference provides ample opportunities to network with the other airports, airlines and other key partners and stakeholders who have been invited to take part, along with the providers of the latest technology, products and services who are exhibiting at the major exhibition staged alongside this event at the Istanbul Congress Centre.

Our host, TAV Airports, has planned a remarkable social programme in the stunning and booming city of Istanbul, to enable us to deliver an event of outstanding learning and networking, which we hope will provide solid foundations for your next big ideas for Dynamic Airport Business Transformation.

Warm regards,

Angela Gittens
Director General, ACI WORLD

Olivier Jankovec
Director General, ACI EUROPE
OUR VISION
To be a successful world-class airport that serves its customers to the best of its abilities, thereby contributing to the long term growth and prosperity of our airport, our emirate and its people.

OUR PROPOSITION
A refreshing approach by dedicated professionals and an inspiring leadership working together to give you the best possible experience and service.

OUR MISSION
Through our professional service, we will ensure every customer has a positive experience that does credit to our team, our airport and our emirate.

OUR DNA
We can
We have vision
You matter

OUR VALUES
Individual
Proud to be part of, safe and secure
Resourceful
Anything is possible
Welcoming
Approachable and easy to work with
Evolving
Continually improving
Integrity
Straight forward, down to earth and honest
Inspiring
We see the possibilities in everything and everyone.
Dubai’s aviation model has been instrumental in driving Dubai International Airport’s phenomenal growth. A liberalised aviation policy, supportive government and coordinated approach means Dubai Airports is able to react quickly to the marketplace. Significantly, Concourse A – the world’s first purpose-built A380 facility – was recently opened, and further developments are underway. Callum Tennent reports.

Aviation is fundamental to the ongoing prosperity and economic expansion of Dubai. Dubai International Airport saw throughput rise +13.2% to 57.6 million in 2012, and traffic is forecast to reach 65.4 million in 2013. Jeff Gould, Vice President of Dubai Airport Developments, believes that Dubai International will become the world’s busiest airport for international passenger traffic in only two years time: “The continued developing of DXB is intrinsically linked to this goal. We’re well on track to meeting that goal, but quite simply we can’t keep that up if we don’t have the capacity for the traffic.”

Concourse A provides much-needed space, boosting the airport’s capacity from 60 million to 75 million passengers per year. It is also a vital part of Dubai Airports’ $7.8 billion (£6bn) Strategic Plan 2020, which will increase airport capacity to 90 million by 2018. Gould explained that the $3.2 billion (£2.4bn) Concourse A is the only concourse in the world with a two-storey business and first class lounge setup. It will be used exclusively by Emirates Airline.

“We have a very close working relationship with Emirates Airlines,” Gould commented. “The decision to dedicate a facility almost made itself. Emirates is growing so quickly and aggressively, as are we. From a customer perspective, it’s great to be able to offer a custom concourse for such a popular aircraft – there are 30 in service now with another 90 on order.”

Terminal 1 renovation
Concourse A is not all that’s new at the airport though. Terminal 1 is the airport’s largest terminal, with an annual capacity of 20 million passengers per year and over 90 airlines operating out of it. Renovation work at the terminal has now finished. Gould said: “We have to maintain the level of service our customers expect. We decided to upgrade not because it made for a nice luxury, but because we saw it as an absolute necessity. As far as the passenger is concerned, it’s all about working towards efficient service. It may not all be visible, with a lot of back-of-house work, but all the renovation is with consistent levels of service in mind.”

When the plans for work on Terminal 1 were announced, Dubai Airports made much of its upgrades to baggage screening, check-in and baggage handling. “It’s essentially a higher-tech solution,” Gould explained. “It reduces the level of manual sortation, ensures consistency, the desks are redesigned – the signing is optimised. It’s all about streamlining the process.”

With such consistent growth, passenger safety is something that must be constantly re-evaluated. “We’ve looked closely at traffic flows and had analytical traffic studies conducted. We’ve reconfigured and realigned roads and routes into the airport for cars and public transport. Simply by remodelling the existing real estate we can make a safer, more efficient route both into and through the airport. Efficiency really is the key,” commented Gould.

The rapid expansion does pose challenges. How does such a busy hub build to accommodate growth without disrupting normal airport operations? “We’re obviously delighted with the traffic figures,” Gould said. “But we have to deliver capacity very quickly. We’re looking at a slightly simplified method of delivering infrastructure from now on. Methods of construction are now more modularised, or developed offsite.”

“We’re building in an extremely constrained environment. Concourse A was the last of the ‘greenfield builds’ at the airport. From now on, everything has to take place in a live operational environment. That’s impacted the way we look at development tremendously. In terms of technology? We’re looking at anything that can speed things up.”

The construction Gould refers to is that of the work-in-progress Concourse D. Still early in its development and scheduled for opening in 2015, the concourse will be home to even more concessions, as well as housing 100 international airlines.

Dubai Airports is putting in place the infrastructure and long-term processes designed to meet its aim of making Dubai International the best airport in the world. The impressive developments will enable the airport to handle the forecast growth and capitalise on Dubai’s attractiveness as a business and leisure destination.
NEW MUSCAT AND SALALAH TERMINALS TO MEET STRONG PASSENGER GROWTH

Oman Airports Management Company (OAMC) is experiencing strong growth at its airports. Muscat International Airport saw throughput reach a record 7.5 million passengers in 2012 – a +16% increase year-on-year. Meanwhile, Salalah Airport – a growing tourist destination – handled more than 600,000 passengers, representing a rise of +23% on the previous year. New terminal developments at both airports are set to enhance the passenger experience.

Callum Tennent spoke with Vic Allen, Acting CEO, OAMC.

The record passenger numbers achieved at Muscat International Airport are indicative of the growth trend being witnessed in Oman’s aviation industry. Growth is being driven by factors including fleet and route expansion by the airlines serving Muscat; this in turn is being fuelled by the development of Oman’s tourism industry, and strong industrial and economic activity. Indeed, Muscat’s status as a growing industrial hub is highlighted by the fact that the airport handled more than 100,000 tonnes of freight for the first time in 2012.

“GDP in Oman is strong, it’s an increasingly popular tourist destination, there’s development and construction going on all over the country, the nation’s flag bearer, Oman Air, is expanding – there’s no reason to not expect +15% growth yet again for 2013,” commented Allen. “We’re stretching our resources for now – the airport has been operating at capacity for five years, but in a couple of years our new airport will be open.”

The new terminal being constructed at Muscat International is described by Allen as a ‘new airport’, such is the impact it will have. “The existing airport was built in the early 1970s and is well past its use-by date. The new airport will be a revolutionised experience,” he added.

With a total floor space of 334,995sqm, Muscat’s new terminal will have an initial capacity of 12 million passengers per year when it opens in 2014. Further expansion in three subsequent phases will increase capacity to 24 million, 36 million, and ultimately 48 million passengers per year.
Meanwhile, the new terminal at Salalah Airport will also open in 2014, with an initial capacity of one million passengers per year. It has, similarly, been designed to allow for subsequent phased expansion in line with demand, with an ultimate annual capacity of six million passengers. Salalah Airport’s expansion is part of a strategic aim to further develop Salalah as a tourist destination. Located 1,000km south of Muscat, and with a much cooler climate during the summer months, it is described as a magnet for tourists.

**Airline expansion**

It is not just the airports that are expanding – Oman Air, in order to cater to its ever-increasing business, recently expanded its fleet with two wet-leased 737-800s. Air Arabia, meanwhile, launched its first direct flights to Salalah Airport in 2012, becoming the third airline to operate year-round services to the airport after Oman Air and Air India Express.

"The aim is to increase traffic between Oman and the subcontinent – Pakistan and India in particular – as well as frequencies on existing routes," said Allen. "South Asia is our main market though. It’s driven by a vast amount of migrant labour. Muscat International Airport itself actually had a number of young Omani nationals working the porter service. We recently outsourced the porter service to a private company so that we could train the young Omani’s in higher-skilled jobs."

Both Muscat and Salalah airports adopted this new approach to employment following a string of recent government initiatives to combat unemployment and poor quality of employment in Oman. As a result, over 25 specially trained new positions have been created in order to grant locals more specialist roles, such as fire fighters and operations officers.

**Enhancing the passenger experience**

OAMC’s efforts to improve the passenger experience include the launch of a new smartphone app for Muscat International Airport. The app features live flight information, information pertaining to airport services such as lounges, retail, food & beverage, parking, and taxi booking, as well as information on Oman itself, including weather and currency details. The app is available for both iPhone and Android devices, and in both English and Arabic. “The uptake for smartphones is beginning to eclipse that of home computers, and we’re beginning to focus on mobile apps more than anything else,” commented Allen. “It’s not just keeping up with the market – there’s an actual need for mobile apps. If people want to see if their flight is on time before they leave home they’ll use their tablet or smartphone, it’s how it works out here. It’s all a part of our continuing work to communicate with the people of Oman.”

The first phase of the development at Muscat is due to be opened by the third quarter of this year, with more development announcements to be made then. The new terminal developments taking place at Muscat and Salalah, coupled with the healthy double-digit growth being experienced by both airports, is indicative of the growth trend being experienced in Oman. That growth looks set to continue for the foreseeable future, and the planned phased expansion of the airports will ensure a smooth passenger experience.
The vibrant, dynamic nation of Jordan is experiencing strong economic growth. The increasing number of travellers to the Kingdom has prompted infrastructure developments such as the recently opened new terminal at Queen Alia International Airport, which is operated by Airport International Group (AIG). Its CEO Kjeld Binger spoke to Ross Falconer.

AIG is managing and redeveloping Jordan’s premier gateway under a 25-year Build-Operate-Transfer (BOT) concession, which was awarded in 2007. Central to the redevelopment of Queen Alia International Airport (QAIA) is the landmark US$750 million (£575m) terminal that opened on 21 March, with the overnight transfer of operations from the old facility. In addition, AIG invested US$100 million (£75m) in the airport’s existing facilities prior to the opening of the new terminal. Under the terms of the BOT concession, the government retains ownership of the airport and receives a proportion of gross revenues for the duration of the agreement (54.47% for the first six years and 54.64% thereafter).

The Jordanian government’s aim is to double tourism revenue to JOD4.2 billion (£4.5bn) by 2015, and AIG’s role in managing the airport efficiently, opening the new state-of-the-art terminal and investing in strong marketing efforts to attract airlines, are major factors contributing to the government’s drive.

“QAIA has the benefit of being in one of the fastest-growing regions in the world,” commented Binger. Indeed, the airport achieved +14% growth to six million passengers in 2012. Throughput has exceeded the airport’s original capacity of 3.5 million annual passengers for the last four years, and the new terminal eliminates those capacity constraints, providing an initial capacity of seven million passengers per year. When the existing terminal is demolished and the piers expanded, capacity will increase to nine million, with later pier expansions to result in an ultimate annual capacity of 12 million passengers.

Growth has continued into 2013; the latest available figures show a +2.6% increase in January to 475,000 passengers. "QAIA’s continued traffic growth is a positive
indicator of the airport’s expected performance in 2013, and underscores the necessity of the new state-of-the-art terminal in accommodating the projected increase in passenger and flight numbers,” explained Binger. “QAIA is poised to become a niche transit hub in the region, adding great value to Jordan’s economic development.”

Transfer traffic currently accounts for around 20% of QAIA’s total traffic and Binger added that he sees a growth trend in this area, particularly in light of national carrier Royal Jordanian having 11 787s on order, which are key to the airline’s plans to broaden its long-haul network. The first of these 787s will be delivered in 2014.

New routes, and increased frequencies, launched from QAIA in 2012 included Royal Jordanian to Abu Dhabi, Misrata and Al Ain; Royal Falcon to Abu Dhabi, Cairo, Jeddah, Najaf and Mosul; Cyprus Airways to Larnaca and Afriqiyah Airways to Tripoli/Benghazi.

A new route incentive scheme was introduced in January 2011, with airlines serving eligible routes benefiting from reduced aeronautical charges. The discount is 30% in Year 1, 20% in Year 2 and 10% in Year 3. Services must be operated to/from a new city/airport pair; they must also operate a minimum of three flights per week.

“We have a very focused approach to route development,” explained Binger. “We should be looking more at the Asian market, including China – we see good potential there. There are also ongoing talks with low-cost carriers in Europe; there is room for developing these services.”

**Sense of place**

The iconic design of the new 103,000sqm terminal was created by Sir Norman Foster – the stand out characteristic being the roof design, which was inspired by Bedouin tents. It is composed of 127 concrete domes, each weighing up to 600 tonnes. The concrete used for the roof domes weighs over 55,000 tonnes. The design is intended to resonate with a sense of place and local culture. Binger explained that Jordan experiences dramatic changes in temperature, with summer temperatures varying markedly between day and night time; consequently, the high thermal mass of the material used provides passive environmental control. The terminal is glazed on all sides, providing views of aircraft on the apron and aiding passenger orientation. Two piers of departure gates run along either side of the central building, which contains the main processing areas, shops, restaurants and lounges.

The new terminal increases retail space by 25% to more than 6,000sqm, with the number of outlets rising from 29 to 39. Most recently, AIG signed partnership agreements with two non-profit, non-governmental organisations – Jordan River Foundation (JRF) and the Royal Society for the Conservation of Nature (RSCN) – which develop socio-economic and environmental initiatives designed to empower local communities by generating employment opportunities. They will showcase and sell traditional handmade products in the new terminal. Binger said: “These organisations have been instrumental in employing underprivileged Jordanians in marginalised and rural areas. Through this partnership, not only do we hope to support them in securing sustainable incomes for their beneficiaries, but we also aim to give them the opportunity to showcase Jordan’s rich culture and local craftsmanship to our esteemed passengers.”

The redevelopment heralds what Binger describes as a new era for QAIA, as it strives to achieve its vision of becoming the airport of choice in the region with strong global connections. The new terminal provides the capacity to pursue that vision and to handle the continued strong growth that is forecast.
Ras Al Khaimah (RAK) International Airport has a dynamic team in place that is delivering the expansion objectives outlined in its master plan. Gower became CEO 18 months ago and speaks with enthusiasm about the airport’s development: “It’s great getting up every morning and coming to work. The improvements we have seen already are dramatic, and a lot of this comes from the leadership of His Highness Sheikh Saud bin Saqr Al Qasimi (Ruler of Ras Al Khaimah and Member of the Supreme Council).”

RAK’s vision is to be a successful world-class airport, contributing to the long-term growth and prosperity of the airport, the emirate and its people. Passenger numbers are growing impressively; throughput is forecast to reach 500,000 in 2013 – a +24% increase in the two years since 2011.

Key elements of the master plan include increasing terminal capacity by 140%; seven new departure gates; a 40% increase in retail space with new duty free stores; a new food court; a business lounge; and increased car parking. Maximising non-aeronautical revenues is a big focus and efforts in this area are showing positive results; average passenger spend has risen to AED90 (€20) – an impressive +76% increase in the last 12 months.

“The expansion will increase the capacity of the terminal building to one million passengers per year,” explained Gower, adding that the terminal developments will all be complete by May 2013.

ARINC is implementing multiple airport systems at RAK Airport. This involves the design, supply and installation of ARINC’s core suite of airport passenger processing solutions, as well as advanced airport operational systems, and includes state-of-the-art common use passenger processing systems (CUPPS) and boarding operations at the expanding airport.

The airport is also exploring the introduction of offsite hotel check-in and bag drop as a way to further enhance the travel experience. “This would mean that investment in the check-in halls could be put into family friendly facilities in the terminal. We want to put the fun back into flying,” commented Gower.

Developments are not confined to the terminal building itself – airfield facilities are being enhanced with new hangars and a new fuel farm, which will be complete in Q3 this year.

Strategic location and tourist gateway

RAK Airport has a 3,760m long runway that is capable of handling all aircraft types. It also has no slot restrictions. Ras Al Khaimah’s strategic location between East and West makes it potentially attractive for transfer traffic, and it is also a tourist gateway to the Emirates, with many luxury holiday resorts nearby. Indeed, the journey from RAK to Dubai takes only 45 minutes.

The airport is committed to supporting home carrier RAK Airways, which grew impressively in 2012. The airline carried more than 300,000 passengers last year – a +47% increase year-on-year. In October, RAK Airways launched services between Ras Al Khaimah and Abu Dhabi, becoming the first UAE national carrier to operate a domestic route.

Both the airport and airline are playing an important role in the development and growth of Ras Al Khaimah. With clear prospects for continued airport growth in the dynamic Gulf region, RAK Airport is demonstrating its commitment to providing quality facilities and services to meet those future air transport needs.
History Meets Modernity
The New Queen Alia International Airport (QAIA–AMM)

We welcome you to the new Queen Alia International Airport terminal. Witness a modern symbol of civilization echoed by Jordan's rich history. Minimal levels coupled with simplified flows within the terminal give passengers a more seamless experience as they embark on their travels. A new walk-through Duty Free area and a wide array of food and beverage selections, lounges, amenities and services only add to the new and stimulating experiences for passengers at Queen Alia International Airport.

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MILLION OF WEST DANES ARE WAITING FOR YOUR FLIGHTS TO COME ...

Our catchment generated more than 7 million international passengers in 2012
Be it the empowering of the passenger through self-service bag drops, the optimisation of centralised baggage management systems, or the facilities enabling travellers to tag their bags from home, rapid developments in airport baggage operations has everyone in the industry wondering what is coming next. Amy Hanna reports on the innovators and the inventions revolutionising baggage processing for airport and passenger.

Home-printed bag tags at Billund Airport

A groundbreaking solution at Denmark’s Billund Airport enables its one million charter passengers to print their own baggage tags at home with their boarding pass, days before they arrive at the airport. Travellers print tags onto a piece of A4 paper, then simply fold and insert them into a reusable plastic wallet, provided free of charge in the terminal. The bag can then be deposited at a dedicated Express Drop desk, where it is processed by Unisys technology.

According to the airport’s Marketing Manager Jesper Klausholm, Billund was the first airport in the world to implement the system, which, since its launch in September last year, has been utilised by almost 40% of the airport’s charter traffic. Klausholm said: “People appreciate being able to tag their bags from their own living room. It’s a load off their mind and they feel a lot more prepared for their flight.”

The airport is now developing a system that will allow passengers to select their aircraft seats and pay for overweight baggage from home.

Centralised processes at Brock Solutions

Brock Solutions pioneered the bag drop process in 2005 at Montreal airport, with its agent-assisted fixed bag drop application, which now operates at airports across the US, Europe and Asia.

Today, at the core of Brock Solutions’ ever-evolving management applications is its SmartSuite database, which intuitively collates baggage-tracking information for centralised baggage handling processes airport or airline-wide.

The suite’s state-of-the-art SmartDrop function puts passengers in charge of their own airport journey with its automatic bag drop solutions. Brock’s latest innovation is the SmartDrop Baggage Image and Weight Identification System (BIWIS), which simplifies the check-in and borders procedure by eliminating the need for passengers to claim and recheck their baggage.

Brock’s SmartSuite applications enhance the airport experience with features such as automated baggage recovery, checkpoint tools that predict queue blockages and real-time baggage status and delay information.

Varilabel’s foolproof self-adhesive bag tags

Last year, 3.5 million travellers used Varilabel’s intuitive bag tags in combination with an autonomous bag drop, and its simple-to-use, people-friendly initiatives have put bag drop into the hands of the passenger at airports across Europe for the last four years.

The true ingenuity of Varilabel’s luggage tags lies in the special adhesive coating that sticks to
nothing but itself, meaning that there is only one way for the label to be applied – and it cannot be done incorrectly. The unique adhesive also requires no backing paper and therefore creates no waste, and the process takes just seconds, minimising queues and considerably increasing an airport’s bag drop capacity.

At present Varilabel is developing a system to print its bag tags from a CUSS kiosk in accordance with IATA's Simplifying the Business Initiative.

**Safety and simplicity at the centre of ICM Airport Technics**

ICM Airport Technics’ Auto Bag Drop unit is optimised for an easy and safe user experience, designed with an unintimidating aesthetic and an intuitive graphical user interface, its innovative side-loading system is easier than front loading and provides a clear area of safety for passengers, while anti-intrusion systems prevent any kind of trapping or injury.

The Auto Bag Drop automatically checks baggage weight and size allowances, prints a heavy bag tag if necessary, checks for non-conveyable and multiple bags, and securely inducts the bag into the bag handling system, all in under 30 seconds.

Most recently, Heathrow airport has implemented ICM’s latest Auto Bag Drop Series 7, which includes 3D scanning technology to determine whether a bag can be conveyed. In 2013 ICM aims to further enhance its biometric integration and launch its hybrid solution for agent assisted self-service bag drop solutions.

**Happy passengers and lower operational costs at Type22**

Type22 delivers baggage-processing solutions that make hassle-free handling become the standard. Designed to provide the best service to passengers, its latest innovation is the retrofit Scan&Fly Self Bag Drop solution, which brings airports and airlines what today’s passengers want: speed, ease of use, no queues and control over one’s own journey.

Bart Houlebeergs, Commercial Director, said: “We succeeded in creating a compact product, packed with technology for a unique passenger experience, that fits right onto existing check-in counters. No costly changes to the infrastructure or equipment of an airport are required.” Baggage can be dropped in less than 15 seconds, reducing space and capacity constraints in airport terminals and cutting operational costs at check-in in half.

With Scan&Fly installed at Brussels and Rotterdam The Hague airports, Type22 is continuously looking for ways to further improve the Self Bag Drop process. Working closely with airports and airlines to optimise the passenger flow, the Dutch high-tech company is now concentrating on upgrading the self-tagging procedure, developments in Near Field Communication and exploring the potential benefits of home tagging.

**DSG Systems’ seven-second bag drop**

DSG Systems’ two-step self-service BagDrop solution allows passengers to drop their bags in just seven seconds, and, by the end of 2013, will have been adopted by every capital airport in Europe’s Nordic region. The CUSS facility is designed to improve passengers’ ability to self-check-in with its ‘natural-feeling process’, resulting in less queuing and higher throughput in bottleneck areas. The Norway-based company is also deploying its progressive Sort Allocation Computer, with a live stream of data to for monitoring an airport’s baggage system, and considerably increasing an airport’s bag drop capacity.

DSG Systems is currently pursuing developments for usage of RFID, NFC and other applicable technologies for baggage tagging. Idar Sørgjerd, Managing Director, said: “We strongly believe in removal of the old tag printers and tagging procedures as we see them today, and aim to find solutions which are both effective and competitive for the passenger, airlines and the airports.”

**Remote and self-service with BagDrop systems BV**

BagDrop systems BV’s goal is to deliver increased terminal capacity, an enhanced passenger experience, improved passenger revenue and reduced operational cost by developing remote and self-service bag drop facilities that require minimum passenger input for the most secure baggage process. Around 2.5 million passengers a year use BagDrop’s fully CUSS compliant facilities, which support 15 different languages, as well as RFID-bag tagging, home-printed bag tags and liner-less label printing.

BagDrop’s facilities have been implemented at Amsterdam Schiphol Airport, Zurich Airport and in Japan at Nagoya airport and are able to process about 30 different airlines with different DCS-systems, as well as giving passengers control of their own bag drop experience.

In 2013 BagDrop will implement functionalities such as common use payment for excess baggage and alternatively functioning bag drop off units.
Why rebuild when you can upgrade? Simply retrofit.

www.scanfly.aero
Complete baggage control at Materna

The flexibility and modular design of Materna’s baggage handling and check-in application makes it effectively customisable to the particular needs of an airline for a one or two step solution, or even a combination of both. Materna’s baggage handling and check-in system is designed in partnership with a number of other sites in 2013.

Recently, Materna installed 39 new Self Bag Drop points for Lufthansa, which take full control of the bag drop process, including conveyor management, bar code reading, weight and baggage dimension detection, as well as RFID functionality.

After just three months in operation, the average processing time of the new systems – from identification to tagging and baggage verification – was reduced to less than 50 seconds, 20% below the customer requirement. The facility is capable of handling multiple bags and passenger groups and features the option of switching between languages as the passenger requires.

The German company’s next step is to develop its mobile check-in app and optimise its common use bag drop application for multiple airline environments.

Vanderlande’s new Mobile Maintenance Solution

Vanderlande Industries recently introduced its MMS, a unique mobile automation specialist SCHAD. MMS integrates supervisory control and data acquisition (SCADA) with enterprise asset management solutions such as IBM Maximo.

Vanderlande will use the application MMS to improve the operational performance of their site-based teams to increase the value and quality of service to their customers. Its customers will benefit because of the higher efficiency, lower costs and improved management reporting of the site-based teams, which will have the ability to monitor system performance from any location using any mobile device over WiFi or GPRS. What makes this solution unique is that it additionally offers maintenance engineers full mobile working capabilities by giving users a seamless integration between their existing SCADA system and IBM’s Maximo maintenance (enterprise asset management) system. This further demonstrates Vanderlande’s commitment to innovations that bring customers’ system availability up and their costs down.

The solution is available now to new and existing Vanderlande customers who have implemented a full service solution and use a permanently site-based Vanderlande support team. Currently, the company has more than 80 site-based teams. The Vanderlande team at London Heathrow Terminal 5 is the first team to use this new mobile solution. The aim is to deploy it at a number of other sites in 2013.

“Vanderlande Industries is the first automation specialist that currently has a mobility offering like this, and we are delighted to be offering integrated mobile SCADA and maintenance as an enhancement to our full service solutions,” said Tjeko Bouman, Director Customer Services. “Mobility clearly differentiates us as a supplier and adds a lot of extra value to the overall benefits of using automation.”

What next for airport baggage processing?

“The baggage process will be ever more adapted to the passengers’ individual journey,” said Bart Houleberghs, Type22. He explained that the integration of personal mobile technology will have the most influence on the baggage processing experience of the future, allowing airlines and airports to filter individualised information to passengers in the right time and place.

Varilabel’s Director Borry Vrieling agrees that passenger autonomy will be at the centre of baggage’s future, and suggests an air travel standard in which passengers will home-print bag tags on their journey out and self-print them at a kiosk on the way home, while frequent flyers will use permanent tags with RFID technology.

Billund’s Jepser Klausholm attested that automated self-service bag drop will become the ‘new normal’, much as online check-in and mobile boarding have become customary in recent years, and Cliff Burchfield, Brock Solutions’ Head Business Development Software Solutions concurred, and also commented that since passengers expect the simplified, ‘Applefication’ of airport processes, baggage information in the future will be even more relevant, simple and easy to access, which is why Brock is in the process of developing its browser and tablet-based solutions. Idar Sargjerd of DSG Systems furthered this, suggesting that escalating airport technologies such in-terminal WiFi will enable remote, mobile control of different handling systems, streamlining baggage processes for airport and passenger.

Heathrow airport recently implemented ICM’s latest Auto Bag Drop Series 7, which includes sophisticated 3D scanning technology to determine whether a bag can be conveyed.
LIFE IS HARD WHEN YOU ARE AN ORDINARY LUGGAGE LABEL

A key component of the self-tagging process is the tag itself. That is why we developed a high quality label without any backing paper but with an area that only sticks to the area where it should stick to. There will be no wastepaper at the drop off point, no false sticking and therefore a much higher self-tagging success rate. This will ensure an even more easy and seamless travel experience for your passengers, increasing their levels of satisfaction with your airline. This is what some of the major airlines, who already use our labels, confirmed to be experiencing.

Next Generation Baggage Handling
Self Bag Drop for more flexibility and convenience.

Our modular system for Self Bag Drop fits best into customer’s environment and infrastructure. All MATERNA ips Bag Drop solutions are certified for IATA CUSS standard and provide comfortable handling of passenger groups, bag tag printing, excess baggage and technologies like RFID.
DSG SYSTEMS self-service bag drop solution simplifies and streamlines the process of checking in. The passenger finds our SBD easy to use, thereby reducing check-in time and improving the general experience of the travel. The solution may be easily customized to meet any design- and regulatory requirements.

THE SBD.DASHBOARD is a centralized role based configuration and reporting tool for the self-service bag drop solution, as well as being a complete real-time monitoring tool. This will, at all times, give you a complete overview of the operational status.
Last year saw a record series of successes for Aéroports de Paris. Highest ever passenger numbers at Paris-Charles de Gaulle Airport contributed to a +5.6% increase in its overall revenue of €2.64 billion, while 2012 also saw the acquisition of a 38% share in TAV Airports. Today, renovations at Paris-Orly and Charles de Gaulle are underway as part of its Horizon 2018 initiative to deliver an extraordinary airport journey. Recently appointed Chairman and CEO Augustin de Romanet explained to Amy Hanna his vision for further success.

In 2012, Aéroports de Paris (AdP) embarked upon improvements across its portfolio. The operator is demonstrating that it is truly at the forefront of the industry, with renovations to its airports that will transform the passenger experience for every category of traveller. It is currently the midst of a major modernisation project at Paris-Orly. The six-year renovation was launched in October last year. It will result in the unification of its two terminals – Orly South and Orly West – to form a more efficient airport environment that will consist of a single terminal and three departure lounges with simplified access and passenger flow. The most emblematic feature of the airport’s €450 million transformation is the construction of an 80,000sqm link between the two existing terminals, to be completed in 2018, and alongside it the building of a new 20,000sqm departure lounge, which will open in 2015. De Romanet explained that the ambitious development project will generate more space in the terminal and greater comfort for airlines and passengers and, when completed, will create an additional 5,000 jobs at the airport.

Horizon 2018 initiative

The renovations at Paris-Orly are part of AdP’s exhaustive Horizon 2018 initiative for improvements to infrastructure and an enhanced passenger experience. The programme also implemented a significant investment to improve capacity at Charles de Gaulle, and the hub should not need to expand its capacity again for a decade, now having room for an additional 33 million passengers – an increase equivalent to the size of Paris-Orly. Following the expansion, passenger traffic at Paris-CDG last year reached its highest yet, with a throughput of 61.6 million, and propelling passenger traffic across AdP to nearly 89 million. De Romanet explained that the majority of AdP’s airlines are not planning to increase their offering significantly for the summer schedule, and he is therefore expecting stable traffic numbers for 2013, though revenues should see slight growth. “Regardless of the vagaries of the economic cycle, I remain optimistic,” he said. “Medium
and long-term growth for air travel is bound to continue, as the number of people across the world required to travel by air is constantly rising. An airport like Paris-Charles de Gaulle is perfectly sized to respond to this increased traffic, at least until the mid-2020s.*

De Romanet’s strategic priority is now focused on improving operational performance and service quality. He said: “In this respect, our efforts will endeavour to standardise the welcome reserved for passengers and the atmosphere found in the various terminals. We are therefore continuing with the renovation of the oldest terminals at Paris-Charles de Gaulle, notably Terminal 2E and the departure lounges in Terminal 1. I also want AdP to improve the overall satisfaction of arriving passengers, while striving for excellence with the service it provides for people with disabilities or reduced mobility. Passengers must have a positive, and wherever possible, unique experience in our terminals. This explains our innovative start to the year with the opening of a museum in Hall M of Terminal 2E, which is currently exhibiting works by the sculptor Auguste Rodin.”

**Innovating for the passenger**

Indeed, Aéroports de Paris is implementing a multitude of initiatives to augment the passenger experience, including innovative technology designed to streamline the airport journey. At Paris-Orly, AdP introduced an entirely new area in the West Hall dedicated to self-service bag drop in December last year. With five automated bag drop points, its initial performance has been very successful, with up to 3,000 bags being self-processed every day, to enthusiastic passenger feedback. Its ‘Parare’ automated border control scheme utilises biometric fingerprint recognition for check-in that takes just seconds, while the operator is setting an industry-leading example with ‘My Way Aéroports de Paris’, a geolocation and passenger guidance mobile app for Paris-CDG, which, according to de Romanet, is an airport world first in passenger wayfinding. The ‘My Airport’ application also provides passengers with real-time, personalised information on their flights.

“Furthermore, we are currently rolling out touch screen information terminals which use a bar code reader to scan boarding cards and provide passengers with all the information they require on their flight, the route to their boarding gate and the services available, in either video or map format with an indication of the time required,” added de Romanet.

**Industry firsts**

De Romanet explained that innovation is fundamental to AdP’s core principles. In 2010 AdP created its ‘lab’ unit, solely dedicated to the research and experimentation of new services designed to improve the airport journey, and its Customer Service Academy also provides original ways of improving the passenger experience, giving everyone employed by AdP the chance to develop their ‘customer culture’ knowledge. “Our latest initiative was a forum, organised in partnership with Air France, entitled ‘Discovering and welcoming Indian customers’,” de Romanet explained. “Over four days, all stakeholders involved in greeting customers at the airport were able to discover the specific expectations of Indian customers, whose numbers are increasing in our terminals. We have also organised a forum focused on welcoming Chinese passengers. Since it began in April 2011, the Customer Service Academy has trained over 13,000 employees, 45% of which came from outside the company. It really is a great success.”

Credit: Mikaël Lalontan and Olivier Seignette

AdP has invested heavily in pursuing its strategy for made-to-measure passenger services. Its Chinese-language website provides visitors with practical information on getting to and from the Paris airports, some essential French vocabulary and key places to visit in Paris, and the information has since been made available in 10 languages. It has put in place several specially-tailored reception services for international passengers at both Paris-CDG and Paris-Orly. “Our full range of new services makes our passengers’ journey easier, right from their home country. The aim is to be attentive to each and every one of them. These services were first available to Chinese passengers, then for Russian and Japanese passengers this year,” de Romanet said. “Right from the baggage reclaim area, passengers are greeted with audio welcome messages, broadcast automatically depending on the origin of the flight, and hostesses are there to hand out maps of the airport and of Paris.”

AdP’s aim for this year is to become a global leader in services for Passengers with Reduced Mobility (PRMs). On this point, de Romanet is unequivocal: “What do we owe our passengers with disabilities and reduced mobility? Service of the highest standard, with comfortable waiting areas and Aéroports de Paris staff fully trained in how to deal with every kind of disability.”

Credit: Emile Luider, La Company

In a record year for traffic, passenger numbers at AdP’s airports grew by +0.8% to 88.8 million, with throughput at Paris-CDG reaching an all-time high of 61.6 million.

AdP’s next step is to become a global leader in services for Passengers with Reduced Mobility. On this point, de Romanet is unequivocal: “What do we owe our passengers with disabilities and reduced mobility? Service of the highest standard, with comfortable waiting areas and Aéroports de Paris staff fully trained in how to deal with every kind of disability.”
Stop putting aircraft and people on hold
The Safegate Effect
Located at the centre of the France’s Aquitaine region, Pau Pyrénées Airport is a key gateway for business travellers, pilgrim passengers and equine traffic. Now, as the airport enters a period of restructure across its air travel network, it is exploring opportunities for new routes from across the continent. Airport Manager Jean-Luc Cohen outlined the airport’s expansion strategy to Amy Hanna.

Rising charter traffic, a vast increase in freight operations and a continuing influx of business passengers has provided Pau Pyrénées Airport with a wealth of possibilities to enhance its route network with flights from all over Europe.

Air France is Pau Pyrénées Airport’s biggest carrier, and since Ryanair ceased operations in 2011, no low-cost carriers currently serve the airport. Now, the airport’s development strategy is one with a definitive focus: to amplify its passenger traffic by acquiring new services from a more diverse range of carriers and reinitiating a programme of low-cost services.

“As well as expanding our network in France with different new routes – Strasbourg, Lille and Nantes – the airport wants to have an alternative to Air France, which is currently particularly present in Pau,” said Cohen. “Our aim is to develop new routes to complement our current business destinations – Paris, Lyon and Marseille – and expand our leisure activities all over Europe by building connections with cities such as Madrid, Rome, Dublin, Amsterdam and Brussels.”

In 2012 the airport handled around 610,000 passengers, 5% fewer than in the previous year. This year, Cohen explained, it is predicted that throughput will make a rapid recovery, with numbers forecasted to rise to 625,000. The increase will come as a result of newly introduced low-fare flights from Air France – ‘Mini’ fares to Paris Orly and London City airports and the HOP! service to Lyon – which are expected to appeal to a wider passenger sector and enhance the airport’s traffic by +5-10%. A new seasonal service to Bastia, Corsica, will also run between May and October with HOP!. In the near future the airport also hopes to secure low-cost services to Belgium, Italy, Spain and the UK, which, if realised, will serve to further boost passenger traffic.

Burgeoning freight operations are also anticipated at Pau Pyrénées in the coming months. The airport serves as an important channel for the worldwide transport of horses, importing cargo from Europe and exporting to destinations across the globe. The Pau Béarn Chamber of Commerce and Industry is currently composing an application for approval of its status as an equine Border Inspection Post. Set in the third-largest economic region in southwest France, Pau Pyrénées Airport is also a major gateway for a multitude of major international corporations dealing in geosciences, aeronautics and mechanics.

Cohen explained that the airport is also focused on developing its business aviation division for 2013, and, in addition, will continue to attract increasing custom from pilgrim passengers making the voyage to nearby Lourdes from the US, Asia, South America, and Africa.

Inside the terminal, the airport’s focus remains on delivering an exceptional passenger experience. “Taking into account the size of our airport, the quality of our services and our relationship with our passengers is our greatest asset in terms of creating an enhanced airport experience, and we are among the top airports in terms of customer satisfaction,” Cohen commented. “On trends in assistance, we are embracing the most advanced technologies in self-service check-in and bag drop,” he concluded.
Delivering world class integrated baggage handling solutions

Babcock provides integrated solutions which support critical airport operations, helping to keep passengers moving and flights on schedule. Our services encompass designing, installing and managing complex baggage handling systems, through to fleet management and engineering support for specialist ground support vehicles.

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One of the UK's leading organisations, we provide through-life integrated solutions and support services for airport baggage handling. Babcock uses its unrivalled baggage processing and operational knowledge, together with its specialist engineering skills in automated handling and control systems development, to deliver the optimum through-life performance.
AEROPORTS DE LYON’S AMBITIOUS PLAN FOR EXPANSION

When the expansion of Lyon-Saint Exupéry is completed its passenger capacity will increase by 50%, and with its new and improved low-cost Terminal 3 just the tip of the iceberg in its plans for expansion, it seems Aéroports de Lyon’s ambition knows no bounds. CEO Philippe Bernard explained to Amy Hanna how this year’s host of ACI EUROPE’s Regional Airports’ Conference and Exhibition is embracing every opportunity that Europe’s aviation industry has to offer.

Aéroports de Lyon is at the end of an exceptional half-decade of growth, in which throughput at Lyon-Saint Exupéry Airport increased by an average of +3.5% year-on-year between 2007 and 2011. Last year, despite challenges brought about by the closure of some Air France routes, passenger numbers remained consistent at 8.5 million. With a forecast return to +3% growth this year expected to be just the start of another long period of traffic expansion, Aéroports de Lyon’s focus is firmly on capacity expansion as it embarks on the biggest development in Lyon-Saint Exupéry’s history.

In 2011, air service operations commenced from the airport’s most recent extension – and the initial stage of its four-phase development strategy – a 7,000sqm satellite-expansion of its existing Terminal 3, which is dedicated to low-cost carrier services. But with the number of low-cost passengers having grown from less than 1% of the airport’s global traffic in 2009 to more than a quarter today, the satellite building has rapidly become saturated, so now the airport launches its large-scale construction programme to develop its new and improved Terminal 3.

“What’s original about Lyon’s development is that we have decided to build one new terminal that will serve two purposes,” said Bernard. “It will be dedicated to common facilities for low-cost traffic and traditional international traffic, currently based in Terminal 1, which is in need of further expansion. We are also establishing a huge commercial area of around 10,000sqm.” The second phase of the airport’s expansion – the main period of Terminal 3’s construction – will take place between now and 2016, and will form around half of Lyon-Saint Exupéry’s most significant ever five-year investment programme of €250 million – the rest of which will be dedicated to the renewal of facilities airport-wide. The new terminal will increase the airport’s size to around 60,000sqm, and has been designed to accommodate 25% of the airport’s total traffic by 2015. When the final stages of the development project – the joining of the new terminal with a freshly refurbished Terminal 1 – have been completed in 2020, the airport’s capacity will have grown by +50% to 15 million passengers a year.

Cooperation with the community

Beyond the completion of the new Terminal 3, subsequent developments are also a part of Lyon-Saint Exupéry Airport’s ambitious plan for the future. There is a further 10,000sqm of land on airport grounds that is reserved for further expansion, which, according to Bernard, is enough to build two additional runways, and enhance passenger capacity more than three times over. “It is rather unique in France to have an existing facility with such extension possibilities,” he added. “We think that, with the growing saturation of its large hubs, Europe’s future lies in the hands of the regional airports, and it is important for them to be prepared to transform ready for the opportunities ahead. Our airport and the surrounding community is entirely linked to our potential for expansion. If we want it to become a reality one day, we must have a great deal of cooperation with those around us.”

Accordingly, the airport’s concern over its economical, social and environmental impact is at the forefront of its strategy for development, and as such it has implemented an array of means of cooperation with its local public. An arrangement with the regional Pôle-Emploi has positioned Lyon-Saint Exupéry as a key job provider in the district, with employment opportunities at the airport first being offered to its neighbouring population, while it has also worked to unite the community by creating a network of pathways so that the airport can be traversed by foot or bicycle.

For the last 15 years, sustainable operation has also been a priority for Aéroports de Lyon, and it is currently applying its strategy to reduce energy consumption and carbon emissions. Lyon Saint Exupéry has set its sights on becoming Airport Carbon Accredited at Level 2 “Reduction”, during 2013. It will also launch an action plan to obtain Level 3 accreditation – “Optimisation” – by late-2015.

Imagining innovation

Aéroports de Lyon is also aiming for an industry-leading example in the quality of the passenger experience. “To date we are the first French airport to measure the calibre of its passenger service solely through Airport Service Quality surveys, which means that for us the only indicator of how well we are doing is the quality and value that is felt by our customers,” explained Bernard.

A number of unique approaches have been implemented throughout its terminals to enhance the airport journey, including Bernard’s Airport Helpers concept, in which over 1,000 aides positioned everywhere from airport buses, to retail areas, to gates, are specifically trained to offer all manner of assistance to passengers. Aéroports de Lyon also ensures it listens to the demands of the traveller, implementing a free WiFi facility in its terminals and developing its FLY’on mobile application in response to passenger request. Now, the airport monitors feedback and communicates with passengers via Twitter, Facebook and LinkedIn, as part of its interactive social media strategy, and most recently capitalised upon the ideas of its Facebook community to generate an ‘audio logo’ – a signature melody which, thanks to its social network followers, will convey the airport’s identity when played in terminals, on airport transport and at special events.

The airport develops many of its innovative concepts through platforms designed to stimulate creativity, such as its Le Club Imagine innovation circle of Aéroports de Lyon employees, which, since its initiation in 2008, has instigated more than 60 diverse projects.

The group was behind ideas to tailor service offerings to specific customer profiles, set up a food market with local farmers, and create the airport TV channel. Bernard is clearly passionate about experimenting and trying new ways to engage the passenger: “It is an excellent way to motivate and listen to the requests and ideas of our employees, and in return we keep ourselves at the forefront of innovation, which is what we strive for.”

Aéroports de Lyon generates some of its most innovative initiatives through its Le Club Imagine idea platform, which implemented the airport’s own TV channel, a food market for local farmers, and a combined medical centre and wellness facility at the airport.
Vanderlande Industries is the leading supplier of integrated baggage handling solutions at airports. From check-in to aircraft hold, from arriving flight to reclaim carousel, including related software solutions and operations and maintenance. Find out what we can do for you at Passenger Terminal Expo in Geneva, stand no. 5140

www.vanderlande.com
AN INSIGHT INTO THE WORLD OF BOARDING BRIDGES

Callum Tennent spoke with one of the world’s biggest boarding bridge solutions providers – ADELTE – to gain a better insight into this aspect of the passenger experience.

ADELTE is one of the world’s leading manufacturers of boarding bridges. Based in Barcelona, more than 600 of its apron drives can be found in major airports the world over – the odds are significant that the average traveller has stepped foot upon one when beginning their journey.

ADELTE’s Vice-President and Managing Director Jordi Floreta spoke to airport Business about staying on trend, improving the customer experience and the future of the boarding bridge.

“As a company, we cover every aspect of the boarding bridge business – we design and manufacture all of our products, we install them, service and maintain them and provide training for the operators. We believe innovation is the most important part of the business, and our control at every stage allows for this.”

Floreta, ‘innovation’ is not just a hollow buzzword, though. He explained that with ADELTE, the biggest changes are often clearly visible for all to see – particularly the passenger. “If you asked me what the biggest innovation in boarding bridges over the past 20 years or so was, I would say the transition from telescopic metal aprons to glass. The first we produced was in the mid-90s. There have, of course, been numerous mechanical and technical developments, but it is the glass housing that stands out. It makes a real difference to the passengers’ experience.”

Making the boarding bridge stage a pleasurable part of the travel experience for the passenger is obviously a key prerogative for ADELTE. Many passengers might typically describe the experience as drab or forgettable, but Floreta is keen to put an end to that stereotype: “We never feel like we have to compromise aesthetics for functionality. From within the terminal, the boarding bridge is one of the most visible things for passengers, and we want it to be a memorable sight. We are always focusing on improving design. Comfort, temperature and versatility are important. Of course, finances are tight with businesses right now all over the world, but we feel this is another of our key strengths. We work closely with the client to ensure that we can create a functional, attractive product within the comfort of their budget. We feel that our new technologies strike a balance within those three aspects.”

When asked about these new technologies, Floreta was unfortunately held to a vow of silence. However, he did tantalisingly inform airport Business that developments were indeed in progress: “We are at the early stage right now. But something is definitely happening. In the not too distant future, important new things will really change the boarding process.”

One thing Floreta was more than open about is ADELTE’s emphasis on safety. Boarding bridge accidents, usually involving scrapes or collisions with taxiing aircraft, are surprisingly common. ADELTE is doing its utmost to ensure that this does not happen with any of its installations. “All of our latest equipment is optimised and thoroughly tested. Most important of all though are the unseen safety measures which are taken. ADELTE personally trains every operator to regulated standards. After that, the operators undergo refresher courses and examinations every year. We even have a simulator to prepare them to the fullest,” commented Floreta.

ADELTE’s safety measures extend to within their aprons, too: “Our PRM (Passengers with Reduced Mobility) boarding is a constant concern, and is in full compliance with the European Commission’s PRM passenger rights legislation. More than that though, they comply with the needs of individual passengers and clients, too. Bridges are made to consider dimensions, extra rails are added, and so on. We believe our bridges to be the best in the world.”
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In 2012, Hamburg Airport handled a record 13.7 million passengers. This year, its strategy is focused on delivering its best airport experience yet. Michael Eggenschwiler, CEO, explained to Amy Hanna how the airport is keeping the passenger at the heart of its business.

From new technologies to convenience-enhancing initiatives, Hamburg Airport is implementing a multitude of innovations to enhance the passenger experience terminal-wide. In April, it is hosting the ACI EUROPE Airport Trading Conference and Exhibition, which explores ‘Collaboration and innovation to enhance the volume and quality of commercial opportunities for the passenger’, and suitably the largest airport in northern Germany has the needs of the passenger at the very forefront of its operations.

The airport has already received recognition for delivering an exceptional airport journey: having attained ACI EUROPE’s ‘Best Airport Award’ in the 10-25 million-passenger category last year. Eggenschwiler explained that the airport’s passenger-focused approach is what earned it the accolade: “We have been working very hard in past years, in all aspects of our customer care. We have always made sure that decisions we make correspond with the wishes of our passengers, and that we are working closely with our airlines, and I think that in itself has been recognised; the comprehensively first-rate approach that we have towards our passengers in all areas of the airport.”

Giving the passenger a voice

Hamburg Airport has strived to listen to the needs of its passengers and develop its strategy for growth accordingly, and it is now working to maximise the channels of communication between airport and traveller. In the terminal itself, the airport is trialling an innovative system in which access to iPads, placed around passenger areas, allows travellers to give feedback on their experience of the airport and receive an instant response. “For example, if somewhere is not clean they can just type it in there and the right people will get the message, that way they can take immediate action,” Eggenschwiler commented.

The airport is also harnessing its Facebook and Twitter interactivity as a further platform for passengers to express their views. “We’re doing a lot in social media and we’re getting quite a lot of followers. Our Facebook activity is something that works at the airport is helpful and friendly and smiling – which of course doesn’t cost much but makes such a difference to the passenger experience – we want to make travellers comfortable, make them feel at home, and that’s all over the airport. I think that it’s very important that we achieve this.”

Eggenschwiler: “As well as making sure that everyone who works at the airport is helpful and friendly and smiling – which of course doesn’t cost much but makes such a difference to the passenger experience – we want to make travellers comfortable, make them feel at home, and that’s all over the airport. I think that it’s very important that we achieve this.”

Putting the passenger at the heart of Hamburg Airport

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being trialled at the airport in order to test which of the devices is the easiest for passengers to use, prior to its airport-wide installation later in the year.

**Growing freight operations**

Though its 1% year-on-year growth in 2012 fell slightly short of the airport’s 14 million passenger target, Hamburg Airport overcame severe drawbacks last year, including the effects of the German Flight Tax on the domestic market and the financial difficulties that faced the airport’s second largest carrier, Air Berlin, which brought about a tough restructuring programme on its flight network. “At the moment we have slightly less movements than the year before – about 3.5% less flights – meaning we’re seeing about 150,000 movements annually,” commented Eggenschwiler. “We’re seeing a trend at the moment towards larger aircraft, and especially the number of passengers per flight, which increased to 104 passengers per flight on average – +4.4% on the previous year.”

It is expected that the number of air traffic movements will remain steady throughout this year. In February, bmi regional opened the first service between Hamburg and Bristol since 2009, while easyJet added an Edinburgh service in March. “We’ll also be handling new flights to Pula in Croatia, and a Vueling flight from Florence, Italy,” said Eggenschwiler.

Vueling will also open a route to Málaga in June. Eggenschwiler expects passenger numbers to grow by another 1% in 2013, meaning the airport will handle just less than its 14 million-passenger goal. The airport is also enhancing its freight activities in accordance with the anticipated growth in air cargo in the metropolitan region of Hamburg, and is currently beginning the construction of a new cargo centre, which will replace the current facility when completed in 2015. Planning has begun for the construction of 20,000sqm of cargo services and 6,000sqm of facilities that will expedite the airport’s ability to handle its growing freight operations. The facility will occupy the space that is currently the airport’s Holiday car park, and in turn, building has begun on a new 2,800-space car park, the largest the airport has seen.

Hamburg Airport is Airport Carbon Accredited at the ‘Reduction’ level, and it is focusing on implementing airport vehicles that run on renewable energies. In 2012 it was presented with the Green Fleet Award for environmental innovations in its ground handling vehicles, many of which are powered by electricity, gas and hydrogen.

A 14-person department dedicated to making the airport’s operations as sustainable as possible has also worked hard in recent years to save energy within airport buildings, preserve air quality in the airport surroundings, and reduce noise.

“We make sure that we do a lot to support our neighbours. All of our operations are transparent – they can look everything we do up on the internet – and last year we started a programme to invest €11-12 million in the introduction of soundproof windows to houses in our neighbourhood. More than 15,000 houses and apartments have received such windows in the past year, and in total 20,000 houses will receive new windows to make sure that we protect them from noise as well as we can,” concluded Eggenschwiler.
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The ‘pay and stay’ airport dining revolution

“Airports are special places, in that the people who travel through them are a uniquely wide and diverse range of consumers, and the airport creates an atmosphere in which they are likely to be in a mind-set that makes them more experimental,” explained Mark Kassapian, Communications Director for SSP. The opportunities presented by this unique category of consumer have been embraced by food travel expert SSP, whose innovative concepts for travel dining are engaging passengers worldwide in increasingly imaginative ways, while ensuring that airports meet the needs of travelling consumers and the growing movement towards a ‘pay and stay’ complete dining experience.

SSP is pioneering the future of airport food & beverage – implementing the latest technologies and tapping into the most popular food trends. Fashionable roadside-style burger stand Shake Shack was recently introduced at John F. Kennedy International airport, while self-serve beer taps at its newly launched Grain Loft bar at Manchester Airport put the traveller in control of their own time. The company’s next step is the development of its ‘widening the shop window’ strategy, which offers beneficial new spending opportunities by building a relationship with the passenger before they arrive at the airport and continuing it after their visit.

“This means making people aware of the choice on offer at the airport and allowing them to preorder,” Kassapian said. “It means engaging them when they are there, so that they remember us and come again, or encourage their friends to visit. An engaging experience also means that we can extend the offer – those who enjoyed a visit to a Montreaux Jazz Café may buy a t-shirt, while fans of Caffè Ritazza may want to purchase their own ‘Keep Cup’ to take home.”

Barrier-less currency exchange

Moneycorp secured nearly £63 million (£75m) in net income last year, when it traded more than £1 billion (€1.2bn) in currencies and conducted 2.4 million customer transactions. As well as expanding its exchange portfolio to over 100 world currencies in 2012, the UK-based independent currency broker introduced its own independent ATM facility and enhanced
its reach within the airport sector, launching its White Label online travel money service in collaboration with airlines such as Virgin Atlantic and Ryanair, who will give it access to 13 million passengers every year. From the end of the first quarter, Moneycorp will be embarking on a five-year residency as the sole foreign exchange provider at London-Gatwick Airport, for which it will double the size of its operations, increasing the number of foreign exchange bureaux in the airport’s North and South terminals from nine to 18, and the number of ATMs to around 40. Now, Moneycorp’s goal is to change the face of airport foreign exchange with the development of its new retail concept. It will soon introduce walk-through bureaux, designed to remove the barriers between customer and corporation. The new design will incorporate sit-down lounges, hostess-service and easy-to-use technology to streamline the customer journey. The use of Change Redemption Terminals, coupled with online currency ordering and in-store ordering via tablets are all part of Moneycorp’s strategy to revolutionise the bureau de change as we know it.

**A self-contained store with a portable product**

With over 100 airport locations across more than 30 countries, Subway has built an effective strategy for its airport dining experience, which combines speed, brand familiarity and product variety for continual growth. Last year the number of individual airport Subway stores rose by +10% to 146, and the first quarter of 2013 has seen, among others, the opening of the eighth Subway in a Chinese airport at Chengdu Shuangliu, and the third Subway store at Minneapolis-St Paul Airport. The brand’s travel success can be partially attributed to the practicality of its product for a terminal environment. Around half of Subway’s airport installations come after airport security, and the portable nature of its sandwiches lends itself perfectly to being taken to the gate or eaten inflight. Subway’s flexible installation model also makes it attractive to airports, as its self-contained, kiosk format can occupy small spaces efficiently, and can be suitably accommodated in open spaces with no back wall. Wheeled furniture and branding that snaps into place mean a kiosk can be dismantled, moved and reassembled within 24 hours.

Liz Smethurst, Global Account Manager – New Business Development, said: “Subway offers healthy take-away alternatives to the fatty snacks you often find when travelling. That suits passengers because they can get something on the go, that’s good for them and can be made exactly to order. We are known for not cutting down our concessions ranges at all – it’s really important that a customer has the same experience at an airport as on the ground.”

**Revenue opportunities throughout the passenger process**

The Excess Baggage Company’s storage, weighing and wrapping and courier solutions benefit both passenger and airport, alleviating the stress involved in one of the most burdensome aspects of the travel experience while providing opportunities for airports to capitalise on key parts of the passenger process to generate revenue. “The airport can generate additional revenue by thinking creatively about adding extra services to the services it already has to provide,” explained David Elliott, Managing Director. “There are certain things an airport has to do – whether that’s operating check-in, giving passengers information, or helping passengers manage their luggage. Providing these functions has cost implications, but they can be turned into revenue streams.”

For instance, at check-in, facilities can be made available for passengers to buy more bags to repack overweight luggage to avoid airline penalty charges, while machines can be used to wrap a valuable suitcase or weigh luggage and check the excess cost before proceeding to bag-drop. At security, passengers can make use of a post-and-fly service to avoid losing a confiscated item. In addition to its existing operations across the UK and Ireland, the Excess Baggage Company has recently begun operating nine bag weighing machines and a bag wrapping facility at London-Stansted Airport. These stand-alone machines can generate revenue from underutilised areas of a terminal, and, for the passenger, offer detailed information on airline baggage restrictions and advise on the published charges for airline excess baggage.

**Customer-driven retail initiatives**

More than half of Dublin Airport Authority’s annual turnover is generated by non-aeronautical activities at its airports and overseas, and it is consistently developing new and inventive ways to improve the passenger experience through its commercial operations.

To meet customer needs and enhance the journey through Dublin Airport, DAA recently implemented two loyalty programmes; its Airport Club privileged passenger scheme – which offers frequent fliers advantages such as fast track access to airport security and discounted car parking – and Airport Genie, a purchasable suite of additional services such as assistance with luggage, chaperone, and access to executive lounges. Customer-driven initiatives have also been deployed in retail at DAA airports, with an online shopping service for its The Loop retail facility proving very popular with passengers, enabling them to buy before they fly and pick up in a meaningful way at the airport. Over 4,000 products including cosmetics, fragrances, alcohol and confectionery are available, and in a major coup for DAA, it is the first airport retailer in the world to sell Estée Lauder and MAC products via its online channel.

The Loop’s complimentary Shop & Collect service has also transformed the way consumers shop at Cork and Dublin airports, and is a highly successful service, with 2011 seeing +42% year-on-year growth in sales value. At present, DAA is developing its five-year advertising sales strategy. New technology and digital advertising will form an integral part of this plan, along with experiential promotion opportunities which will allow brands to engage in a meaningful and interactive way with both passengers and airport customers.
At SSP, we put the customer at the heart of everything we do. Our Caffè Ritazza social media programme, which recently won three top prizes at the inaugural Moodie Awards, is just one of the ways we turn this philosophy into action. It’s helping us extend our reach beyond the café, building a relationship that starts before and continues long after the customer’s journey.
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NEC Display Solutions is one of the world’s largest suppliers of display technology to the airport industry. Its emphasis is now upon offering a tailored service to airports, delivering direct advice on the most suited display solutions available, courtesy of a support team of over 130 personnel throughout 40 localised service partners in Europe, the Middle-East and Africa. NEC was the first manufacturer to offer large-format LCD technologies to airports and, in the 10 years since, has built up trusted relationships with over 180 airports, helping it to better communicate with its passengers.

Stand 06

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A division of Dublin Airport Authority, Car Parks DAA is a leader in commercial airport car park management, offering a unique revenue growth model. A secure source of incremental parking revenues, Car Parks DAA ensures profitably managed airport car parks whilst always seeking opportunities to enhance customer value and the parking experience.

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Stand 03
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Stand 32

LS TRAVEL RETAIL TAILORS THE SHOPPING EXPERIENCE FOR BOTH BUSINESS AND CLIENT

LS Travel Retail boasts of its heavy investment in market intelligence and passenger behaviour and motivation. World leaders in duty free and luxury, travel essentials and foodservice stores, LS Travel Retail is committed to responding rapidly to market trends with innovative solutions. Its retail network of over 2,000 stores at more than 130 airports in 25 countries worldwide ensures location-specific offers and customer-influenced stores. Extensive market research combined with collaboration with its business partners ensures LS Travel Retail offers a tailored experience.

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HEINEMANN’S CREATIVE NEW AD CAMPAIGN

Global leader in travel retail Heinemann has unveiled the latest stage of its innovative advertising campaign, designed to dispel the duty free myths that it says still affects passenger’s spending habits. According to the duty free specialist, despite the fact that every year millions more people travel by plane, not all passengers know the benefit of duty free shopping and are convinced that domestic passengers are not allowed to shop duty free, and that doing so isn’t cheaper than shopping in the city. To change this perspective, Heinemann has deployed its newest series of adverts, which show duty free from a ‘bird’s eye’ view. The integrated, long-term campaign has been removing passenger misconceptions of travel retail since autumn 2012, and explaining – with a clear focus on customer growth – that Heinemann has “Great deals for those who fly”. The adverts are part of a multi-year investment and a long-term campaign, to bring the benefits of the Heinemann Duty Free shops closer to passengers and in 2013 will also enter digital channels, being broadcast online and on mobile.

CONCESSIONAIRE ANALYZER+ BOOSTING RETAIL AND F&B REVENUES FOR AIRPORTS

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growing airport revenues
The new £85 million airport has changed the face of air travel in Gibraltar. As well as boasting innovative architecture, designed to deliver an optimal passenger experience amidst extraordinary natural beauty, the terminal has generated a wide range of possibilities for new routes from all across Europe. Gibraltar Airport’s Air Terminal Director Terence Lopez explained that GIB’s priority is now preparing for the busy summer months ahead. Amy Hanna reports.

The new Gibraltar Airport is located on the fringe of the British Overseas Territory’s border with Spain, and, just a stone’s throw away from the region’s tourist-attracting Rock, has a truly unique backdrop. At 19,600sqm, the new £85 million airport is a vast expansion on the previous 5,000sqm terminal, which in recent years had struggled to cope with the peninsula’s burgeoning number of visitors. With three departure gates, 16 check-in desks and upper and ground floor baggage reclaim, Gibraltar Airport is now in a position to receive the influx of travellers anticipated in the near future; it has the capacity to handle one million passengers and is currently experiencing throughput of around 400,000.

Arrivals shifted from the old to the new GIB terminal in November 2011, while it handled its first departure in September 2012. Soon it will enter its first fully-operational summer — when passenger traffic is expected to reach its highest yet — and Terence Lopez, Air Terminal Director, explained that the coming months will be all about perfecting airport operations, and capitalising on the opportunities that the new terminal presents.

“‘A day-to-day sense what I’m concerned with is getting the terminal ship-shape,” stated Lopez. “In summer we will have an average of five flights a day — on Sunday that comes up to seven — and that for us is quite a big step, considering that at the moment we only have one or two flights on some days.”

In preparation for the busy season, Gibraltar Airport is continuing the modernisation of its new terminal and is currently in the process of implementing new technologies throughout its departure area. Four self-service counters are soon to be installed, while in security an explosives detection system has been put in place. Also key to Lopez’s strategy is preparing his workforce. “I cannot lose sight of the fact that it is the people that work inside the airport that make it what it is, and however much you do with the architecture, the people working within it are its blood — the life and soul of it,” Lopez said. “You can have the most beautiful building in the world, but if the staff within it aren’t doing their jobs properly all the feedback you get from passengers will be negative. So that’s my emphasis now, getting our equipment and our staff ready for the passenger avalanche we’re going to start getting, so that when it happens — we’re ready for it.”

Expanding Gibraltar’s network

The airport’s increased capacity and size presents a wealth of opportunities to adopt new routes and services. Lopez explained that since the completion of the new airport building, expansion of GIB’s route network has been at the forefront of its plans for growth.

“The airport has a very active route development unit and it is constantly trying to attract new routes into Gibraltar,” Lopez commented. “The fact that the new terminal has opened has really given them the catalyst they needed to get things moving. We are looking at every kind of route at the moment. By the end of May we will be serving several destinations within the UK – London Heathrow, London Gatwick, London Luton and Manchester, with Birmingham coming online in March. The Government of Gibraltar is permanently trying to expand the route network, and not only to the United Kingdom – they want to fly to Ireland and, of course, the rest of Europe.”

A calming airport journey

“Even though we are quite a small airport we have one of the best views in the whole world. The terminal itself faces the North face of the Rock, and you can just sit there for hours and look at it,” Lopez said.

Indeed, the airport’s glass and steel structure is a unique and well-mediated design, customised to the region’s beauty. Fully glazed walls maximise the view of the Rock and across the straits towards Africa, the Atlantic and the Mediterranean. In departures, landside and airside viewing terraces look out across the active apron, enabling passengers to pass the time before their flight by taking in the scenery and enjoying the theatre of an operational airport.

The airport’s inventive shape was designed to reflect the terminal’s aviation function and maritime location, while the overhanging roof provides a high level of solar shading to maintain a cool airport environment and high-performance double glazing and automated roller blinds enable the building to be predominantly naturally lit, contributing to enhanced energy performance.

So far passenger feedback on the terminal has been very positive, with its transparent design having been recognised for enhancing the passenger experience by offering a calming journey through the airport.
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